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## Committee for Programme and Coordination

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### Draft report

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#### Addendum

### Programme questions: proposed programme budget for 2025

(Item 3 (a))

#### Programme 25

#### Management and support services

1. At its 3rd and 12th meetings, on 14 and 20 May 2024, the Committee considered programme 25, Management and support services, of the proposed programme plan for 2025 and programme performance in 2023 ([A/79/6 \(Sect. 29\)](#), [A/79/6 \(Sect. 29A\)](#), [A/79/6 \(Sect. 29B\)](#), [A/79/6 \(Sect. 29C\)](#), [A/79/6 \(Sect. 29D\)](#), [A/79/6 \(Sect. 29E\)](#) and [A/79/6 \(Sect. 29F\)](#)).

#### Discussion

2. Delegations welcomed the important role of the Department of Management Strategy, Policy and Compliance in the administration and management of the United Nations. Referring to paragraph 29A.2, delegations noted that the Department had effectively implemented the four pillars of enterprise resource planning; programme planning, finance and budget; human resources; and business transformation and accountability. In addition, the Department had taken on the important task of eliminating racism and racial discrimination in the Secretariat by establishing strong monitoring, evaluation and accountability mechanisms. A delegation said that the Department had strengthened internal controls, managed resources in a high quality and efficient manner, and promoted the implementation of human resources policies such as equitable geographical representation in all departments and offices. The delegation expressed the hope that the Department would continue to strengthen performance management, improve quality and efficiency, maintain close communication with Member States, and further promote equitable geographical representation.



3. Noting how hard the Department was working to support the Committee for Programme and Coordination and the Fifth Committee of the General Assembly, and thus the whole Organization, a delegation cited a former President of the General Assembly, who had stated that the Fifth Committee was the backbone of the General Assembly (and, the delegate added, the Committee for Programme and Coordination was part of the overall budgetary process), and concluded that, by the same logic, it could be said that the Department was the backbone of the United Nations Secretariat, noting that the two committees would not function without the Department's support and the Organization could not deliver on its mandates without adequate finance and liquidity, comprehensive accountability, capable management and diverse and competent human resources.

4. The Department's integral role in ensuring efficient budgeting practices, strengthened accountability frameworks and effective human resources policies was welcomed. A delegation welcomed the Department's commitment to continuous improvement and incorporation of results-based management practices within the daily functioning of the Organization.

5. Appreciation was expressed for the vital role the Department continued to play in implementing the Secretary-General's reform agenda throughout the Organization and making the United Nations operational, efficient and productive throughout the coronavirus disease (COVID-19) pandemic and beyond. A delegation indicated its support for the Department's efforts to strengthen the Organization's resilience, including its preparedness to maintain business continuity in emergencies, by guiding, monitoring and adjusting the post-pandemic ways of working at United Nations Headquarters to continually adapt to changing environments, risks and opportunities.

6. A delegation thanked the Department for assisting Member States in finding agreement on important General Assembly resolutions in recent years, including on human resources management (resolution [77/278](#)), changes to the budgetary cycle (resolution [77/267](#)), and addressing racism and promoting dignity for all in the United Nations Secretariat (resolution [78/253](#), section XII). The delegation said that it was a very important decision of the Member States to make clear that racism and racial discrimination had no place in the United Nations and to turn the Anti-Racism Team into the Anti-Racism Office for the implementation of the United Nations zero-tolerance approach to racism. Support was expressed for the Department's efforts to constantly readapt and fulfil the mandates created by the Member States.

7. A delegation said that it valued inclusivity and welcomed the Department's efforts to foster a collaborative and inclusive environment through integrated solutions and strategic partnerships throughout the United Nations system. The delegation highlighted the importance of paid internships and its view that interns were a valued resource of the Organization.

8. On subprogramme 1, component 1, Enterprise resource planning solution, a delegation welcomed the commitment to invest in technology and innovation to support resource management and expressed its appreciation for the efforts to improve and expand the Umoja programme.

9. On subprogramme 1, component 2, Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, a delegation expressed its appreciation to the secretariat for its support in organizing the meetings of the committees. The timeliness of delivery of documentation for the current session was also greatly appreciated.

10. On subprogramme 2, Programme planning, finance and budget, the Department's commitment to results-based management policies and practices and its efforts to disseminate such values across the Organization were welcomed. A

delegation noted the importance of United Nations programmatic activity being driven by results-based budgeting that evaluated tangible impact against agreed mandates. Delegations recognized the challenges involved in managing the liquidity crisis and commended the Department's efforts to limit the negative impact. A delegation asked the Department for its views on the role of the Committee for Programme and Coordination in providing guidance to help with liquidity management.

11. On subprogramme 2, component 2, Field operations finance, and in reference to figure 29A.V, a delegation commended the construction project team at the United Nations Office at Nairobi for attaining a budget confidence level of 97 per cent for the ongoing office project. Another delegation asked why the strategic heritage plan of the United Nations Office at Geneva had not been included in figure 29A.V.

12. On subprogramme 2, component 3, Programme planning and budgeting, appreciation was expressed for the efforts of the Programme Planning and Budget Division to continuously improve the quality of budgetary reports. In reference to table 29A.25, on early briefings for the Main Committees on the programme budget implications process, a delegation stated that it looked forward to the establishment of a portal in 2025.

13. On subprogramme 3, component 1, Global strategy and policy, a delegation welcomed the focus on a human resources strategy that promoted greater workforce diversity, and the efforts to ensure gender balance and equitable geographical distribution, in accordance with Article 101 of the Charter of the United Nations. The Office of Human Resources was commended for its efforts to improve the representation of underrepresented and unrepresented countries. The Department was asked what measures had been taken to improve equitable geographical representation. Updates were requested on the system of desirable ranges and other measures to reduce the number of countries that were underrepresented or unrepresented. Delegations also asked whether there were any targeted measures that were tailored to countries at different levels of underrepresentation. On paragraph 29A.94 (a), which contained a reference to the system of desirable ranges, a delegation asked whether the strategy could have been articulated to include other mandates under General Assembly resolution [77/278](#), such as with regard to the senior leadership of the Organization. On paragraph 29A.2 (g), the Department was asked to elaborate on what the dynamic human resources strategy entailed specifically. On human resources issues that the Department planned to address in 2025, a delegation noted references to concepts that had not been approved by Member States, such as "adopting approaches that incorporate new values and behaviours into talent management" (para. 29A.94 (f)). In that regard, the Department was urged to adhere strictly to the relevant resolutions of the General Assembly on human resources management on all staffing issues.

14. On subprogramme 3, component 2, Administrative law, specifically table 29A.33, a delegation asked about the rationale for the 2024 planned target of increased reporting of behaviour constituting sexual harassment. Another delegation wondered why the number of ClearCheck screening requests received in 2023 had not been provided, when figures had been provided for 2021 (81,071 requests) and 2022 (120,068 requests).

15. On subprogramme 4, Business transformation and accountability, a delegation expressed its support for the United Nations accountability mechanisms and processes, including delegation of authority, senior managers' compacts and coordination with oversight bodies. Delegations expressed their appreciation for the efforts made to foster greater transparency and accountability to engender greater credibility and trust in the capabilities of the United Nations, as well as for the efforts

made to accelerate the culture shift required to implement in full the new management paradigm of increased delegation of authority, transparency and accountability. On paragraph 29A.120 (b), which indicated that the subprogramme would carry out capacity-building activities to support all United Nations entities in identifying, assessing, evaluating and controlling risk, a delegation asked how that differed from the current approach to enterprise risk management.

16. On subprogramme 5, Addressing racism in the workplace, delegations expressed their support for the implementation of the strategic action plan, the establishment of the Anti-Racism Office, and the Department's work to strengthen accountability systems to address allegations of racism in the workplace and to combat racism and racial discrimination in the Secretariat. On table 29A.32, with regard to the tools used by the Organization, including ClearCheck, a delegation asked whether the Department had considered including misconduct related to racism and racial discrimination into the ClearCheck system, as facilitated by resolution [78/253](#). On table 29A.39, additional information was requested regarding the 180 anti-racism advocates appointed across 103 entities to champion and drive the implementation of the strategic action plan at the entity level. In the context of addressing issues of discrimination more directly and effectively in the Secretariat by encouraging reporting, enhancing accountability and transparency, and periodically reporting on progress made in addressing diversity, equity and inclusion, a delegation asked whether those efforts to address discrimination and promote inclusivity and diversity applied to lesbian, gay, bisexual, transgender and intersex persons, and how that might be implemented.

17. Delegations thanked the Department of Operational Support for the presentation of the proposed programme plan for 2025 and expressed their appreciation for the work of the Department in providing support to the United Nations Secretariat, including advisory, operational and transactional support services, focusing on five main areas, namely, human resources support, health-care management, capacity building, supply chain management and communications technology. The Department was commended for its efforts to innovate and to put clients at the heart of process design, to enable Secretariat entities to deliver on their mandates and achieve results.

18. Appreciation was expressed for the Department's vital role in business process improvement and business continuity, and in making the United Nations operational, efficient and productive.

19. The Department was commended for its efforts to improve the accessibility of the United Nations premises for persons with disabilities, including the planned renovation of the DC-2 building, and for its continued efforts to strengthen outreach and training for vendors, including for women-owned businesses.

20. Support was expressed for efforts to enhance collaboration in operational support between the African Union and the United Nations, pursuant to Security Council resolution [2719 \(2023\)](#).

21. A delegation expressed its appreciation for the Department's focus on the Sustainable Development Goals and acknowledged the contribution made by the Department in guiding the procedural changes needed across the United Nations to accelerate the achievement of the Goals.

22. The Department was applauded for its efforts to improve service delivery, including by embedding client-centric culture in its work. The Department's role in reducing the environmental footprint of the Organization through effective supply chain management was also commended.

23. A delegation praised the work of the Department and expressed the hope that the Department would continue to perform its functions and responsibilities strictly

in accordance with the mandates given to it by Member States and that the Department would increase procurement from developing countries and countries with economies in transition.

24. Support was expressed for the Department's plans to simplify processes and provide tailored advice to enable clients to use their delegated authority, leveraging improved guidance documents, multimedia platforms and knowledge hubs, such as the Knowledge Gateway.

25. With regard to paragraph 29B.19, on the programme performance in 2023 related to the restructuring and downsizing of field missions under subprogramme 1, component 1, Human resources support, a delegation asked what challenges the Department was facing as a result of the increase in the number of closed field missions. Information was also requested on the details of the work done by the Department with entities affected by restructuring, downsizing and drawdown in 2024.

26. On paragraph 29B.21, under result 1, a delegation noted the reference to the creation of various infographics and the addition of success stories on the young professionals programme to the United Nations Careers portal to promote the programme. The delegation underlined the importance of the programme in rejuvenating the Secretariat and expressed the hope that the Department would consider allowing candidates already on the young professionals programme roster to undertake paid internships once the payment schemes for interns were approved.

27. On subprogramme 1, component 3, Health-care management and occupational safety and health, a delegation expressed support for the improvement of military medicine in peacekeeping missions and in key areas, such as emergency treatment, care and casualty evacuation in the field. The delegation also expressed support for the development of new mental health strategy for uniformed personnel.

28. On paragraph 29B.45, concerning the programme performance in 2023, a delegation welcomed the launch of a pilot programme on suicide prevention in May 2023, aimed at raising awareness about suicide risk and mental health, establishing "gatekeepers", changing the service culture and reducing stigma, so that personnel felt safe to seek support. The Secretariat was encouraged to continue to explore advanced technologies to enhance the level of medical care in the field, chief among them the telemedicine project, which would give peacekeepers better access to professional consultations and online assistance. It was highlighted that the telemedicine project had won the United Nations Secretary-General Award in 2023.

29. Also on paragraph 29B.45, reference was made to the second sentence, which highlighted concerns about the resilience and psychosocial well-being of United Nations security professionals. In that regard, clarification was sought as to the source of those concerns, including data on mental health impacts and suicides, and any additional measures planned or needed to address mental health needs, in addition to the pilot programme on suicide prevention and the training of gatekeepers.

30. With regard to result 2 of subprogramme 1, component 3, clarification was sought as to the source of concerns relating to a safe and healthy environment for female civilian and uniformed personnel in peace operations. Additional information was requested on reports of damage to the health or well-being of female personnel, and whether the situation had improved.

31. Regarding paragraph 29B.56 (a), information was sought regarding how the Department would improve the alignment of the Secretariat's end-to-end supply chain with the 2030 Agenda for Sustainable Development.

32. Referencing the enabling deliverables in table 29B.14 for subprogramme 2, component 1, Integrated supply chain management, a delegation recalled the in-depth discussion by the Committee for Programme and Coordination in 2023 on the deliverable of “implementation and review of new sustainable supply chain technologies”. Clarification was sought as to whether the same deliverable included in table 29B.14 was linked to the controversial and yet to be developed concept of sustainable procurement.

33. With regard to table 29B.19, a delegation referred to the performance measure for 2024, which indicated that the United Nations Support Office in Somalia (UNSOS) would provide operational support to non-United Nations security forces. The delegation sought clarification as to whether the work to be performed by UNSOS had been authorized by Member States.

34. Delegations expressed their appreciation for the important work of the Office of Information and Communications Technology in ensuring that personnel had a single place to meet, communicate, share files and collaborate, enabling a mobile and digital workforce. Efforts to strengthen system-wide interoperability and synergies were encouraged, and the contribution that data made towards effective mandate implementation was recognized. In that context, support was expressed for the Data Strategy of the Secretary-General for Action by Everyone, Everywhere and the quintet of change.

35. The Office was commended for initiating the deployment of proactive threat-hunting capabilities to replace the reactive intrusion detection systems used previously (para. 29C.5), and was encouraged to continue to ensure the sustainable and secure functioning of the global network and the information and communications technology (ICT) systems, platforms and applications that enabled interaction within the Secretariat, ensuring a balanced approach to the introduction of new technologies so as not to expose the United Nations to risks and threats in the area of ICT security.

36. Support was expressed for the Office of Information and Communications Technology as it navigated digital transformation in a rapidly changing digital landscape, while supporting the General Assembly with meeting formats that were inclusive for everybody.

37. A delegation expressed support for the Office’s efforts to build awareness and ensure the responsible use of artificial intelligence, through the delivery of a new course on generative artificial intelligence and the issuance of initial guidance on its use and risks. The Office was requested to share that guidance with the members of the Committee and to elaborate on how conversational artificial intelligence had already been applied to ensure more intuitive and efficient access to information, as noted in paragraph 29C.7.

38. Information was sought on the impact to date of the use of artificial intelligence on the work of the Office, the opportunities artificial intelligence offered for advancing the Sustainable Development Goals, how the Office planned to engage with those opportunities, and the recommendations of the Office for the regulation of artificial intelligence. Another delegation asked about the work done with the United Nations Educational, Scientific and Cultural Organization on the ethics of artificial intelligence.

39. Regarding subprogramme 1, Strategy and technology innovation, a delegation welcomed the Office’s efforts to better articulate how technology could enable and aid the implementation of United Nations mandates and said that such efforts should promote cohesion, allowing for greater efficiency. In relation to result 2, advance mandate implementation through partnerships on innovative technology, the Office

was commended for the use of new technology solutions to raise awareness of HIV/AIDS. The Office was asked whether the impact on awareness had been measured and whether there were plans to apply those solutions to other issues.

40. Regarding subprogramme 2, Operations support, a delegation expressed concern at the fact that efforts to modernize voice communications, as reflected in result 1, had not met the target, with just 50 additional users relative to the planned target of 6,500, and requested clarification as to the specific obstacles and potential lessons learned for meeting targets in 2025.

41. With regard to the United Nations Offices at Nairobi, Geneva and Vienna, a delegation thanked the Offices for the programme documentation, noting the committed work that all three Offices had put into preparing the documents. Another delegation said that the work of the Offices was paramount to supporting the multilateral order and expressed its appreciation for the efforts of the Offices to adapt to the difficulties presented by the liquidity situation while still delivering their best work and taking care of staff. Another delegation noted the intensification of the liquidity crisis and said that the resulting mitigation measures, including reduced allocations and hiring restrictions, had had a profound effect on many United Nations agencies delivering core mandated activities. The delegation welcomed the opportunity for regular and coordinated status updates to Member States.

42. With regard to human resources management, a delegation noted the absence of a cross-cutting policy and inconsistency in the programme plans of the United Nations Offices at Nairobi, Geneva and Vienna on improving geographical representation. Another delegation said that fostering greater interest from female applicants from underrepresented countries was a welcome strategy, but added that the proposed increase in the numbers of female applicants should be qualitative, rather than quantitative. The delegation noted the strategy would provide more value if it resulted in an increased number of women appointed to senior positions, and underscored the need for equitable geographical representation at the senior leadership level.

43. A delegation expressed gratitude for the hard work done at the three duty stations, noting that one of the key responsibilities of duty stations was to provide support services to the intergovernmental process of the Organization in line with their role as major conference centres for international diplomacy, including providing technical conference support services as part of the conferencing ecosystem. The delegation noted that such services included the use of modern and flexible conferencing modalities, including remote and hybrid conferencing, that enabled the participation of missions with more limited capacity and presence at the duty stations. Another delegation expressed support for the use of technology as an innovative tool to empower all United Nations personnel, including hybrid conferencing services that enabled the inclusion of small delegations and civil society. The delegation noted that hybrid conferencing modalities were intended to complement in-person participation and help to reduce the environmental footprint and provide cost savings with respect to travel. However, another delegation questioned whether the inclusive nature of virtual participation was useful, given that the World Health Organization had declared that the coronavirus disease (COVID-19) pandemic was no longer a public health emergency. The delegation suggested that the offices away from Headquarters return to face-to-face meetings unless the virtual forum was intergovernmentally agreed and mandated.

44. A delegation welcomed efforts to improve the environmental sustainability of the operations of offices away from Headquarters. Another delegation encouraged the Offices at Geneva and Nairobi to complete construction projects in a timely manner and within budget. Another delegation made an appeal for the interests of Member States to be the primary consideration in all construction projects. A delegation

expressed support for diversifying procurement, including by conducting outreach to vendors in developing countries.

45. A delegation requested an update from the Offices at Nairobi, Geneva and Vienna on how they were responding to General Assembly resolution [77/278](#) on human resources management.

46. A delegation commended the United Nations Office at Nairobi for its successful transition to in-person meetings following the end of the pandemic, citing the sixth session of the United Nations Environment Assembly and the second session of the United Nations Habitat Assembly, as well as the award of the ISO 14001:2015 certification on environmental management to the Office as part of the Greening the Blue strategy. The delegation also commended the progress achieved in the construction of office blocks A–J, which would be completed on time and within budget. Lastly, the delegation commended the Office’s progress in establishing the Common Back Office and noted that the services and support offered demonstrated the benefits of the Secretary-General’s common back office initiative.

47. Another delegation applauded the initiatives implemented by the United Nations Office at Nairobi to promote the health and well-being of staff through the expansion of health programmes and counselling. The delegation expressed appreciation for ongoing efforts to create a more inclusive and supportive work environment through the implementation of webinars on burnout prevention.

48. Recalling General Assembly resolution [53/242](#), a delegation welcomed the initiatives being put in place to increase the utilization and efficacy of the United Nations Office at Nairobi, including the initial phase of the roll-out of the common back office approach. The delegation enquired about the progress of the roll-out and requested an update on any challenges faced and the solutions applied. The same delegation noted that a number of United Nations organizations were moving their services to Nairobi with the aim of bringing them closer to their target clients. Given the growing interest in climate change and environment matters globally, the delegation noted that it expected an increase in the numbers of participants attending conferences and meetings of the United Nations Environment Programme and the United Nations Human Settlements Programme (UN-Habitat), which would require efficient and modern facilities and conference services. The delegation noted the importance of ensuring prudent asset accounting in capital construction projects and said that the proposed master plan remained on track. Given the diverse range of clients, the delegation enquired about the efforts being undertaken by the United Nations Office at Nairobi to promote multilingualism and strengthen the language skills of United Nations staff and others at the Office. The delegation also enquired about the provision for strengthening information technology architecture and systems. Lastly, it noted the commitment of the Government of Kenya to ongoing collaboration with the United Nations Office at Nairobi, including the incorporation of lessons learned into future plans.

49. A delegation expressed its support for the strategy of the United Nations Office at Geneva to equip rooms with hybrid conference equipment, noting that the extension of business continuity arrangements, to allow for the continued provision of hybrid conferencing, would ensure effective use of those facilities. The delegation said that the Human Rights Council had obtained an extension to the practice of using remote participation modalities until the end of the calendar year, but suggested that a broader, medium-term solution could be necessary for all the entities for which the Office provided hybrid conferences services.

50. In the context of supporting intergovernmental bodies, a delegation noted that the United Nations Office at Geneva had seen a new wave of discussions aimed at strengthening its virtual format of work, such as Human Rights Council decision



55/116. The delegation noted, however, that the Secretariat, including the United Nations Office at Geneva, did not have a mandate from the General Assembly to hold intergovernmental meetings in a virtual or hybrid format. The delegation indicated that the Department for General Assembly and Conference Management, the key department of the Secretariat responsible for the provision of conference services, operated within that paradigm, and expressed the view that was how the United Nations Office at Geneva should act. Referencing paragraph 29E.3, the delegation requested clarification regarding which 18 resident coordinator offices in Europe the United Nations Office at Geneva had provided travel and procurement support to, and what support the Office provided to the United Nations office in Kosovo.

51. Regarding the facilities at the United Nations Office at Geneva, a delegation expressed the hope that the facilities were not used to display any controversial symbols or emblems that undermined international cooperation. The delegation emphasized that the Office's facilities were provided to civil society organizations for the holding of various events in a manner that was strictly in line with Economic and Social Council resolution [1996/31](#).

52. A delegation enquired about the incentives in place for staff at the United Nations Office at Geneva to participate in the official language proficiency courses described in paragraph 29E.33. The delegation also commended the commitment of the Office to the preservation of the original historical design and historical features of its buildings.

53. A delegation commended the United Nations Office at Vienna for its continued focus on issues relating to human resources, in particular its efforts to create a more inclusive, respectful and supportive work environment. The same delegation recognized the central role of staff training but pointed out that it would be useful to see further metrics to assess the impact of the subprogramme, in order to understand the extent to which its objectives were being met. Another delegation noted the support of the Office for the inclusion of persons with disabilities in the workforce and the use of lessons learned to increase awareness and expand its training on disability inclusion.

54. A delegation expressed its appreciation for the work of the United Nations Office at Vienna in ensuring budgetary discipline and adhering to the International Public Sector Accounting Standards, noting the progress made towards improving staff awareness of budgetary and accounting matters and the financial provisions and rules of the United Nations. The same delegation sought clarification on the provision of administrative services by multilingual teams at the Office, as referenced in paragraph 29F.2. The delegation also asked if the list in paragraph 29F.7 fully captured all legislative mandates.

### **Conclusions and recommendations**

55. **The Committee recommended that the plenary or the relevant Main Committee or Main Committees of the General Assembly, in line with Assembly resolution [78/244](#), consider the programme plan for programme 25, Management and support services, of the proposed programme budget for 2025 under the agenda item entitled "Programme planning" at the seventy-ninth session of the Assembly.**