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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part X

Jointly financed administrative activities and special expenses

Section 31

Jointly financed administrative activities

Programme 27

Jointly financed activities

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* Reissued for technical reasons on 31 May 2024.

** A/79/50.

*** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

**** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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I. International Civil Service Commission

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 31.1 The International Civil Service Commission (ICSC) was established pursuant to General Assembly resolution [3357 \(XXIX\)](#) and is responsible for the regulation and coordination of the conditions of service for the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. In the exercise of its functions, the Commission is guided by the principles set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements.

Programme of work

Objective

- 31.2 The objective, to which ICSC contributes, is to ensure fair and harmonized conditions of service for staff in the United Nations common system.

Strategy and external factors for 2025

- 31.3 To contribute to the objective, the Commission will:
- (a) Continue to develop and strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles;
 - (b) Apply the methodologies for determining salaries and post adjustment classifications;
 - (c) Provide guidance and advice on the administration of human resources management policies and systems, including job evaluation standards and tools, and substantive support for all stakeholders;
 - (d) Lend its expertise to stakeholders and work closely with the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB);
 - (e) Seek feedback from organizations on the conditions of service of staff;
 - (f) Conduct workshops to educate staff on the work of the Commission and on the benefits and entitlements available to staff of the United Nations common system;
 - (g) Carry out periodic global surveys to solicit information from the staff at large, all in an effort to determine the most appropriate conditions of service;
 - (h) Analyse the conditions of service of staff in difficult duty stations;
 - (i) Conduct comprehensive reviews of the common system compensation package every five years.
- 31.4 In an effort to increase diversity and rejuvenate the workforce within the common system, the Commission will collect information from common system organizations in order to conduct its review and propose relevant updates to the General Assembly on any new developments and improvements as they relate to geographical diversity and the rejuvenation of the workforce.

- 31.5 The above-mentioned work is expected to result in:
- (a) The promotion of geographical diversity and rejuvenation of the workforce;
 - (b) A coherent and effective human resources management system that is aligned closely with the achievement of organizational goals and objectives;
 - (c) Adequate conditions of service for all categories of staff.
- 31.6 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that organizations of the United Nations common system provide timely information, as requested by the Commission, and that they fully implement the Commission's decisions and recommendations.
- 31.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Commission will continue to conduct reference checks with other international organizations, as well as organizations in the public and private sectors, to ascertain whether the organizations of the common system remain competitive and continue to be attractive on the labour market.
- 31.8 With regard to inter-agency coordination and liaison, within the United Nations common system, the Commission will continue to engage with staff and heads of common system organizations through various forums. Engaging with staff and management of the various organizations will strengthen existing partnerships and lead to greater cooperation among stakeholders and full implementation of decisions and recommendations of the Commission and the General Assembly.
- 31.9 The Commission integrates a gender perspective in its operational activities, deliverables and results as appropriate. In 2025, the Commission will update the General Assembly on the implementation of existing gender parity policies in the United Nations common system and report on the implementation of the Commission's recommendations on the issue.
- 31.10 In line with the United Nations Disability Inclusion Strategy, the Commission will review the methodology and level of the disabled child allowance in conjunction with children's and secondary dependants' allowances.

Programme performance in 2023

New parental leave framework to contribute to more equitable career opportunities for women in the common system

- 31.11 In 2022, after a three-year review of parental leave policies within and outside the common system, the Commission reported to the General Assembly that it had decided to replace the existing maternity, paternity and adoption leave provisions with a parental leave provision of 16 weeks for all parents and to provide an additional period of 10 weeks to birth mothers to meet their specific prenatal and postnatal needs ([A/77/30](#), para. 92). In 2023, the Commission held in-depth discussions to help common system organizations adopt the new parental leave framework and monitor its implementation. It is envisaged that this policy would allow women to have more equitable career opportunities with men as they would not be forced to suspend or abandon their careers to provide childcare. Moreover, if men were provided a significant amount of parental leave, they would be more likely to take on shared parental responsibilities, thus relieving some of the load of infant caregiving that women have traditionally carried on their own.
- 31.12 Progress towards the objective is presented in the performance measure below (see table 31.1).

Table 31.1
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	The General Assembly, in resolution 77/256 , welcomed the establishment of the new parental leave framework and encouraged executive heads of other organizations in the common system to follow such practice	21 of the 29 common system organizations reported that they had implemented the new parental leave framework

Planned results for 2025

Result 1: strengthened incentives to promote multilingualism of the workforce in the common system

Programme performance in 2023 and target for 2025

- 31.13 The Commission's work contributed to the study on workforce diversity in which Commission members provided perspectives and recommendations on multilingualism in the workforce in their relevant contexts as well as to the General Assembly recognizing that multilingualism strengthens workforce diversity and considered policy options to support the adoption and inclusion of multilingualism of the workforce in the programme of work of the Commission, which met the planned target.
- 31.14 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 31.2).

Table 31.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Commission members provide perspectives and recommendations on multilingualism in the workforce in their relevant contexts. The General Assembly, in its resolution 77/256 A–B, recognizes that multilingualism strengthens the workforce diversity and welcomes the inclusion of multilingualism of the workforce in the programme of work of the Commission	Commission members review and the General Assembly considers policy options to support the adoption of more coherent and focused incentives to promote multilingualism in the context of the review of the Framework for Human Resources Management	On the basis of recommendations of ICSC at the conclusion of its review, the General Assembly provides common system organizations with guidance to promote multilingualism and an increasingly diverse workforce	Implementation of ICSC recommendations by common system organizations with guidance to promote multilingualism and an increasingly diverse workforce

Result 2: a common system compensation package that is fit for purpose, competitive and cost-efficient

Programme performance in 2023 and target for 2025

- 31.15 The Commission's work contributed to the review of the common system compensation package, including the scope, parameters and a detailed timeline and structure of the upcoming review as well as increased participation in the global staff survey, and the General Assembly considered it, which met the planned target.
- 31.16 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 31.3).

Table 31.3

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Preliminary review of the compensation package was considered by the General Assembly	The General Assembly requested a detailed outline of the Commission's approach for the next review of the common system compensation package, including the structure, parameters and timelines	The General Assembly considered a detailed outline of the review of the common system compensation package, which is expected to commence in 2024	Organizations, staff representatives and staff members indicate their satisfaction with the common system compensation package with a higher response rate than usual	The General Assembly considers a progress report of the Commission for its continued review of the cost-effectiveness, simplification and attractiveness of the compensation package

Result 3: more flexibility afforded to staff working in extreme hardship locations

Proposed programme plan for 2025

- 31.17 For staff in hardship duty stations who could not install their families there have been problems such as isolation from family and the additional costs such as those associated with maintaining another home outside the duty station for family members. After a review of the situation, the Commission decided to recommend some flexibility by allowing an element of choice for staff members. As a result, on a pilot basis, staff members in "E" duty stations where dependants could theoretically be installed were granted the option to install or not install their dependants.

Lessons learned and planned change

- 31.18 The lesson for the Commission, informed by the pilot study, was that similar hardship conditions, including challenges with housing, educational and health facilities conditions, were experienced in other duty stations. In applying the lesson, the Commission will expand the pilot study to those duty stations while offering an allowance at those locations.
- 31.19 Expected progress towards the objective is presented in the performance measure below (see table 31.4).

Table 31.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The pilot study initiated in 2018 at category “E” duty stations showed indications of staff satisfaction as staff took advantage of the option	The General Assembly decided to continue the pilot study and to grant, on a pilot basis also, \$14,000 annually to eligible staff members in category “D” duty stations not designated as non-family until 31 December 2024	Attraction and retention of staff, especially women, in duty stations classified as undergoing extreme hardship	Recommendation of the Commission on the payment of an allowance based on a thorough review of its impact on workforce planning, in different categories of duty stations, including non-family duty stations, and the actual cost to organizations	Approval by the General Assembly of the Commission’s recommendation to regularize the payment of an allowance at duty stations with extreme hardship conditions

Legislative mandates

31.20 The list below provides all mandates entrusted to the Commission.

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission	76/240 and 77/256 (A–B)	United Nations common system
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Deliverables

31.21 Table 31.5 lists all deliverables of the Commission.

Table 31.5
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. International Civil Service Commission annual report	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	56	100	56	119
Meetings of:				
2. The Fifth Committee	1	2	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Advisory Committee on Post Adjustment Questions	1	12	1	12
6. The International Civil Service Commission spring and summer sessions	44	44	44	44

Part X **Jointly financed administrative activities and special expenses**

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
7. The International Civil Service Commission on specific issues of conditions of service (working group)	8	40	8	60
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	17	17	14	20
8. Workshops on the common system compensation package	17	17	14	20
Publications (number of publications)	24	54	24	54
9. Monthly (or bimonthly) revisions and promulgations of post adjustment and rental subsidy thresholds	9	24	9	24
10. Monthly (or bimonthly) revisions and promulgations of approximately 400 daily subsistence allowance rates	9	24	9	24
11. Salaries and allowances booklet	1	1	1	1
12. Post adjustment booklet	2	2	2	2
13. Guide to mobility and hardship scheme and related arrangements	1	1	1	1
14. Information on danger pay locations	1	1	1	1
15. Rest and recuperation framework	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to the United Nations Appeals Tribunal and the International Labour Organization Administrative Tribunal on specific areas relating to human resources management; research papers on specific issues raised by Member States, organizations and staff representatives (restricted documents of the Commission); and information meetings with Member States and organizations outside the United Nations common system.				
E. Enabling deliverables				
Administration: International Civil Service Commission website; substantive documents for the Commission and the Advisory Committee on Post Adjustment Questions reports; and salary surveys and cost-of-living surveys for more than 60 field duty stations.				

B. Proposed post and non-post resource requirements for 2025

Overview

31.22 The proposed jointly financed administrative resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 31.6 to 31.8.

Table 31.6

Overall: evolution of financial resources by object of expenditure (jointly financed)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	8 372.9	9 086.4	245.3	—	—	245.3	2.7		9 331.7
Other staff costs	55.9	154.4	—	—	—	—	—		154.4
Non-staff compensation	660.6	626.2	—	—	—	—	—		626.2
Hospitality	2.9	3.8	—	—	—	—	—		3.8
Consultants	395.4	615.0	—	—	—	—	—		615.0
Travel of representatives	669.3	482.9	—	—	—	—	—		482.9
Travel of staff	326.2	253.8	—	—	—	—	—		253.8
Contractual services	172.0	362.5	—	—	—	—	—		362.5
General operating expenses	43.9	1 113.3	—	—	—	—	—		1 113.3
Supplies and materials	8.1	35.3	—	—	—	—	—		35.3
Furniture and equipment	71.9	62.1	—	—	—	—	—		62.1
Total	10 779.9	12 795.7	245.3	—	—	245.3	1.9		13 041.0

Table 31.7

Overall: proposed posts and post changes for 2025 (jointly financed)

(Number of posts)

	Number	Details
Approved for 2024	47	1 D-2, 3 D-1, 4 P-5, 11 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)
Proposed for 2025	47	1 D-2, 3 D-1, 4 P-5, 11 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level.

Table 31.8

Overall: proposed posts by category and grade (jointly financed)

(Number of posts)

Category and grade	Changes				2025 proposed	
	2024 approved	Technical adjustments	New/expanded mandates	Other		Total
Professional and higher						
D-2	1	—	—	—	—	1
D-1	3	—	—	—	—	3
P-5	4	—	—	—	—	4
P-4	11	—	—	—	—	11
P-3	3	—	—	—	—	3
P-2/1	4	—	—	—	—	4
Subtotal	26	—	—	—	—	26
General Service and related						
GS (PL)	3	—	—	—	—	3
LL	18	—	—	—	—	18
Subtotal	21	—	—	—	—	21
Total	47	—	—	—	—	47

- 31.23 Additional details on the distribution of the proposed resources for 2025 are reflected in table 31.10 and figure 31.I.
- 31.24 As shown in table 31.6, the overall resources proposed for 2025 amount to \$13,041,000 before recosting, reflecting a net increase of \$245,300 (or 1.9 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.25 In accordance with article 21 of the statute of the Commission, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination. In March 2024, the Network reviewed and took note of the budget proposed by the Commission for 2025, expressing concern about the level of resources proposed for travel of staff and travel of representatives, and the modalities for the Commission's in-person meetings, which have a multiplier effect on the cost for the other United Nations system entities whose representatives are required to travel to attend the meetings and which are encouraged to include in future budget proposals practices and approaches that would lead to future efficiencies. The proposed resources for 2025 that are presented in the present budget fascicle are as proposed by the Commission. The review by the Network was based on the principles that: (a) budgets were expected to reflect the new ways of working and the commitment of the United Nations system to the Greening the Blue initiative and to the Sustainable Development Goals, resulting in a decrease in the proposed provisions for travel and other budget lines, compared with pre-pandemic baselines; (b) the vast majority of United Nations system entities are subject to declining budgets, and all providers of jointly funded activities are strongly encouraged to seek to curtail or reduce discretionary spending; and (c) the views of the relevant inter-agency bodies (i.e. the Human Resources Network for ICSC and the Inter-Agency Security Management Network for the United Nations security management system) that are responsible for the review and technical assessment of the budget proposals should guide the Network during its review process.

Section 31 Jointly financed administrative activities

- 31.26 As shown in table 31.10, resource changes result from technical adjustments. The increase of \$245,300 under posts reflects the higher provision for two posts (P-4) established in 2024, pursuant to General Assembly resolution 78/252, which were subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts.
- 31.27 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, ICSC is integrating environmental management practices into its operations. In 2025, the Commission will continue its online repository, where most of its survey materials are deposited, and continue to encourage meeting participants to gain access to documents online, and where not possible, documents have been emailed to meeting participants. Furthermore, with the use of Microsoft Teams, documents are shared with participants without the need to print hard copies. This has significantly reduced the number of documents printed and mailed.
- 31.28 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.9. The lower travel compliance rate was due to last-minute requests from organizations for the Commission to participate in meetings and training and late decisions by Commission members to attend meetings owing to their own obligations, as well as late visa approval for some Commission members. The Commission is faced with difficulty when staff and members of the Commission are invited to meetings on very short notice to discuss issues affecting staff in the United Nations common system. In 2023, the Commission submitted all its documents within the prescribed timelines.

Table 31.9
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	97	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	71	73	74	100	100

Table 31.10
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	8 372.9	9 086.4	245.3	—	—	245.3	2.7	9 331.7
Non-post	2 407.5	3 709.3	—	—	—	—	—	3 709.3
Total	10 779.9	12 795.7	245.3	—	—	245.3	1.9	13 041.0
Post resources by category								
Professional and higher		26	—	—	—	—	—	26
General Service and related		21	—	—	—	—	—	21
Total		47	—	—	—	—	—	47

Figure 31.I
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

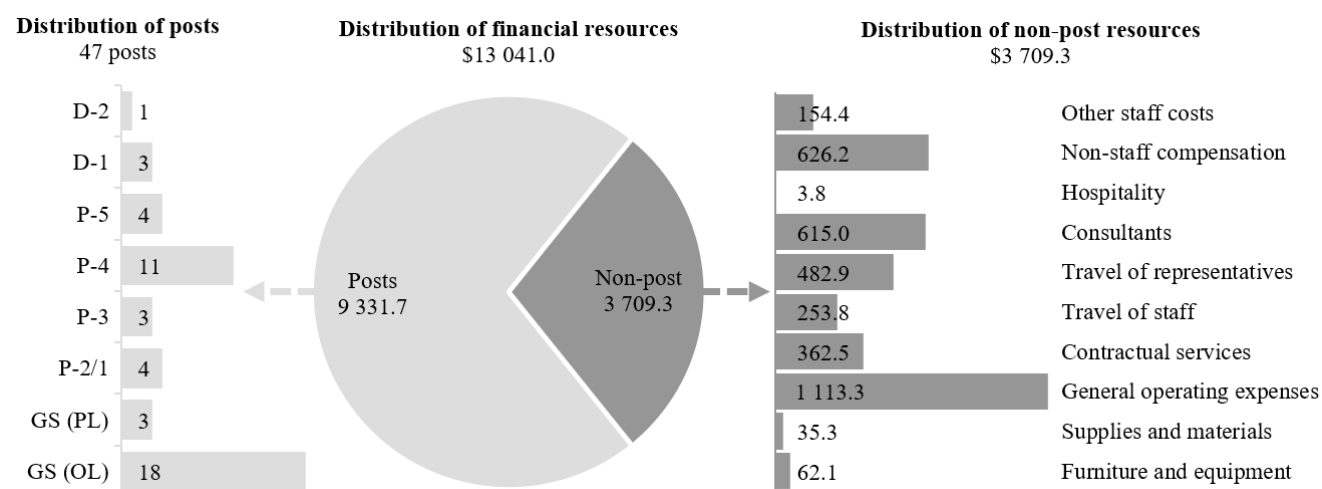


Table 31.11
Evolution of financial and post resources (United Nations share)

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	4 591.7	4 896.1	63.8	–	–	63.8	1.3	4 959.9
Total	4 591.7	4 896.1	63.8	–	–	63.8	1.3	4 959.9

31.29 The proposed regular budget resources for 2025 amount to \$4,959,900, and reflect a net increase of \$63,800 (or 1.3 per cent) compared with the approved budget for 2024. As shown in table 31.11, resource changes result from technical adjustments, reflecting: (a) the increase due to the United Nations Secretariat share (\$93,300) of the technical adjustment under jointly funded resources (\$245,300) based on the Secretariat share of the budget of ICSC of 38.0 per cent for 2025, as determined by CEB in accordance with the established methodology; partly offset by (b) a decrease in the United Nations Secretariat share (\$29,500) of the budget of ICSC, from 38.3 per cent for 2024 to 38.0 per cent for 2025.

II. Joint Inspection Unit

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 31.30 The Joint Inspection Unit is mandated, through its statute, as contained in General Assembly resolution [31/192](#), to review matters bearing on the efficiency of services and the proper use of funds and to provide an independent view aimed at improving management and methods and at achieving greater coordination among the organizations of the United Nations system. The Unit performs inspections and evaluations and issues reports, notes and management letters in which it identifies best practices, proposes benchmarks and facilitates information-sharing among all the organizations of the United Nations system that have adopted its statute.

Programme of work

Objective

- 31.31 The objective, to which the Joint Inspection Unit contributes, is to improve the efficiency, effectiveness and coordination of the United Nations system.

Strategy and external factors for 2025

- 31.32 To contribute to the objective, the Joint Inspection Unit will:
- (a) Ensure that its programme of work includes system-wide reviews in the identified main thematic areas: accountability and oversight functions and systems; management and administration practices; the implementation of policies, strategies and programmes, as well as coordination and collaboration on the realization of internationally agreed development goals, such as the Sustainable Development Goals; and governance arrangements and mechanisms, as well as inter-agency coordination;
 - (b) Undertake system-wide reviews of the management and administration practices and methods of the organizations of the United Nations system in the areas of human and financial resources, administration, results-based management, strategic planning and management, change management, risk management, security and safety and information technology;
 - (c) Focus on system-wide issues that can be assessed across all or multiple organizations in conducting its reviews;
 - (d) Develop and implement effective platforms for the sharing of good practices and knowledge in the various thematic areas of the work of the Unit;
 - (e) Analyse the acceptance and implementation of the Unit's recommendations to establish how rates of acceptance and implementation can be improved and how consideration of the Unit's reports by legislative organs can be more effective.
- 31.33 The above-mentioned work is expected to result in:
- (a) Better information for legislative body decision-making;
 - (b) Improved efficiency and effectiveness of the organizations of the United Nations system;
 - (c) Improved coordination and collaboration of the organizations of the United Nations system.

- 31.34 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that participating organizations fully cooperate with the reviews of the Joint Inspection Unit and that recommendations are accepted and implemented.
- 31.35 With regard to coordination and cooperation within the United Nations system, the Unit will continue its engagement in various forums, including with the Board of Auditors, the Office of Internal Oversight Services and the audit and oversight committees of participating organizations. The engagement of a broad range of actors, including those beyond the traditional inspection sphere, is critical to mobilizing effective responses and pursuing solutions to improve business processes. This means the continued strengthening of existing partnerships with independent internal oversight entities and oversight committees in participating organizations, but also pursuing new ones that can help to foster innovative approaches. The Unit will pursue measures to continue to promote an integrated approach to support the implementation of the recommendations included in its reports.
- 31.36 The Joint Inspection Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Unit will continue to examine and report on the gender policies and practices of organizations that it has identified for its management and administration reviews.
- 31.37 In line with the United Nations Disability Inclusion Strategy, the Joint Inspection Unit will also continue to accelerate the effective mainstreaming of disability inclusion, including mitigating measures to overcome any challenges while operationalizing disability inclusion.

Programme performance in 2023

More timely responses from participating organizations to requests by the Joint Inspection Unit through improved planning

- 31.38 Following its engagement with participating organizations in the biennial meeting of Joint Inspection Unit focal points in 2023, the Unit responded to widely held views expressed by participating organizations that greater assistance with planning was required for their involvement in the Unit's reviews. The participating organizations' expectation of support from the Unit was met with the immediate implementation of a mechanism that would provide transparency and visibility to requests from the Unit and organizations in planning for the multiple requests from the Unit. The Unit developed and applied a two-month activity forecast for participating organizations every month and instituted monthly review by Inspectors of key milestones for each review to ensure progress according to plan. In addition, all monthly meetings of the Inspectors include a standing agenda item for scrutiny of the status of the key milestones of each review in the programme of work.
- 31.39 Progress towards the objective is presented in the performance measure below (see table 31.12).

Table 31.12
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
—	—	Positive feedback from participating organizations on the mechanisms put in place for transparency and visibility and more timely responses from participating organizations to requests by the Joint Inspection Unit

Planned results for 2025

Result 1: increased acceptance of Joint Inspection Unit recommendations

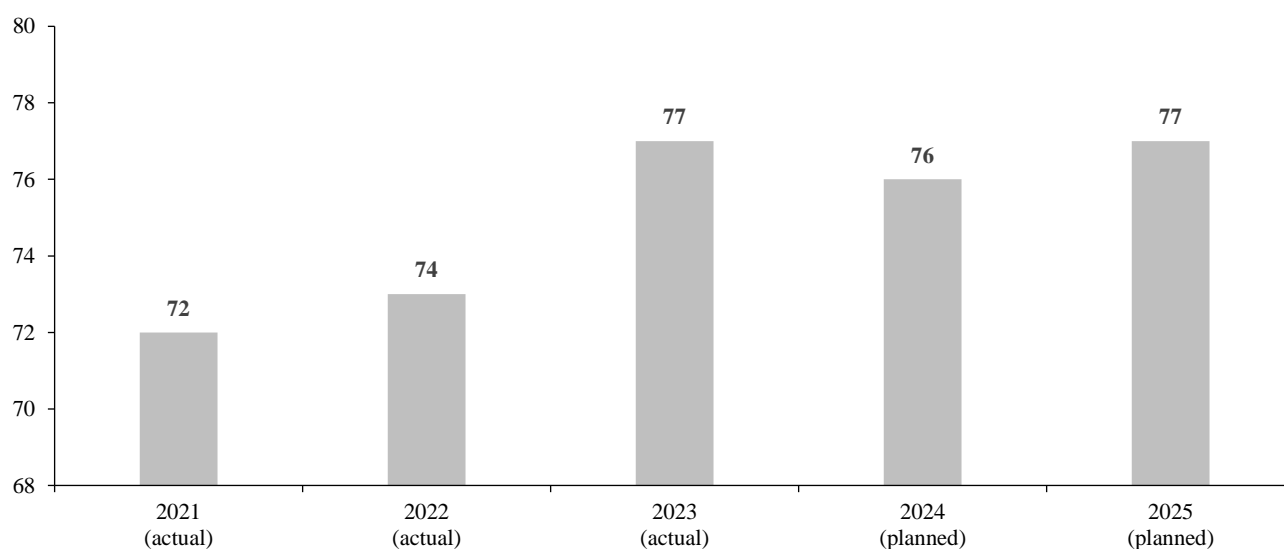
Programme performance in 2023 and target for 2025

- 31.40 The Unit's work contributed to 77 per cent of recommendations being accepted, which exceeded the planned target of 76 per cent.
- 31.41 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 31.II).

Figure 31.II

Performance measure: rate of acceptance of Joint Inspection Unit recommendations by participating organizations

(Percentage)

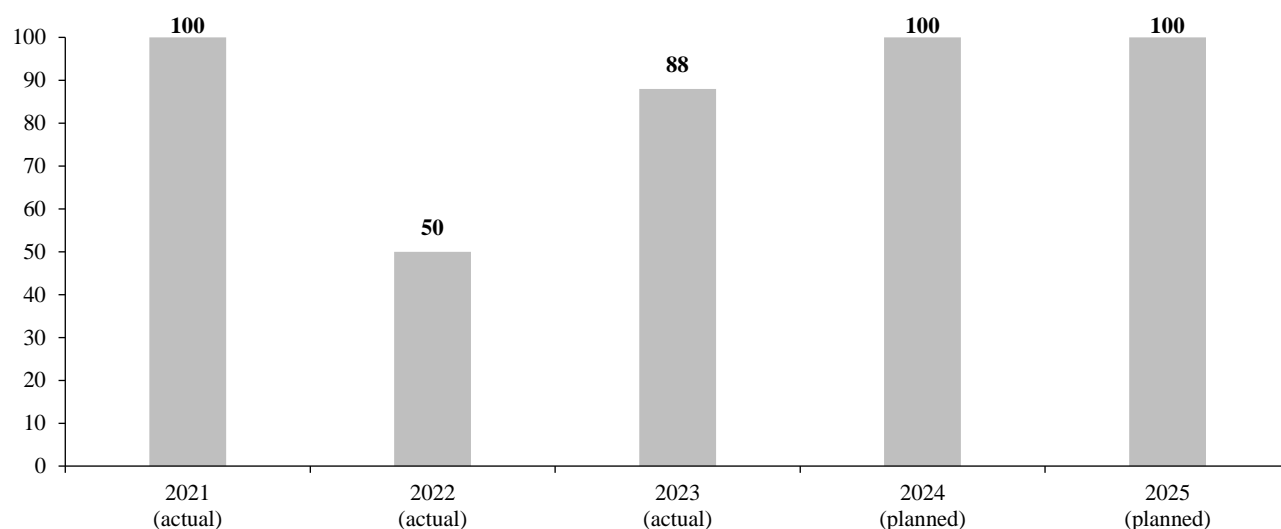


Result 2: timely availability of reviews to enable appropriate action by participating organizations to implement recommendations

Programme performance in 2023 and target for 2025

- 31.42 The Unit's work contributed to 88 per cent, which did not meet the planned target of 100 per cent. The target was not met owing to one review being delayed as priority shifted to finalizing document processing and editorial clearances for a previous review that was completed in 2022.
- 31.43 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 31.III).

Figure 31.III
Performance measure: availability of reviews carried over from the previous year (annual)
 (Percentage)



Result 3: enhanced management of administrative and programmatic issues by organizations of the United Nations system through the implementation by the Joint Inspection Unit of strategic and operational recommendations

- 31.44 The Joint Inspection Unit is committed to responding to requests from participating organizations and legislative organs or governing bodies and to making continuous efforts to enhance its effectiveness and to improve the added value, efficiency and quality of the Unit's work with regard to the priorities of legislative bodies and organizations of the United Nations system. The Unit undertook an assessment of the current situation from both strategic and operational perspectives. The self-assessment of the programme was completed in 2022 and produced recommendations which the Inspectors have undertaken to implement over successive years. Of the 48 recommendations, the Unit fully implemented 10 recommendations in 2023 and will implement the remaining recommendations in 2024 and 2025 to address the changes in a prioritized manner.

Lessons learned and planned change

- 31.45 The lesson for the Joint Inspection Unit was that there was a need for procedures for providing further elaboration in the programme of work document to address recommendations from the self-assessment. In applying the lesson, the Unit will include additional information in the programme of work, including the source of projects, the criteria against which decisions were made and how selected topics fit with the Unit's strategic framework, and set a target for the number of reports issued in the year to address the participating organizations' expectations and their planned participation in the Unit's reviews.
- 31.46 Expected progress towards the objective is presented in the performance measure below (see table 31.13).

Table 31.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	Improved usefulness and impact of Joint Inspection Unit reports for organizations of the United Nations system through more efficient and enhanced data collection and data analytics	Improved usefulness and impact of the Unit's reports for organizations of the United Nations system through improved formulation of recommendations that would better identify the required elements (i.e. what, by whom, when and for what result/impact)	Improved usefulness and impact of the Unit's reports for organizations of the United Nations system through outreach and communications to ensure that the results of its reports are disseminated across the United Nations system organizations and to Member States

Legislative mandates

31.47 The list below provides all mandates entrusted to the Joint Inspection Unit.

General Assembly resolutions

31/192 Statute of the Joint Inspection Unit 73/287; 75/270; Joint Inspection Unit
76/261

Deliverables

31.48 Table 31.14 lists all deliverables of the Joint Inspection Unit.

Table 31.14
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	10	6	8
1. Report of the Joint Inspection Unit for the year and programme of work for the following year	1	1	1	1
2. Reports of the Joint Inspection Unit on reviews conducted as presented in its programme of work	6	9	5	6
Substantive services for meetings (number of three-hour meetings)	13	8	12	10
Meetings of:				
3. The Fifth Committee	10	6	10	8
4. The Second Committee	1	—	—	—
5. The Committee for Programme and Coordination	1	1	1	1
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	1	1	10	2
7. Notes and management letters	1	1	10	2

B. Proposed post and non-post resource requirements for 2025

Overview

31.49 The proposed jointly financed administrative resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 31.15 to 31.17.

Table 31.15

Overall: evolution of financial resources by object of expenditure (jointly financed)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	8 778.3	8 239.9	103.4	—	—	103.4	1.3	8 343.3
Other staff costs	—	54.2	—	—	(21.8)	(21.8)	(40.2)	32.4
Consultants	20.8	75.9	—	—	—	—	—	75.9
Travel of staff	105.1	214.9	—	—	(3.2)	(3.2)	(1.5)	211.7
Contractual services	18.1	42.4	—	—	1.6	1.6	3.8	44.0
General operating expenses	35.3	60.7	—	—	(7.9)	(7.9)	(13.0)	52.8
Supplies and materials	0.7	11.1	—	—	(7.6)	(7.6)	(68.5)	3.5
Furniture and equipment	30.7	28.4	—	—	152.8	152.8	538.0	181.2
Total	8 989.0	8 727.5	103.4	—	113.9	217.3	2.5	8 944.8

Table 31.16

Overall: proposed posts and post changes for 2025 (jointly financed)

(Number of posts)

	Number	Details
Approved for 2024	32	12 D-2, ^a 2 P-5, 3 P-4, 5 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)
Proposed for 2025	32	12 D-2, ^a 2 P-5, 3 P-4, 5 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)

^a Includes 11 temporary posts for inspectors at the D-2 level.

Table 31.17

Overall: proposed posts by category and grade (jointly financed)

(Number of posts)

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	12 ^a	–	–	–	–	12 ^a
P-5	2	–	–	–	–	2
P-4	3	–	–	–	–	3
P-3	5	–	–	–	–	5
P-2/1	1	–	–	–	–	1
Subtotal	23	–	–	–	–	23

Section 31 Jointly financed administrative activities

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	8	—	—	—	—	8
Subtotal	9	—	—	—	—	9
Total	32	—	—	—	—	32

^a Includes 11 temporary posts for inspectors at the D-2 level.

- 31.50 Additional details on the distribution of the proposed resources for 2025 are reflected in table 31.19 and figure 31.IV.
- 31.51 As shown in table 31.15 the overall resources proposed for 2025 amount to \$8,944,800 before recosting, reflecting a net increase of \$217,300 (or 2.5 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.52 In accordance with article 20 of the statute of the Joint Inspection Unit, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination. In March 2024, the Network reviewed the budget proposed by the Unit for 2025 and took note of it, expressing support for the plan to update the web-based tracking system and welcoming the intention of the Unit's secretariat to continue to focus on finding optimal ways of working that would lead to efficiencies with respect to travel requirements. The proposed resources for 2025 that are presented in the present budget fascicle are as proposed by the Unit. The review by the Network was based on the principles outlined in paragraph 31.25 above.
- 31.53 As shown in table 31.19, resource changes result from technical adjustments and other changes, as follows:
- Technical adjustments:** The increase of \$103,400 under posts reflects the higher provision for one P-3 post established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts;
- Other changes:** The increase of \$113,900 under non-post reflects the non-recurrent development costs (\$140,400) to replace the web-based-tracking system used by the Unit and its participating organizations to monitor the implementation of its recommendations, and the purchase of a new conferencing system (\$12,400) to replace an obsolete unit, as well as increased data-processing services under contractual services (\$1,600), offset in part by reduced requirements under other staff costs (\$21,800), travel of staff (\$3,200), general operating expenses (\$7,900) and supplies and materials (\$7,600) due to concerted efforts by the Unit to find efficiencies under operational costs.
- 31.54 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Joint Inspection Unit will continue to reduce its carbon footprint by reducing the quantity of documentation printed, as well as by limiting travel and maximizing the use of possible alternatives to face-to-face meetings, whenever feasible.
- 31.55 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.18. The Joint Inspection Unit requires that, for each of its review projects, a travel plan be submitted to facilitate the advance purchase of the related air tickets. Better advance

planning has enabled the Joint Inspection Unit to be almost fully compliant with the target requiring air tickets to be purchased at least two weeks in advance of travel, thus contributing to lower travel costs. In 2023, the Unit continued to submit all its documents within the prescribed timelines.

Table 31.18
Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	55	81	93.5	100	100

Table 31.19
Overall: evolution of financial and post resources (jointly financed)

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	8 778.3	8 239.9	103.4	—	—	103.4	1.3	8 343.3
Non-post	210.7	487.6	—	—	113.9	113.9	23.4	601.5
Total	8 989.0	8 727.5	103.4	—	113.9	217.3	2.5	8 944.8
Post resources by category								
Professional and higher		23	—	—	—	—	—	23
General Service and related		9	—	—	—	—	—	9
Total		32	—	—	—	—	—	32

Figure 31.IV
Distribution of proposed resources for 2025 (before recosting) (jointly financed)

(Number of posts/thousands of United States dollars)

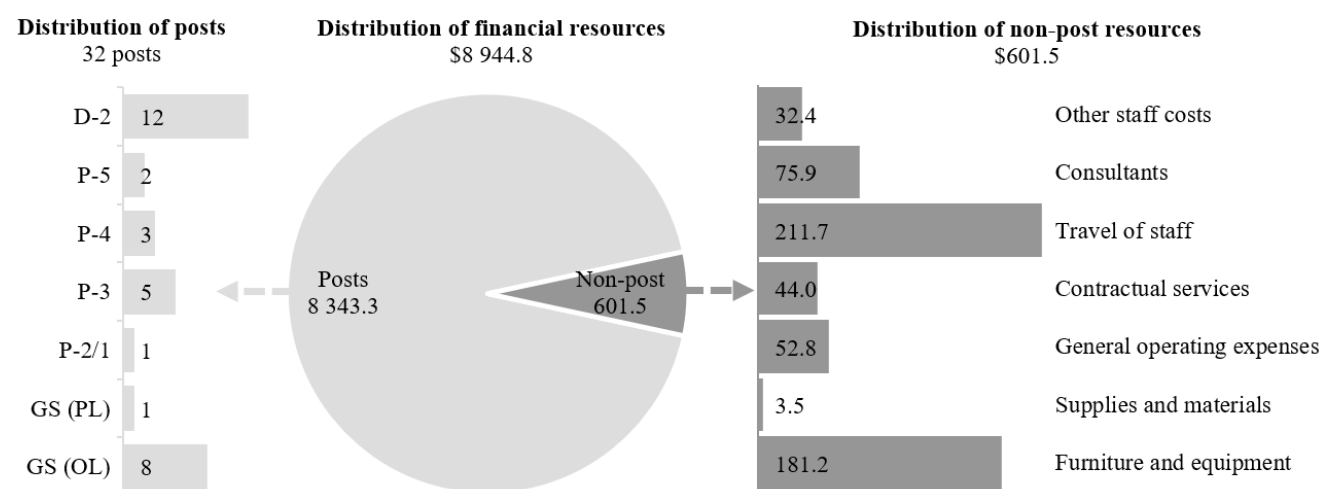


Table 31.20

Evolution of financial and post resources (United Nations share)

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	2 612.4	2 397.1	(31.4)	–	30.5	(0.9)	0.0	2 396.2
Total	2 612.4	2 397.1	(31.4)	–	30.5	(0.9)	0.0	2 396.2

- 31.56 The proposed regular budget requirements for 2025 amount to \$2,396,200 and reflect a net decrease of \$900 (or 0.04 per cent) compared with the approved budget for 2024. As reflected in table 31.20, resource changes result from technical adjustments and other changes, as follows:

Technical adjustments: A net decrease of \$31,400, reflecting: (a) a decrease in the United Nations Secretariat share of the budget of the Joint Inspection Unit, from 27.5 per cent for 2024 to 26.8 per cent for 2025 (\$59,100), as determined by CEB in accordance with the established methodology; partly offset by (b) an increase due to the technical adjustments under the full jointly financed budget (\$103,400), based on the Secretariat share of the budget of the Unit of 26.8 per cent for 2025;

Other changes: An increase of \$30,500, reflecting the United Nations Secretariat share for 2025 of the proposed increase in jointly funded resources of \$113,900, based on the Secretariat share of the budget of the Unit of 26.8 per cent for 2025.

III. United Nations System Chief Executives Board for Coordination

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 31.57 CEB, composed of the Secretary-General and the executive heads of the organizations of the United Nations system, is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their mandates and in response to the decisions of intergovernmental bodies. The mandate of CEB derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution [13 \(III\)](#) and decision 2001/321. At a time when the international community is confronted by increasingly complex and interrelated global challenges, coordinated and coherent action by the entities of the United Nations system is imperative. Mobilizing the system's collective capacity is vital to supporting the broad, integrated and accelerated implementation of the 2030 Agenda for Sustainable Development by Member States and the full range of mandates entrusted to United Nations system entities.

Programme of work

Objective

- 31.58 The objective, to which CEB contributes, is to leverage the collective capacity of the organizations of the United Nations system for the effective delivery of mandates.

Strategy and external factors for 2025

- 31.59 To contribute to the objective, CEB will:
- (a) Provide the means for senior leaders of the United Nations system to establish a shared vision, agree on strategic action, pursue policy coherence in both programmatic and administrative areas and coordinate the use of resources, capacities and knowledge;
 - (b) Provide vision and leadership to guide the effective and coherent implementation of mandates by United Nations system organizations;
 - (c) Through its High-level Committee on Programmes:
 - (i) Foster strategic system-wide policy coherence and programme coordination in response to intergovernmental mandates and in support of internationally agreed development goals;
 - (ii) Develop shared strategies, approaches and frameworks to address emerging policy and programme issues requiring system-wide action;
 - (d) Through its High-level Committee on Management:
 - (i) Foster the development of innovative approaches to improve efficiency and simplify business practices and accelerate the harmonization, mutual recognition and integration of business operations, as well as encourage a coordinated approach to multilingualism across CEB member organizations and uphold the commitment to prevent and respond to sexual harassment throughout the United Nations system;

- (ii) Utilize its functional networks on finance and budget, human resources, digitization and technology, procurement and safety and security to disseminate and, where applicable, mutually recognize best practices, innovative management approaches and partnerships in all areas of management and to collect and publish comprehensive system-wide financial and human resources data.
- 31.60 The above-mentioned work is expected to result in:
 - (a) Accelerated progress towards the broad and integrated implementation of the 2030 Agenda by Member States and the full range of mandates entrusted to United Nations system entities, including the follow-up to and implementation of any agreed outcomes from the Summit of the Future;
 - (b) A more coherent, coordinated and efficient United Nations system response to global challenges, such as setbacks to sustainable development, inequalities, threats to human rights, climate change and risks of new and emerging technologies;
 - (c) Greater capacity of United Nations system organizations to provide effective management responses that drive systemic change in support of the delivery of mandates, through a focus on providing better data, analysis and communications; innovation and digital transformation; strategic foresight; stronger results orientation; and a work culture that simplifies and encourages collaboration;
 - (d) Improved analytical quality of United Nations system-wide comprehensive, comparable financial and human resources data, evidence-based advancement of the ongoing ICSC comprehensive compensation review and enhanced transparency and accountability regarding system-wide financial flows.
- 31.61 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.
- 31.62 CEB integrates a gender perspective in its activities, deliverables and results, as appropriate, including in the products of its high-level committees, such as system-wide strategies. The CEB annual human resources statistics will continue to present data on personnel of the United Nations system by category, grade and gender, helping to systematically track gender representation across the system. The CEB secretariat will continue to collaborate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on the implementation of a common methodology for tracking the financial contribution of United Nations activities to gender equality and the empowerment of women. In addition, the High-level Committee on Programmes will continue to address inequalities, including gender equality and women's empowerment, and efforts to strengthen the United Nations system's impact on Sustainable Development Goals 5 and 10 in a coordinated, coherent and complementary manner.
- 31.63 In line with the United Nations Disability Inclusion Strategy, the CEB High-level Committee on Management will continue to accelerate disability inclusion within organizations' internal operations through the activities of its cross-functional networks.

Programme performance in 2023

Establishment of common principles to help advance intergenerational solidarity for the benefit of present and future generations

- 31.64 Intergenerational equity involves a recognition of the importance of thinking, planning and acting for the long term. Building on the long-standing commitment of the United Nations to future generations, the High-level Committee on Programmes established a Core Group on Duties to the Future in 2022 to explore how to operationalize the concepts of intergenerational equity and solidarity within the United Nations system. A discussion paper, "Duties to the future through an intergenerational equity lens", led to an improved understanding of the concepts, opportunities and

challenges and the role of the United Nations system in this area. In 2023, the Core Group developed, through a consultative inter-agency process, the United Nations System Common Principles on Future Generations (CEB/2023/1/Add.1). The CEB-endorsed Common Principles have been complemented by a set of frequently asked questions to support their operationalization across United Nations system planning and programming.

31.65 Progress towards the objective is presented in the performance measure below (see table 31.21).

Table 31.21
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
—	—	Agreement across the United Nations system on common principles to help advance intergenerational solidarity and greater clarity on terminology

Planned results for 2025

Result 1: a more coherent and modern United Nations system approach for timely, relevant and open data

Programme performance in 2023 and target for 2025

31.66 The CEB secretariat's work contributed to strengthened coherence and integration in the production of data and statistics through its support for the implementation of the System-wide Road Map for Innovating United Nations Data and Statistics (CEB/2020/1/Add.1), including progress towards the modernization of the United Nations data portal,¹ which promotes improved interoperability of statistical data and benefits from inter-agency cooperation and integration, inter alia, through the joint custodianship of data, which met the planned target.

31.67 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 31.22).

Table 31.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
A few significant United Nations system policy initiatives, such as the predictive analytics pilot in the Sahel and the United Nations system contribution on "Beyond GDP", leverage United Nations statistical community expertise	Additional United Nations system policy initiatives leverage United Nations statistical community expertise, such as the technical and analytical support for efforts to advance beyond gross domestic product (GDP), and	Strengthened coherence and integration in the production of data and statistics	The United Nations statistical community becomes increasingly proactive and takes a leadership role in select United Nations system policy initiatives	The United Nations statistical community increasingly anticipates and meets the data and statistics needs of the United Nations system in an integrated and coordinated manner

¹ <https://unstats.un.org/UNSDWebsite/undatacommons/sdgs>.

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	analysis of international data governance approaches and platforms to enable the use of global public good data			

Result 2: mutual recognition as an enabler of management reform across the United Nations system

Programme performance in 2023 and target for 2025

- 31.68 The CEB secretariat's work contributed to progress in addressing bottlenecks in the application of mutual recognition principles through improved awareness and operationalization of management guidance, which met the planned target.
- 31.69 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 31.23).

Table 31.23
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Several inter-agency initiatives that leverage mutual recognition of best practices established or scaled up	Successful cases of and best practices on mutual recognition identified Strategy established to address obstacles to the operationalization of mutual recognition	Bottlenecks in the application of mutual recognition principles addressed through improved awareness and operationalization of management guidance	Additional inter-agency initiatives that employ mutual recognition	Mainstreaming of shared services enabled by the application of the mutual recognition principle

Result 3: United Nations Digital ID, a building block in enabling interoperability across United Nations organizations

Proposed programme plan for 2025

- 31.70 The United Nations Digital ID initiative is intended to address data fragmentation and transportability across United Nations organizations and to simplify and streamline processes and transactions across all business functions. At its core, the Digital ID is aimed at providing a universal and easy-to-use system-wide identity for all United Nations personnel that can be used from onboarding to retirement. Following the launch by the High-level Committee on Management in 2021, project governance was established, 17 use cases for United Nations Digital ID were identified, and to date six sponsoring organizations have committed to the initiative. The initiative has also led to the development of business requirements, technical specifications branding and a logo. The first use case was focused on separation, allowing staff members to share correct and updated information with the United Nations Joint Staff Pension Fund before they retire. Since then, each sponsoring organization has committed to the go-live timeline in 2024, in line with their internal change and transformation initiatives. The aim is to deliver a first product that can be easily scaled to more organizations and use cases across the United Nations system.

Lessons learned and planned change

- 31.71 The lesson for the CEB secretariat was that multiple and separate identifications exist for the same United Nations staff across different organizations, and time is invested in sharing and verifying human resources and other data between United Nations system entities. In applying the lesson, the initiative will create a universal digital wallet to enable personnel to easily and securely access human resources, medical, pension and other information. It will simplify data-sharing across organizations, reduce duplicate personnel records and streamline personnel movements between United Nations system organizations.
- 31.72 Expected progress towards the objective is presented in the performance measure below (see table 31.24).

Table 31.24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Go-live of first use case, focused on maintaining updated human resources and financial data to enable pension benefit calculation by the pension fund for selected sponsoring organizations	The Digital ID available for other use cases and in use in more United Nations organizations which enables efficient data transfer and collaboration across United Nations system organizations

Legislative mandates

- 31.73 The list below provides all mandates entrusted to CEB.

General Assembly resolutions

64/289	System-wide coherence	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	78/244	Programme planning

Economic and Social Council resolutions and decisions

13 (III)	Coordination Committee	2001/321	Further consideration of the annual overview review report of the Administrative Committee on Coordination
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Deliverables

- 31.74 Table 31.25 lists all deliverables of CEB.

Table 31.25

Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	4	8	6
1. Annual overview report of CEB for the Economic and Social Council	1	1	1	1
2. Note by the Secretary-General on the budgetary and financial situation of the organizations of the United Nations system for the General Assembly	–	–	1	–
3. Note by the Secretary-General with comments by CEB on reviews conducted by the Joint Inspection Unit	7	3	6	5
Substantive services for meetings (number of three-hour meetings)	11	11	11	10
Meetings of:				
4. The Fifth Committee	6	7	6	6
5. The Second Committee	1	0	1	0
6. The Committee for Programme and Coordination	2	2	2	2
7. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. The Economic and Social Council	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	6	6	6	6
9. Reports on United Nations system financial, human resources and procurement statistics	3	3	3	3
10. Compilations and analyses of best practices in the areas of human resources, procurement, information technologies and finance and budget	3	3	3	3
C. Substantive deliverables				
Databases and substantive digital materials: United Nations system annual financial and human resources statistics (from approximately 40 reporting entities) available to all Member States and other stakeholders.				
D. Communication deliverables				
Digital platforms and multimedia content: CEB website accessible by all Member States and other stakeholders.				
E. Enabling deliverables				
Administration: summary of deliberations of two regular sessions (each) of CEB, the High-level Committee on Programmes and the High-level Committee on Management; reports for meetings of ICSC on common positions of the United Nations system relating to conditions of service; biannual promulgation of rates for freelance interpreters and translators; accounting guidance and system-wide support papers to United Nations entities; secretariat support for meetings of CEB, the High-level Committee on Programmes and the High-level Committee on Management; secretariat support for the Task Force on Accounting Standards, ad hoc inter-agency taskforce arrangements and United Nations representation at meetings of the Board of the International Public Sector Accounting Standards; maintenance of data management portal for the collection of data for the entire United Nations system on human resources and financial data (annual collection from approximately 40 entities); and annual headcount of United Nations system field staff.				

B. Proposed post and non-post resource requirements for 2025

Overview

31.75 The proposed jointly financed administrative resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 31.26 to 31.28.

Table 31.26

Overall: evolution of financial resources by object of expenditure (jointly financed)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	3 518.4	3 590.6	—	—	25.7		25.7	0.7	3 616.3
Other staff costs	356.2	250.5	—	—	129.6		129.6	51.7	380.1
Consultants	22.5	31.3	—	—	—		—	—	31.3
Travel of staff	199.4	176.3	—	—	—		—	—	176.3
Contractual services	26.5	150.7	—	—	—		—	—	150.7
General operating expenses	76.2	99.3	—	—	—		—	—	99.3
Supplies and materials	—	13.0	—	—	—		—	—	13.0
Furniture and equipment	2.8	22.9	—	—	—		—	—	22.9
Total	4 202.0	4 334.6	—	—	155.3		155.3	3.6	4 489.9

Table 31.27

Overall: proposed posts and post changes for 2025 (jointly financed)

(Number of posts)

	Number	Details
Approved for 2024	15	1 D-2, 2 D-1, 3 P-5, 2 P-4, 2 P-3, 5 GS (OL)
Reclassification		Upward reclassification of one GS (OL) to GS (PL)
Proposed for 2025	15	1 D-2, 2 D-1, 3 P-5, 2 P-4, 2 P-3, 1 GS (PL), 4 GS (OL)

Table 31.28

Overall: proposed posts by category and grade (jointly financed)

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
D-2	1	—	—	—		—	1
D-1	2	—	—	—		—	2
P-5	3	—	—	—		—	3
P-4	2	—	—	—		—	2
P-3	2	—	—	—		—	2
Subtotal	10	—	—	—		—	10

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	—	—	—	1	1	1
GS (OL)	5	—	—	(1)	(1)	4
Subtotal	5	—	—	—	—	5
Total	15	—	—	—	—	15

- 31.76 Additional details on the distribution of the proposed resources for 2025 are reflected in table 31.30 and figure 31.V.
- 31.77 As shown in table 31.26, the overall resources proposed for 2025 amount to \$4,489,900 before recosting, reflecting a net increase of \$155,300 (or 3.6 per cent) compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.78 As the activities of the CEB secretariat are jointly funded by agencies, funds and programmes of the United Nations common system, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination. In March 2024, the Network reviewed the budget proposed by the CEB Secretariat (including the IPSAS Task Force) for 2025 and took note of it, expressing support for the requirements related to the CEB Secretariat data initiatives and noting the additional requirement for a temporary P-3 position. The proposed resources for 2025 that are presented in the present budget fascicle are as proposed by CEB. The review by the Network was based on the principles outlined in paragraph 31.62 above.
- 31.79 As shown in table 31.30, resource changes result from other changes, as follows:
- The increase of \$25,700 under posts related to the proposed upward reclassification of a post of Administrative Assistant (General Service (Other level)) to a post of Senior Administrative Assistant (General Service (Principal level)) to strengthen support in CEB data analytics and data management capacity. Additional details are provided in annex II;
 - The increase of \$129,600 under other staff costs relates to a temporary position (P-3) of Programme Officer to support the expansion of regular and ad hoc United Nations system-wide data collection and analysis, as requested by CEB member organizations, in order to advance evidence-based decision-making, in particular in the area of human resources, in conjunction with the ongoing ICSC comprehensive assessment and review of the compensation package for the United Nations common system.
- 31.80 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, CEB is integrating environmental management practices into its operations. In 2025, in line with the Strategy for Sustainability Management in the United Nations System, 2020–2030, the CEB secretariat will continue to ensure that all meetings that it supports are single-use-plastic-free and paper-free to reduce waste and cut carbon emissions, as well to promote an eco-friendly culture.
- 31.81 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.29. The CEB secretariat will continue to track compliance, including through the use of the travel compliance dashboard. The CEB secretariat continues to make efforts to raise awareness of the staff and managers of the requirement and has encouraged advance planning and

nomination of travelling staff to meetings and conferences, whenever possible. In 2023, the CEB continued to submit all its documents within the prescribed timelines.

Table 31.29
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	100	93	93	100	100

Table 31.30
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Post	3 518.4	3 590.6	—	—	25.7	25.7	0.7	3 616.3
Non-post	683.8	744.0	—	—	129.6	129.6	17.4	873.6
Total	4 202.2	4 334.6	—	—	155.3	155.3	3.6	4 489.9
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		5	—	—	—	—	—	5
Total		15	—	—	—	—	—	15

Figure 31.V
Distribution of proposed resources for 2025 (before recosting)
(Number of posts/thousands of United States dollars)

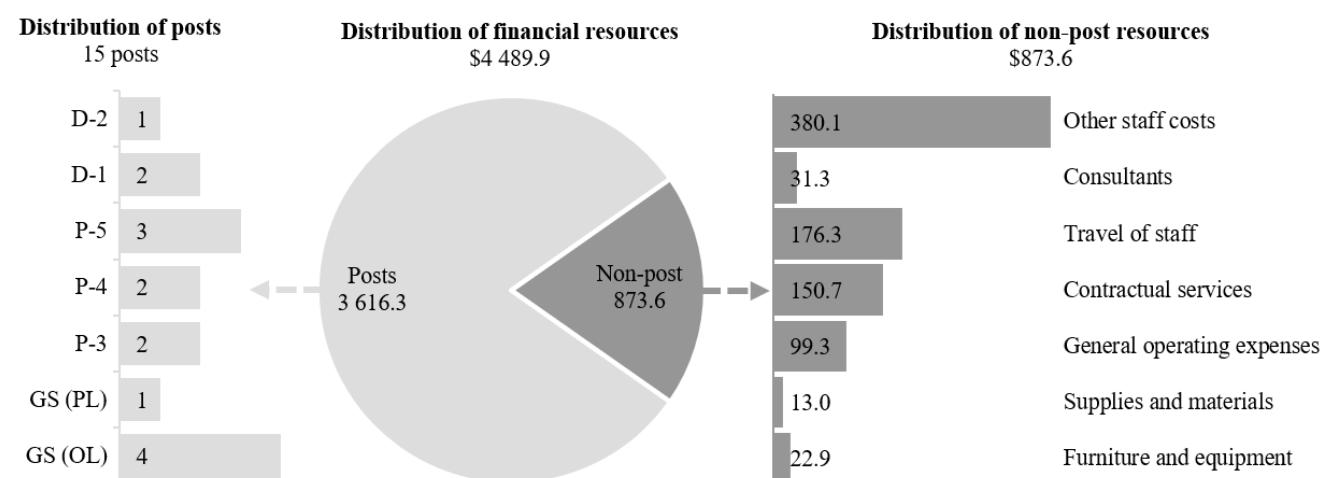


Table 31.31

Overall: evolution of financial resources (United Nations share)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Non-post								
Grants and contributions	1 296.1	1 318.6	(20.2)	–	46.5	26.3	1.9	1 344.9
Total	1 296.1	1 318.6	(20.2)	–	46.5	26.3	1.9	1 344.9

31.82 The proposed regular budget resources for 2025 amount to \$1,344,900 and reflect a net increase of \$26,300 (or 1.9 per cent) compared with the approved budget for 2024. As reflected in table 31.31, resource changes result from technical adjustments and other changes, as follows:

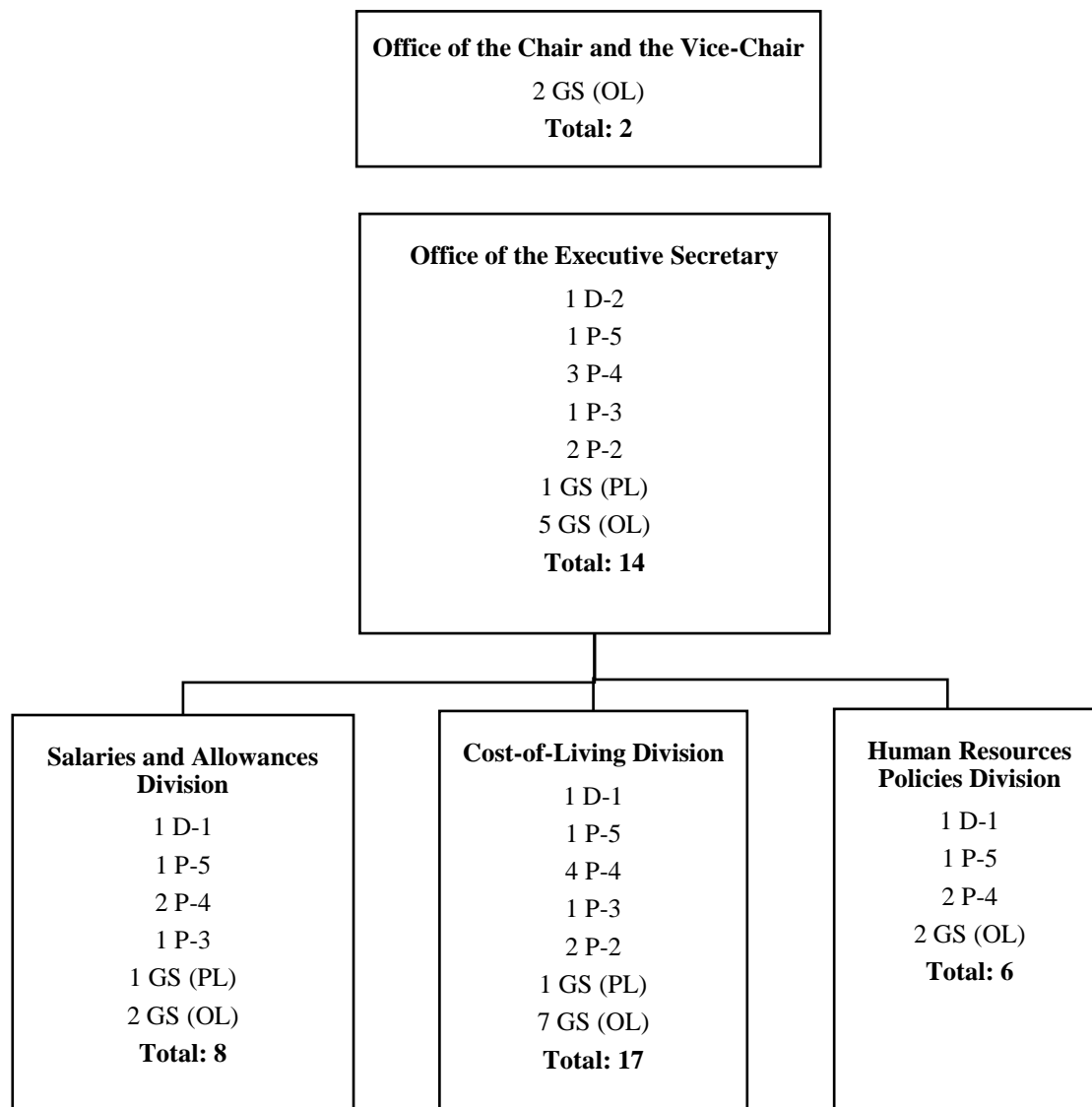
Technical adjustments: A decrease of \$20,200 in the United Nations Secretariat share of the budget of the CEB secretariat from 30.4 per cent for 2024 to 29.9 per cent for 2025, as determined by CEB in accordance with the established methodology;

Other changes: An increase of \$46,500, reflecting the United Nations Secretariat share for 2025 of the proposed increase in jointly funded resources of \$155,300, based on the United Nations Secretariat share of the budget of the CEB secretariat of 29.9 per cent for 2025.

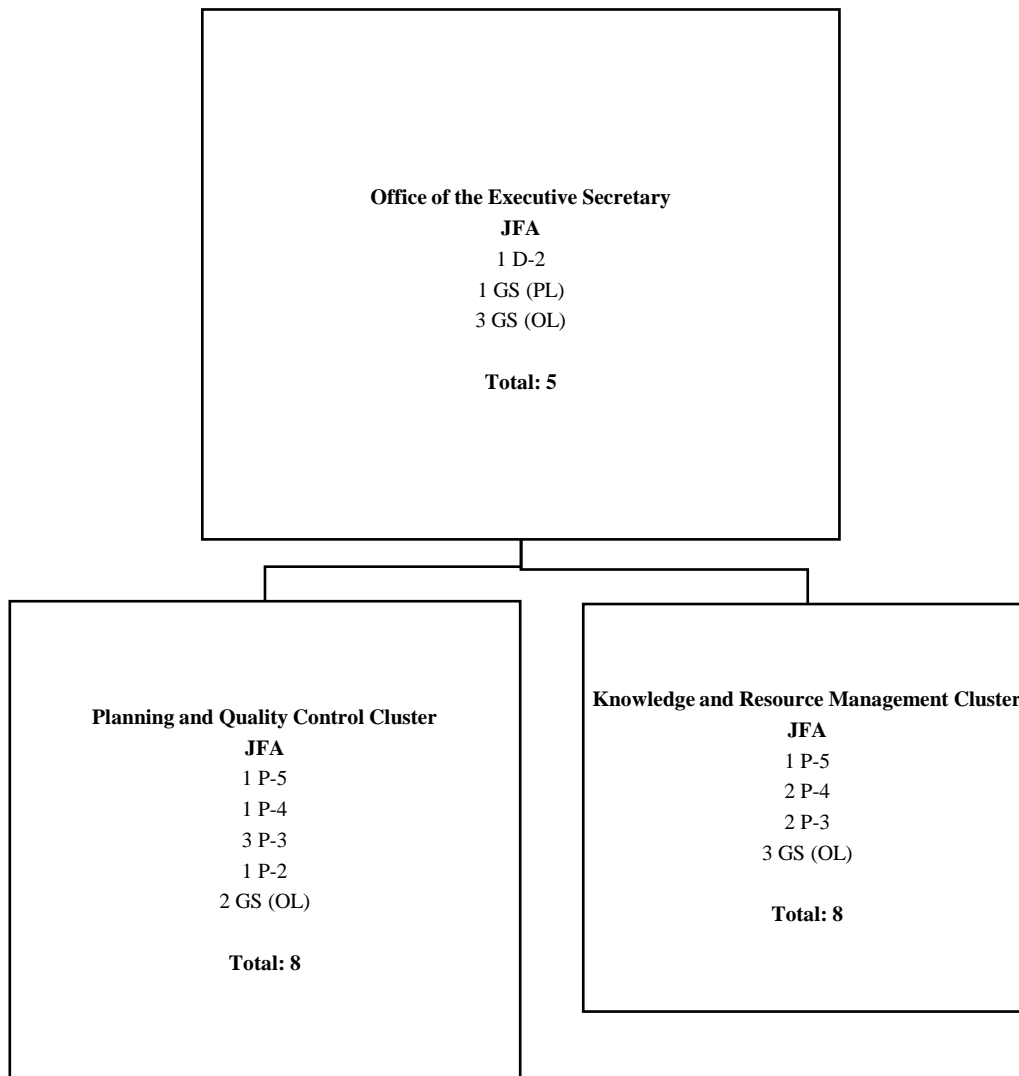
Annex I

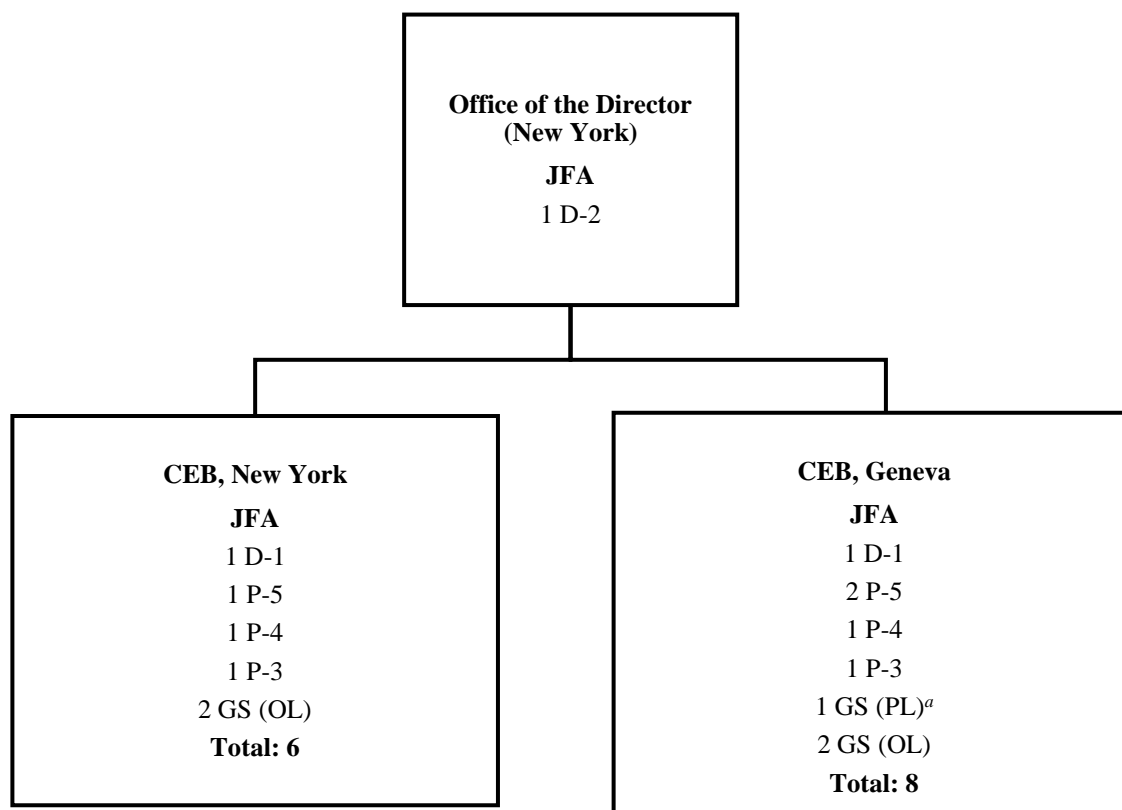
Organizational structure and post distribution for 2025

A. International Civil Service Commission



B. Joint Inspection Unit



C. United Nations System Chief Executives Board for Coordination

Abbreviations: CEB, United Nations System Chief Executives Board for Coordination; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); JFA, jointly financed activities.

^a Reclassification.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Chief Executives Board	1 (1)	GS (PL) GS (OL)	Reclassification of 1 GS (OL) Administrative Assistant to 1 GS (PL) Senior Administrative Assistant	The proposed upward reclassification reflects new and additional higher-level functions and responsibilities relating to the need to strengthen support (from both administrative and substantive perspectives) to the CEB data analytics and data management capacity. The proposed reclassification would in particular facilitate the expansion of the CEB system-wide financial and human resources statistics, a large and highly complex data initiative.

Abbreviations: CEB, United Nations System Chief Executives Board for Coordination; GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Annex III

Summary of information on the cost-sharing methodology applied in establishing the United Nations share of jointly financed activities

1. The methodology applied since 1974 in respect of the cost-sharing of the International Civil Service Commission (ICSC) budget is based on the “Consultative Committee on Administrative Questions formula”, which apportions the ICSC costs on the basis of the number of staff, as contained in the personnel statistics published by the United Nations System Chief Executives Board for Coordination (CEB) secretariat. The United Nations share of the costs also includes the shares for the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the Office of the United Nations High Commissioner for Refugees, on the basis of the decision by the General Assembly that the costs relating to these two entities are funded from the regular budget of the United Nations.
2. The methodology applied since 1996–1997 for the cost-sharing of the Joint Inspection Unit budget is derived from the expenditure reported in the audited accounts of the participating organizations, excluding:
 - (a) Expenditure relating to peacekeeping;
 - (b) Expenditure in kind, including the value of donated commodities;
 - (c) A total of 50 per cent of the expenditure of the International Trade Centre corresponding to the share of the World Trade Organization, on the principle that the regular budget of the Centre is funded in equal parts by the United Nations and the World Trade Organization, which does not participate in the work of the Joint Inspection Unit.
3. The methodology applied since 2006 for the cost-sharing of the CEB secretariat’s budget is based on 50 per cent of staff, in accordance with the more recently available personnel statistics, and 50 per cent of total expenditure, in accordance with the more recently available audited financial statements, minus expenditure in kind, excluding expenditure relating to peacekeeping operations.
4. The methodology applied for the cost-sharing of the system-wide International Public Sector Accounting Standards budget is based on the same cost-sharing formula used to apportion the budget of the CEB secretariat, with the exclusion of the International Fund for Agricultural Development, which is not an active member in the International Public Sector Accounting Standards project.

Annex IV

Overview of financial and post resources

The jointly financed budgets of the International Civil Service Commission and the Joint Inspection Unit, as presented in the present fascicle, are for General Assembly consideration and approval, including the United Nations share. The jointly financed budget of United Nations System Chief Executives Board for Coordination is presented for information purposes, while its United Nations share is presented for approval.

Table 1
Evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes					2025 estimate	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Full budget (jointly financed activities): financial resources									
International Civil Service Commission	10 779.9	12 795.7	245.3	—	—	245.3	1.9	13 041.0	
Joint Inspection Unit	8 989.0	8 727.5	103.4	—	113.9	217.3	2.5	8 944.8	
United Nations System Chief Executives Board for Coordination	4 202.0	4 334.6	—	—	155.3	155.3	3.6	4 489.9	
Total	23 970.9	25 857.8	348.7	—	269.2	617.9	2.4	26 475.7	
Full budget (jointly financed activities): main category of expenditure									
Post	20 669.6	20 916.9	348.7	—	25.7	374.4	1.8	21 291.3	
Non-post	3 301.3	4 940.9	—	—	243.5	243.5	4.9	5 184.4	
Total	23 970.9	25 857.8	348.7	—	269.2	617.9	2.4	26 475.7	
Regular budget (United Nations share): financial resources									
International Civil Service Commission	4 591.7	4 896.1	63.8	—	—	63.8	1.3	4 959.9	
Joint Inspection Unit	2 612.4	2 397.1	(31.4)	—	30.5	(0.9)	—	2 396.2	
United Nations System Chief Executives Board for Coordination	1 296.1	1 318.6	(20.2)	—	46.5	26.3	1.9	1 344.9	
Total	8 500.2	8 611.8	12.2	—	77.0	89.2	1.0	8 701.0	

Table 2
Overview of post resources

(Number of posts)

	Full budget (jointly financed activities)		
	2024 approved	2025 estimate	Variance
Full budget (jointly financed activities)			
International Civil Service Commission	47	47	—
Joint Inspection Unit	32	32	—
United Nations System Chief Executives Board for Coordination	15	15	—
Total	94	94	—