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Item 139 of the preliminary list\*

## Proposed programme budget for 2025

### Proposed programme budget for 2025

#### Part I

#### Overall policymaking, direction and coordination

#### Section 1

#### Overall policymaking, direction and coordination

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\* [A/79/50](#).

\*\* 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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## Overview of resources for the regular budget

- 1.1 The proposed regular budget resources for 2025 for all policymaking organs and entities under section 1, including the breakdown of resource changes, as applicable, are reflected in tables 1.1 to 1.3, and the summary of resources by component and funding source is contained in annex III. Detailed information on the proposed programme budget for 2025 is provided under each policymaking organ and entity. The proposed resource level under section 1 provides for the full, efficient and effective implementation of mandates of all relevant entities and offices.

Table 1.1

### Evolution of financial resources by object of expenditure

(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	46 107.8	51 003.7	537.2	—	920.6	1 457.8	2.9	52 461.5
Other staff costs	2 207.0	3 393.8	—	378.0	(15.3)	362.7	10.7	3 756.5
Non-staff compensation	2 439.6	3 225.0	—	—	—	—	—	3 225.0
Hospitality	101.7	114.7	—	—	—	—	—	114.7
Consultants	767.5	593.1	(120.4)	—	871.1	750.7	126.6	1 343.8
Travel of representatives	6 790.3	7 340.3	(90.8)	—	—	(90.8)	(1.2)	7 249.5
Travel of staff	1 792.6	1 920.9	—	34.3	124.1	158.4	8.2	2 079.3
Contractual services	4 147.4	4 942.2	(1.6)	4.1	1 120.9	1 123.4	22.7	6 065.6
General operating expenses	577.3	818.5	—	9.0	1.4	10.4	1.3	828.9
Supplies and materials	23.0	127.8	—	0.6	0.8	1.4	1.1	129.2
Furniture and equipment	150.6	138.6	(6.2)	3.7	29.0	26.5	19.1	165.1
Improvement of premises	1.6	—	—	—	—	—	—	—
Grants and contributions	18 898.3	18 765.1	—	—	—	—	—	18 765.1
Other	0.8	—	—	—	—	—	—	—
Total	84 005.6	92 383.7	318.2	429.7	3 052.6	3 800.5	4.1	96 184.2

Table 1.2

### Overall: proposed posts and post changes for 2025<sup>a</sup>

(Number of posts)

	Number	Details
Approved for 2024	275	1 DSG, 7 USG, 5 ASG, 9 D-2, 17 D-1, 39 P-5, 36 P-4, 42 P-3, 13 P-2/1, 16 GS (PL), 80 GS (OL), 10 LL
Conversion	4	1 D-2, 1 P-5, 1 P-3, 1 GS (PL)
Reclassification	—	1 P-3 to 1 P-4, 2 GS (OL) to 2 GS (PL)
Proposed for 2025	279	1 DSG, 7 USG, 5 ASG, 10 D-2, 17 D-1, 40 P-5, 37 P-4, 42 P-3, 13 P-2/1, 19 GS (PL), 78 GS (OL), 10 LL

<sup>a</sup> More information on post changes is reflected in annex II.

*Note:* The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Table 1.3  
**Overall: proposed posts by category and grade**  
 (Number of posts)

Category and grade	2024 approved <sup>a</sup>	Changes <sup>a</sup>				2025 proposed <sup>a</sup>
		Technical adjustments	New/expanded mandates	Other	Total	
<b>Professional and higher</b>						
DSG	1	—	—	—	—	1
USG	7	—	—	—	—	7
ASG	5	—	—	—	—	5
D-2	9	—	—	1	1	10
D-1	17	—	—	—	—	17
P-5	39	—	—	1	1	40
P-4	36	—	—	1	1	37
P-3	42	—	—	—	—	42
P-2/1	13	—	—	—	—	13
<b>Subtotal</b>	<b>169</b>	<b>—</b>	<b>—</b>	<b>3</b>	<b>3</b>	<b>172</b>
<b>General Service and related</b>						
GS (PL)	16	—	—	3	3	19
GS (OL)	80	—	—	(2)	(2)	78
LL	10	—	—	—	—	10
<b>Subtotal</b>	<b>106</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>1</b>	<b>107</b>
<b>Total</b>	<b>275</b>	<b>—</b>	<b>—</b>	<b>4</b>	<b>4</b>	<b>279</b>

<sup>a</sup> Includes 11 temporary posts (1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL) and 2 GS (OL)).

## I. Policymaking organs

- 1.2 The resources proposed under this component would provide for requirements relating to the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the Board of Auditors, the United Nations Staff Pension Committee, the Committee for Programme and Coordination and the Independent Audit Advisory Committee. Table 1.4 provides information and related resource requirements under the regular budget.

Table 1.4

### Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
1. General Assembly			
(a) Travel of representatives of Member States that are least developed countries	Mandate: General Assembly resolutions <a href="#">1798 (XVII)</a> and <a href="#">41/213</a>	1 554.1	1 554.1
(b) Presidents of the General Assembly	Mandate: General Assembly resolutions <a href="#">52/220</a> , <a href="#">32/214</a> and <a href="#">54/249</a> and the report of the Secretary-General ( <a href="#">A/52/303</a> , para. IB.10)  Seventy-ninth resumed and eightieth main sessions	259.7	253.5
(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly	Mandate: General Assembly resolutions <a href="#">58/126</a> , <a href="#">59/313</a> , <a href="#">68/246</a> and <a href="#">72/261</a>  Seventy-eighth resumed and seventy-ninth main sessions	1 779.5	1 779.5
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	Mandate: rules 155 to 157 of the rules of procedure of the General Assembly and Assembly resolutions <a href="#">14 (I)</a> and <a href="#">74/267</a> (amending the rules of procedure of the Assembly)  Membership: 21 experts  Number of sessions in 2025: 3	7 499.2	7 499.2
3. Committee on Contributions	Mandate: General Assembly resolution <a href="#">14 (I)</a> and rules 158 to 160 of the rules of procedure of the Assembly  Membership: 18 experts  Number of sessions in 2025: 1	489.5	398.7
4. Board of Auditors (including its secretariat)	Mandate: General Assembly resolution <a href="#">74 (I)</a> , as amended pursuant to resolution <a href="#">55/248</a>  Membership: 3 experts  Number of sessions in 2025: 4	4 123.1	4 107.8
5. Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	Mandate: General Assembly resolution <a href="#">248 (III)</a>  Membership: 33 experts  Number of sessions in 2025: 1	5 304.0	5 304.0

## Section 1 Overall policymaking, direction and coordination

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
6. Committee for Programme and Coordination	Mandate: General Assembly decision 42/450 and resolutions <a href="#">31/93</a> and <a href="#">77/254</a> Membership: 34 Member States Number of sessions in 2025: 1	634.8	634.8
7. Independent Audit Advisory Committee (including its secretariat)	Mandate: General Assembly resolutions <a href="#">60/248</a> and <a href="#">61/275</a> and decision 62/413 Membership: 5 experts Number of sessions in 2025: 4	677.7	677.7
<b>Total</b>		<b>22 321.6</b>	<b>22 209.3</b>

## 1. General Assembly

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

#### Overview

#### (a) Travel of representatives of Member States that are least developed countries

- 1.3 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.5.

Table 1.5  
**Evolution of financial resources by object of expenditure**  
(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>		
Other staff costs	1.7	–	–	–	–	–	–	–
Travel of representatives	1 304.9	1 554.1	–	–	–	–	–	1 554.1
Other	0.7	–	–	–	–	–	–	–
<b>Total</b>	<b>1 307.4</b>	<b>1 544.1</b>	–	–	–	–	–	<b>1 554.1</b>

- 1.4 The overall resources proposed for 2025 amount to \$1,554,100 before recosting, reflecting no change compared with the approved budget for 2024.
- 1.5 Information on the advance booking for air travel is reflected in table 1.6. The office will continue its efforts to ensure the advance booking of tickets in line with the air travel policy and improve its compliance rate.

Table 1.6  
**Compliance rate**  
(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Air tickets purchased at least 2 weeks before the commencement of travel	35	38	69	100	100

(b) Presidents of the General Assembly

- 1.6 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.7.

Table 1.7  
Evolution of financial resources by object of expenditure

(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				
Hospitality	30.6	31.5	—	—	—	—	—	—	31.5
Consultants	11.2	—	—	—	—	—	—	—	—
Travel of staff	78.9	122.7	—	—	—	—	—	—	122.7
Contractual services	46.6	78.8	—	—	—	—	—	—	78.8
General operating expenses	34.6	19.0	—	—	—	—	—	—	19.0
Supplies and materials	0.1	0.6	—	—	—	—	—	—	0.6
Furniture and equipment	—	7.1	(6.2)	—	—	(6.2)	(87.3)		0.9
Grants and contributions	2.6	—	—	—	—	—	—	—	—
<b>Total</b>	<b>204.5</b>	<b>259.7</b>	<b>(6.2)</b>	<b>—</b>	<b>—</b>	<b>(6.2)</b>	<b>(2.4)</b>		<b>253.5</b>

- 1.7 Additional details on the distribution of the proposed resources for 2025 are reflected in table 1.8 and figure 1.I.
- 1.8 As shown in tables 1.7 and 1.8 (1), the overall resources proposed for 2025 amount to \$253,500 before recosting, reflecting a decrease of \$6,200 (or 2.4 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.

Table 1.8  
Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) Regular budget

Component	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Presidents of the General Assembly	204.5	259.7	(6.2)	—	—	(6.2)	(2.4)		253.5
<b>Subtotal, 1</b>	<b>204.5</b>	<b>259.7</b>	<b>(6.2)</b>	<b>—</b>	<b>—</b>	<b>(6.2)</b>	<b>(2.4)</b>		<b>253.5</b>

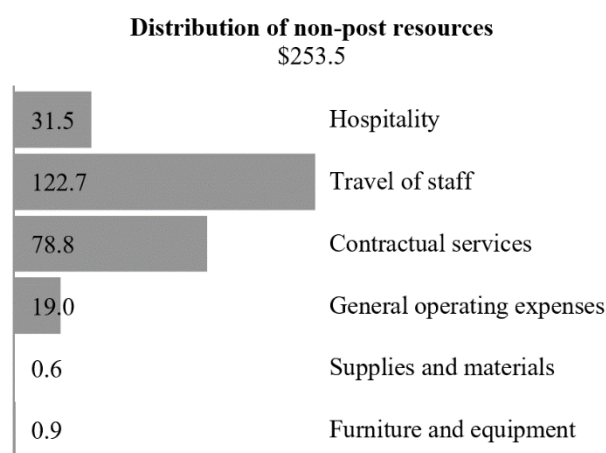


(2) Extrabudgetary

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Presidents of the General Assembly	1 686.5	2 837.2	–	–	2 837.2
<b>Subtotal, 2</b>	<b>1 686.5</b>	<b>2 837.2</b>	<b>–</b>	<b>–</b>	<b>2 837.2</b>
<b>Total (1+2)</b>	<b>1 891.0</b>	<b>3 096.9</b>	<b>(6.2)</b>	<b>(2.4)</b>	<b>3 090.7</b>

Figure 1.I  
**Distribution of proposed resources for 2025 (before recosting)**

(Thousands of United States dollars)



## Explanation of variances by factor

### Overall resource changes

#### Technical adjustments

- 1.9 As shown in table 1.8 (1), resource changes reflect a decrease of \$6,200, relating to the removal of non-recurrent provisions under furniture and equipment associated with the acquisition of office automation equipment for newly established general temporary assistance positions that were approved for 2024, pursuant to General Assembly resolution [78/253](#).

#### Extrabudgetary resources

- 1.10 As reflected in table 1.8 (2), extrabudgetary resources amount to \$2,837,200. The non-post resources would complement regular budget resources and would be used mainly to complement the programme of work and facilitate funding for a broad range of projects and activities implemented by the office, at the discretion of the Presidents of the General Assembly. In addition, the resources would be used, at the discretion of the Presidents of the General Assembly, to support the fellowship programme initiated in 2021.
- 1.11 The extrabudgetary resources under the present section are subject to the oversight of the Department for General Assembly and Conference Management, which has delegated authority from the Secretary-General.

**Part I Overall policymaking, direction and coordination**

- 1.12 Information on the advance booking for air travel is reflected in table 1.9. The office will continue its efforts to ensure the advance booking of tickets in line with the air travel policy and improve its compliance rate.

Table 1.9  
**Compliance rate**  
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	53	14	11	100	100

**(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly**

- 1.13 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.10.

Table 1.10  
**Evolution of financial resources by object of expenditure**  
(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				
Other staff costs	1 183.5	1 779.5	–	–	–	–	–	–	1 779.5
<b>Total</b>	<b>1 183.5</b>	<b>1 779.5</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 779.5</b>

- 1.14 The overall resources proposed for 2025 amount to \$1,779,500 before recosting, reflecting no change compared with the approved budget for 2024.

**2. Advisory Committee on Administrative and Budgetary Questions  
(including its secretariat)**

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

**Overview**

- 1.15 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.11 to 1.13.

**Section 1 Overall policymaking, direction and coordination**

Table 1.11  
**Evolution of financial resources by object of expenditure**  
(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	2 591.5	2 601.3	—	—	—	—	—	—	2 601.3
Other staff costs	17.7	97.3	—	—	—	—	—	—	97.3
Non-staff compensation	302.8	311.6	—	—	—	—	—	—	311.6
Travel of representatives	3 844.1	4 347.6	—	—	—	—	—	—	4 347.6
Travel of staff	37.1	23.3	—	—	—	—	—	—	23.3
Contractual services	60.4	66.4	—	—	—	—	—	—	66.4
General operating expenses	17.4	36.0	—	—	—	—	—	—	36.0
Supplies and materials	0.6	7.7	—	—	—	—	—	—	7.7
Furniture and equipment	0.8	8.0	—	—	—	—	—	—	8.0
<b>Total</b>	<b>6 872.3</b>	<b>7 499.2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>7 499.2</b>

Table 1.12  
**Proposed posts and post changes for 2025**  
(Number of posts)

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

Table 1.13  
**Proposed posts by category and grade**  
(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
<b>Professional and higher</b>							
D-2	1	—	—	—	—	—	1
D-1	1	—	—	—	—	—	1
P-5	4	—	—	—	—	—	4
P-4	1	—	—	—	—	—	1
P-3	1	—	—	—	—	—	1
<b>Subtotal</b>	<b>8</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>8</b>

**Part I Overall policymaking, direction and coordination**

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	2	—	—	—	—	2
GS (OL)	2	—	—	—	—	2
Subtotal	4	—	—	—	—	4
Total	12	—	—	—	—	12

1.16 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.14 to 1.16 and figure 1.II.

1.17 As shown in tables 1.14 (1) and 1.15 (1), the overall resources proposed for 2025 amount to \$7,499,200 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.14

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	6 872.3	7 499.2	–	–	–	–	–
<b>Subtotal, 1</b>	<b>6 872.3</b>	<b>7 499.2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	719.8	837.0	25.7	3.1	862.7
<b>Subtotal, 2</b>	<b>719.8</b>	<b>837.0</b>	<b>25.7</b>	<b>3.1</b>	<b>862.7</b>
<b>Total (1+2)</b>	<b>7 592.1</b>	<b>8 336.2</b>	<b>25.7</b>	<b>0.3</b>	<b>8 361.9</b>

Table 1.15

**Proposed posts for 2025 by source of funding and component**

(Number of posts)

**(1) Regular budget**

Component	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	–	–	–	–	12
<b>Subtotal, 1</b>	<b>12</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>12</b>

**(2) Other assessed**

Component	2024 estimate	Change	2025 estimate
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	3	–	3
<b>Subtotal, 2</b>	<b>3</b>	<b>–</b>	<b>3</b>
<b>Total (1+2)</b>	<b>15</b>	<b>–</b>	<b>15</b>

Table 1.16

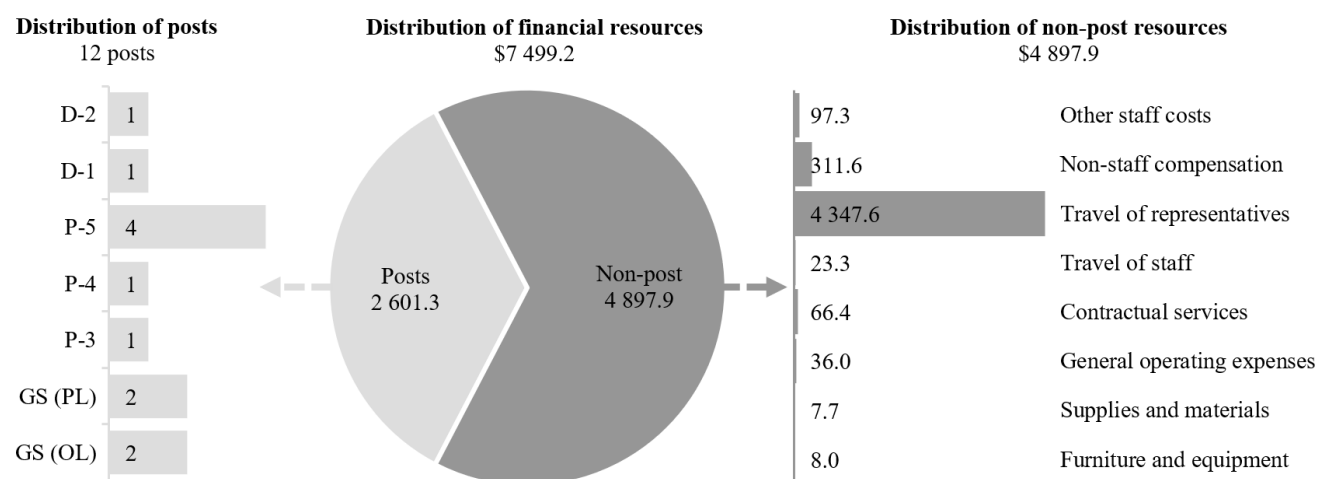
**Evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	2 591.5	2 601.3	—	—	—	—	—	2 601.3
Non-post	4 280.8	4 897.9	—	—	—	—	—	4 897.9
Total	6 872.3	7 499.2	—	—	—	—	—	7 499.2
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		4	—	—	—	—	—	4
Total		12	—	—	—	—	—	12

Figure 1.II  
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



#### Other assessed resources

- 1.18 As reflected in tables 1.14 (2) and 1.15 (2), other assessed resources amount to \$862,700. The resources would complement regular budget resources and provide for the requirements indicated in report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).
- 1.19 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.17.
- 1.20 The compliance rate for travel of the members of the Advisory Committee to their countries of origin continues to be affected by national policies and route changes, which, in turn, affect the advance travel planning that the secretariat of the Committee usually undertakes to make travel arrangements within the specified notice period. Delays in ticketing for the Committee's field trip in May 2023 and complexities in the onboarding of new members also affected the timely processing of travel arrangements. The Secretariat continues to review and optimize its efforts in managing the range of factors having an effect on the work of the Committee and the resulting compliance rate.

Table 1.17  
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	59	47	48	100	100

### 3. Committee on Contributions

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

##### Overview

- 1.21 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.18.

Table 1.18

#### Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Technical adjustments	Changes			Total	Percentage	2025 estimate (before recosting)
				New/ expanded mandates	Other				
Travel of representatives	320.1	489.5	(90.8)	–	–		(90.8)	(18.5)	398.7
<b>Total</b>	<b>320.1</b>	<b>489.5</b>	<b>(90.8)</b>	<b>–</b>	<b>–</b>		<b>(90.8)</b>	<b>(18.5)</b>	<b>398.7</b>

- 1.22 As reflected in table 1.18, the overall resources proposed for 2025 amount to \$398,700 before recosting, reflecting a decrease of \$90,800 (or 18.5 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments.

#### Explanation of variances by factor

##### Overall resource changes

##### Technical adjustments

- 1.23 As reflected in table 1.18, resource changes reflect a decrease of \$90,800, relating to the removal of non-recurrent provisions associated with the travel of representatives for the additional week of meetings scheduled for the eighty-fourth session of the Committee on Contributions, in 2024.
- 1.24 Information on the advance booking for air travel is reflected in table 1.19. The secretariat of the Committee will continue to raise the awareness of travellers on the policy for the advance purchase of air tickets.

Table 1.19

#### Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	58	75	100	100	100

## 4. Board of Auditors (including its secretariat)

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

#### Overview

- 1.25 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.20 to 1.22.

Table 1.20

#### Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Technical adjustments	Changes				2025 estimate (before recosting)
				New/ expanded mandates	Other	Total	Percentage	
Posts	924.3	980.8	—	—	—	—	—	980.8
Other staff costs	83.2	26.0	—	—	(15.3)	(15.3)	(58.8)	10.7
Travel of staff	29.1	33.2	—	—	—	—	—	33.2
Contractual services	2 778.0	3 011.7	—	—	—	—	—	3 011.7
General operating expenses	27.9	51.3	—	—	—	—	—	51.3
Supplies and materials	—	6.4	—	—	—	—	—	6.4
Furniture and equipment	13.5	13.7	—	—	—	—	—	13.7
<b>Total</b>	<b>3 856.0</b>	<b>4 123.1</b>	<b>—</b>	<b>—</b>	<b>(15.3)</b>	<b>(15.3)</b>	<b>(0.4)</b>	<b>4 107.8</b>

Table 1.21

#### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	6	1 D-1, 1 P-3, 1 GS (PL), 3 GS (OL)
Proposed for 2025	6	1 D-1, 1 P-3, 1 GS (PL), 3 GS (OL)

Table 1.22

#### Proposed posts by category and grade

(Number of posts)

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



**Section 1 Overall policymaking, direction and coordination**

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
<b>General Service and related</b>						
GS (PL)	1	—	—	—	—	1
GS (OL)	3	—	—	—	—	3
<b>Subtotal</b>	<b>4</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>4</b>
<b>Total</b>	<b>6</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>6</b>

1.26 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.23 to 1.25 and figure 1.III.

1.27 As reflected in table 1.23 (1), the overall resources proposed for 2025 amount to \$4,107,800 before recosting, reflecting a net decrease of \$15,300 (or 0.4 per cent) compared with the approved budget for 2024. Resource changes result from other changes.

Table 1.23

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Board of Auditors (including its secretariat)	3 856.0	4 123.1	–	–	(15.3)	(15.3)	(0.4)	4 107.8
Subtotal, 1	3 856.0	4 123.1	–	–	(15.3)	(15.3)	(0.4)	4 107.8

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Board of Auditors (including its secretariat)	3 863.7	4 056.9	—	—	4 056.9
<b>Subtotal, 2</b>	<b>3 863.7</b>	<b>4 056.9</b>	<b>—</b>	<b>—</b>	<b>4 056.9</b>

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Board of Auditors (including its secretariat)	6 620.9	6 619.1	—	—	6 619.1
<b>Subtotal, 3</b>	<b>6 620.9</b>	<b>6 619.1</b>	<b>—</b>	<b>—</b>	<b>6 619.1</b>
<b>Total (1+2+3)</b>	<b>14 340.6</b>	<b>14 799.1</b>	<b>(15.3)</b>	<b>(0.1)</b>	<b>14 783.8</b>

Table 1.24  
**Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Board of Auditors (including its secretariat)	6	–	–	–	–	6
<b>Subtotal, 1</b>	<b>6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>6</b>

(2) *Extrabudgetary*

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Board of Auditors (including its secretariat)	1	–	1
<b>Subtotal, 2</b>	<b>1</b>	<b>–</b>	<b>1</b>
<b>Total (1+2)</b>	<b>7</b>	<b>–</b>	<b>7</b>

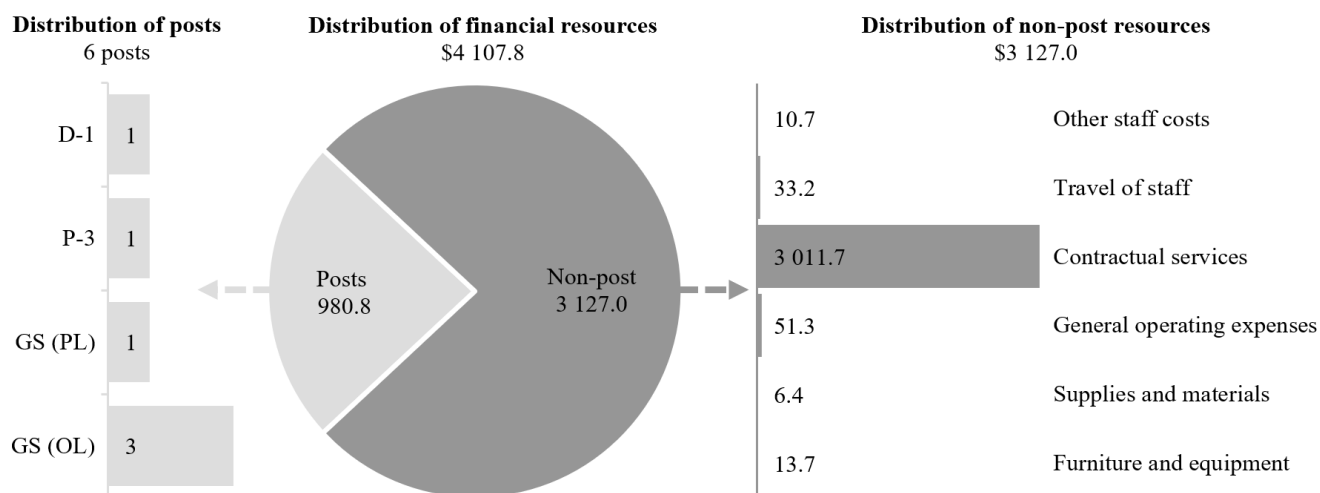
Table 1.25  
**Evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	924.3	980.8	—	—	—	—	—	980.8
Non-post	2 931.8	3 142.3	—	—	(15.3)	(15.3)	(0.5)	3 127.0
Total	3 856.0	4 123.1	—	—	(15.3)	(15.3)	(0.4)	4 107.8
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		4	—	—	—	—	—	4
Total		6	—	—	—	—	—	6

Figure 1.III  
**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor

### Overall resource changes

#### Other changes

- 1.28 As reflected in tables 1.23 (1) and 1.24 (1), resource changes reflect a decrease of \$15,300, owing to lower provisions for other staff costs, in line with recent expenditure patterns.

#### Other assessed resources

- 1.29 As reflected in table 1.23 (2), other assessed resources amount to \$4,056,900. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

#### Extrabudgetary resources

- 1.30 As reflected in tables 1.23 (3) and 1.24 (2), extrabudgetary resources amount to \$6,619,100. The resources would complement regular budget resources and would be used mainly to provide for one post (General Service (Other level)) and non-post resources that would be used to support the audit of technical cooperation projects undertaken by the Department of Economic and Social Affairs, the regional commissions and the Office of the United Nations High Commissioner for Human Rights (OHCHR), as well as trust fund-related audits included in United Nations entities and the full range of activities, entities and programmes falling under the auspices of the Secretariat (see [A/78/5 \(Vol. I\)](#)).
- 1.31 The extrabudgetary resources under the present section are subject to the oversight of the Board.
- 1.32 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.26. The Board secretariat will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.26  
**Compliance rate**  
(Percentage)

	2021 actual <sup>a</sup>	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	–	100	100	100	100

<sup>a</sup> No travel was undertaken by the Board owing to coronavirus disease (COVID-19) travel restrictions.

## 5. Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)

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

#### Overview

- 1.33 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the regulations adopted by the Assembly, the Pension Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat of the Pension Board and each such committee.
- 1.34 The expenses incurred by the staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, given that the central secretariat of the Pension Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continued to handle pension administration for the United Nations by special arrangement with the Pension Board. For those services, the United Nations reimburses the Pension Fund in accordance with the cost-sharing arrangement, as approved by the General Assembly in its resolution [75/246](#).
- 1.35 At the time that the present report was being prepared, the proposed budget of the Pension Fund for 2025 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Pension Fund for 2025 and action taken by the General Assembly at its seventy-ninth session on the basis of the recommendations that the Pension Board may make in 2024 with respect to that budget. A statement of administrative and budgetary implications will be submitted to the Assembly at its seventy-ninth session should the Pension Board's recommendations involve resources different from those estimated in the present report.
- 1.36 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.27.

Table 1.27

**Evolution of financial resources by object of expenditure**

(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				
Travel of representatives	72.2	70.5	—	—	—	—	—	—	70.5
Travel of staff	45.6	44.9	—	—	—	—	—	—	44.9
General operating expenses	0.9	—	—	—	—	—	—	—	—
Grants and contributions	5 337.5	5 188.6	—	—	—	—	—	—	5 188.6
<b>Total</b>	<b>5 456.2</b>	<b>5 304.0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>5 304.0</b>

1.37 Additional details on the distribution of the proposed resources for 2025 are reflected in table 1.28 and figure 1.IV.

1.38 As reflected in table 1.28 (1), the overall resources proposed for 2025 amount to \$5,304,000 before recosting, reflecting no change compared with the approved budget for 2024.

Table 1.28

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

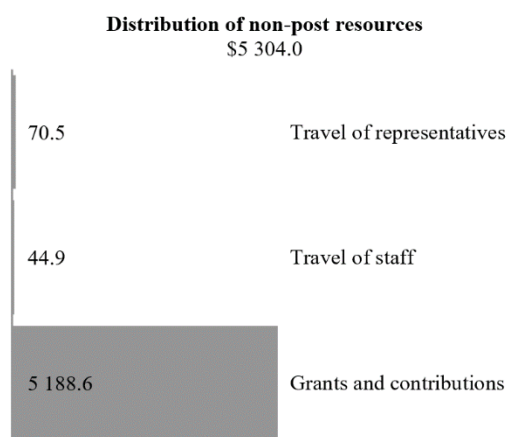
**(1) Regular budget**

Component	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	5 456.2	5 304.0	—	—	—	—	—	—	5 304.0
<b>Subtotal, 1</b>	<b>5 456.2</b>	<b>5 304.0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>5 304.0</b>

**(2) Extrabudgetary**

Component	2023 expenditure	2024 estimate	Change		Percentage	2025 estimate
Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	3 369.6	3 234.5	—	—	—	3 234.5
<b>Subtotal, 2</b>	<b>3 369.6</b>	<b>3 234.5</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3 234.5</b>
<b>Total (1+2)</b>	<b>8 825.8</b>	<b>8 538.5</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>8 538.5</b>

Figure 1.IV  
**Distribution of proposed resources for 2025 (before recosting)**  
 (Thousands of United States dollars)



1.39 Information on the advance booking for air travel is reflected in table 1.29. The office will strive to maintain a 100 per cent compliance rate with the advance booking of air travel policy by continuing to improve the planning of travel arrangements.

Table 1.29  
**Compliance rate**  
 (Percentage)

	2021 actual <sup>a</sup>	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	—	100	80	100	100

<sup>a</sup> No travel was undertaken owing to COVID-19 travel restrictions.

## 6. Committee for Programme and Coordination

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

#### Overview

1.40 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.30.

Table 1.30  
**Evolution of financial resources by object of expenditure**  
 (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				
Travel of representatives	682.3	634.8	—	—	—	—	—	—	634.8
<b>Total</b>	<b>682.3</b>	<b>634.8</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>634.8</b>

**Section 1 Overall policymaking, direction and coordination**

- 1.41 As reflected in table 1.30, the overall resources proposed for 2025 amount to \$634,800 before recosting and reflect no change compared with the approved budget for 2024.
- 1.42 Information on the advance booking for air travel is reflected in table 1.31. The secretariat of the Committee will continue to raise the awareness of travellers on the policy for the advance purchase of air tickets.

Table 1.31

**Compliance rate**

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	85	56	89	100	100

## 7. Independent Audit Advisory Committee

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

#### Overview

- 1.43 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.32 to 1.34.

Table 1.32

**Evolution of financial resources by object of expenditure**

(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	400.8	390.7	—	—	—	—	—	—	390.7
Other staff costs	0.5	13.7	—	—	—	—	—	—	13.7
Consultants	6.2	6.9	—	—	—	—	—	—	6.9
Travel of representatives	133.6	243.8	—	—	—	—	—	—	243.8
Travel of staff	11.5	13.2	—	—	—	—	—	—	13.2
Contractual services	11.6	4.2	—	—	—	—	—	—	4.2
General operating expenses	5.9	3.7	—	—	—	—	—	—	3.7
Supplies and materials	0.3	1.1	—	—	—	—	—	—	1.1
Furniture and equipment	2.5	0.4	—	—	—	—	—	—	0.4
Improvement of premises	1.6	—	—	—	—	—	—	—	—
<b>Total</b>	<b>574.5</b>	<b>677.7</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>677.7</b>

Table 1.33  
**Proposed posts and post changes for 2025**  
 (Number of posts)

	Number	Details
Approved for 2024	2	1 P-5, 1 GS (OL)
Proposed for 2025	2	1 P-5, 1 GS (OL)

Table 1.34  
**Proposed posts by category and grade**  
 (Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
<b>Professional and higher</b>						
P-5	1	—	—	—	—	1
<b>Subtotal</b>	<b>1</b>	—	—	—	—	<b>1</b>
<b>General Service and related</b>						
GS (OL)	1	—	—	—	—	1
<b>Subtotal</b>	<b>1</b>	—	—	—	—	<b>1</b>
<b>Total</b>	<b>2</b>	—	—	—	—	<b>2</b>

- 1.44 Additional details on the distribution of proposed resources for 2025 are reflected in table 1.35 and figure 1.V.
- 1.45 As reflected in table 1.35, the overall resources proposed for 2025 amount to \$677,700 before recosting and reflect no change compared with the approved budget for 2024.

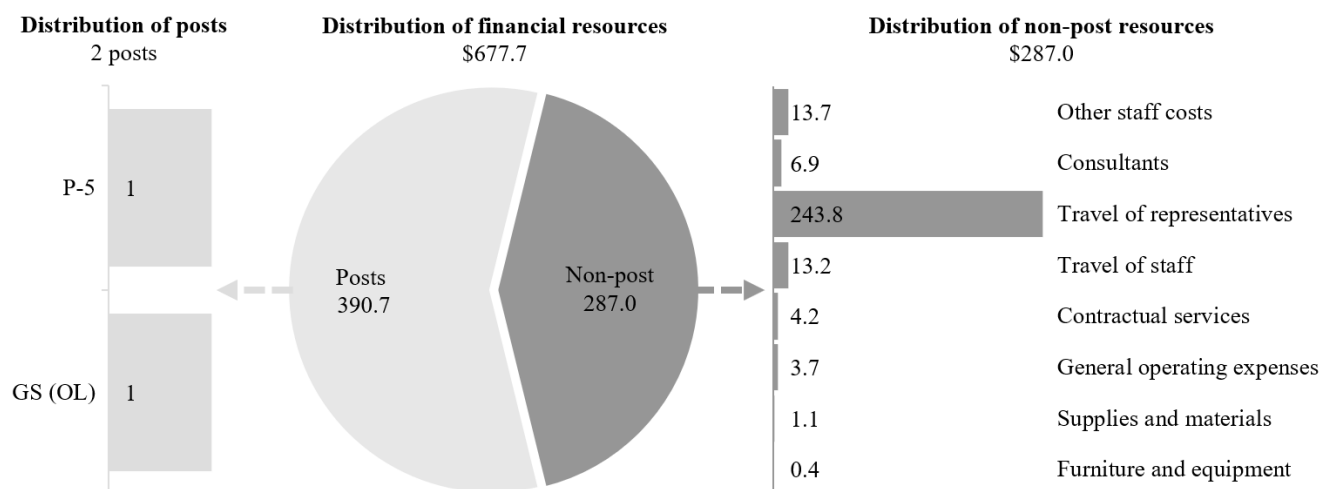
Table 1.35  
**Evolution of financial and post resources**  
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
<b>Financial resources by main category of expenditure</b>								
Posts	400.8	390.7	—	—	—	—	—	390.7
Non-post	173.8	287.0	—	—	—	—	—	287.0
<b>Total</b>	<b>574.5</b>	<b>677.7</b>	—	—	—	—	—	<b>677.7</b>
<b>Post resources by category</b>								
Professional and higher		1	—	—	—	—	—	1
General Service and related		1	—	—	—	—	—	1
<b>Total</b>		<b>2</b>	—	—	—	—	—	<b>2</b>



Figure 1.V  
**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



- 1.46 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.36. The secretariat of the Committee will continue to implement measures to maintain the rate of compliance regarding the advance purchase of air tickets by raising the awareness of travellers and requesting them to finalize travel arrangements as soon as possible.

Table 1.36  
**Compliance rate**

(Percentage)

	2021 actual <sup>a</sup>	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	67	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	—	33	100	100	100

<sup>a</sup> No travel was undertaken owing to COVID-19 travel restrictions.

## II. Secretary-General

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

#### Overview

- 1.47 In accordance with Article 97 of the Charter of the United Nations, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who, in turn, appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.
- 1.48 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination (CEB), the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General in 2025 will be directed towards the achievement of the priorities of the Organization.
- 1.49 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.37 to 1.39.

Table 1.37

#### Evolution of financial resources by object of expenditure

(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	421.4	440.0	—	—	—	—	—	—	440.0
Hospitality	64.9	66.8	—	—	—	—	—	—	66.8
Travel of staff	230.2	237.2	—	—	—	—	—	—	237.2
General operating expenses	200.7	223.0	—	—	—	—	—	—	223.0
<b>Total</b>	<b>917.4</b>	<b>967.0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>967.0</b>

Table 1.38

#### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	1	Secretary-General
Proposed for 2025	1	Secretary-General

Table 1.39  
**Proposed posts by category and grade**  
 (Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
Secretary-General	1	—	—	—	—	1
Total	1	—	—	—	—	1

1.50 Additional details on the distribution of the proposed resources for 2025 are reflected in table 1.40 and figure 1.VI.

1.51 As reflected in table 1.40, the overall resources proposed for 2025 amount to \$967,000 before recosting and reflect no change compared with the approved budget for 2024.

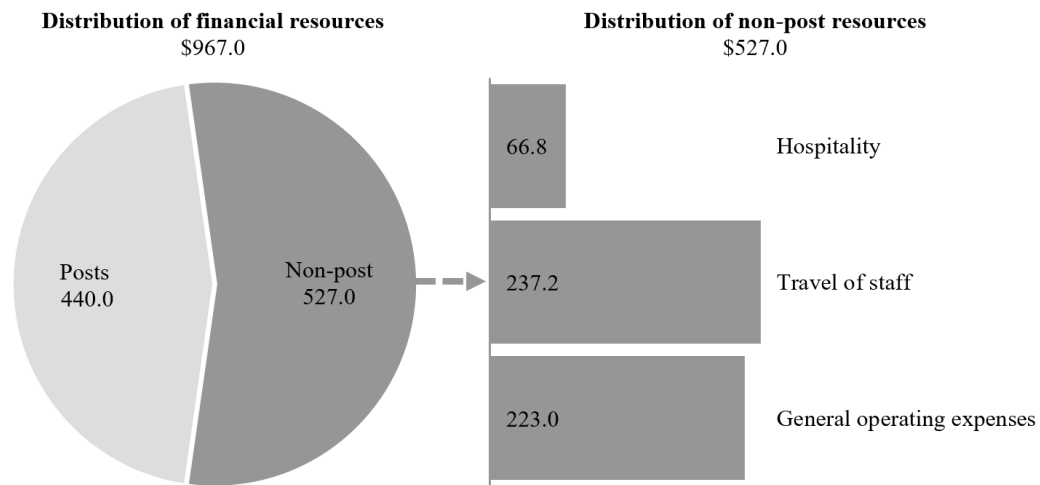
Table 1.40  
**Evolution of financial and post resources**  
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	421.4	440.0	—	—	—	—	—	440.0
Non-post	495.9	527.0	—	—	—	—	—	527.0
Total	917.4	967.0	—	—	—	—	—	967.0
Post resources by category								
Secretary-General		1	—	—	—	—	—	1
Total		1	—	—	—	—	—	1

Figure 1.VI

**Distribution of proposed resources for 2025 (before recosting)**

(Thousands of United States dollars)



### **III. Executive direction and management**

- 1.52 The proposed resources under executive direction and management would provide for the Executive Office of the Secretary-General and the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi. Those offices provide support to the Secretary-General in his capacity as Chief Administrative Officer of the United Nations under Article 97 of the Charter of the United Nations by assisting in: (a) the establishment of general policy and in the exercise of executive direction in relation to the work of the Secretariat, the United Nations funds and programmes and other entities within the Organization; (b) the supervision and coordination of the work of the Organization pursuant to the decisions of the Secretary-General and to the relevant directives of the intergovernmental bodies concerned; (c) relations with the press and the public; (d) inter-agency coordination functions in relation to the United Nations system of organizations, regional organizations and non-governmental organizations (NGOs); (e) relations with the principal organs of the United Nations and host Governments; and (f) contacts with Governments and delegations pursuant to Articles 98 and 99 of the Charter. Further details are provided under the relevant components. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

#### **1. Executive Office of the Secretary-General**

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

###### **Overview**

- 1.53 The Executive Office of the Secretary-General provides assistance to the Secretary-General in the establishment of general policy, in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It provides further assistance to the Secretary-General in strategic planning, the preparation of the annual report of the Organization and the annual report on the rule of law, political, economic and inter-agency affairs, liaison and representation functions and the fulfilment of the priorities and mandates set out by the General Assembly. The resources of the Executive Office also provide for the post of Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution [52/12 B](#).
- 1.54 The Executive Office functions as an integrated office, with reporting lines through the Deputy Secretary-General, Chef de Cabinet and the Under-Secretary-General for Policy to the Secretary-General. The Assistant Secretary-General will undertake assignments and perform functions in support of the Secretary-General's mandate. The units within the Executive Office work as a team to support the Secretary-General and the activities of the principals regardless of their direct reporting lines. The resources for the Executive Office provide for post and non-post resources in support of the activities of the Secretary-General. While the overall number of posts approved for 2024 remains unchanged, the Executive Office is proposing the reclassification of three posts in 2025, as detailed in annex II.
- 1.55 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 Executive Office has continued to integrate environmental management practices into its operations to ensure resource efficiencies, waste reduction and system-wide behavioural changes across the United Nations. In 2023, the Executive Office leveraged the changes that it had initiated in 2020 with regard to lowering its carbon and resource footprint and streamlining correspondences and document processing workflows, reducing printing volumes significantly. With the adoption of Assembly resolution [77/161](#) on promoting

zero-waste initiatives to advance the 2030 Agenda, the Executive Office has also started to examine measures to implement waste reduction practices for system-wide application.

- 1.56 The Executive Office strives to make the reports of the Secretary-General issued by the Office accessible to persons with disabilities. For example, the report of the Secretary-General on the work of the Organization was published in accessible formats, including ePub and Easy Read. In addition to those formats, the report of the Secretary-General on disability inclusion in the United Nations system also included an executive summary in International Sign. In 2025, the Executive Office will continue its efforts to facilitate the issuance of reports and communications of the Secretary-General in accessible formats, where feasible. In 2023, the Executive Office also enhanced the accessibility of events. For example, the high-level “Sustainable Development Goals Action Weekend”, led by the Executive Office, included sessions supported by International Sign interpretation and live captioning, and key meeting materials were produced in ePub format. The Executive Office is also taking active steps to ensure the provision of reasonable accommodation to staff members with disabilities and will continue such efforts in 2025.

### **Deputy Secretary-General**

- 1.57 The Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of General Assembly resolution [52/12 B](#), will place special focus on sustainable development, including the 2030 Agenda and the Sustainable Development Goals, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Paris Agreement on climate change and other intergovernmentally agreed sustainable development commitments. In this regard, specific attention will be paid to financing for development, the energy transition and food systems transformation, digital for development, education, jobs and social protection, addressing the triple planetary crises of climate change, the environment and pollution, and global health in diverse country contexts. The inclusion agenda – gender equality, young people and persons with disabilities, among others – and partnerships for acceleration of the Goals will receive priority attention across all streams of work to ensure that no one is left behind. Collaboration across humanitarian and development action and the links to peacebuilding, as well as transitions from crisis and conflict to sustainable development, migration and development, will also be critical areas of work. The Deputy Secretary-General will chair the United Nations Sustainable Development Group, including the oversight of the Development Coordination Office, and lead implementation of the repositioning of the United Nations development system. The Deputy Secretary-General directly oversees the work of the Sustainable Development Unit and chairs the Rule of Law Coordination and Resource Group.

### **Chef de Cabinet**

- 1.58 The Chef de Cabinet supports the Secretary-General in the execution of his political role and engagements. The Chef de Cabinet acts as an interface with Member States and, on behalf of the Secretary-General, primarily with the General Assembly and the Security Council. In addition, the Chef de Cabinet oversees the administrative and management portfolio, senior leadership appointments and the implementation of the management reforms, peace and security reforms, and other reforms as requested by the Secretary-General, as well as the alignment of the various reform streams. The Chef de Cabinet also oversees the efforts of the Organization to advance equitable geographical distribution and gender parity, to prevent sexual exploitation and abuse and to address racism within the Organization. The Chef de Cabinet chairs the Management Committee, the Management Performance Board, the High-level Steering Group on preventing sexual exploitation and abuse and the Senior Emergency Policy Team. The Chef de Cabinet also oversees the work of and substantive support provided to those bodies and the Standing Principals’ Group. The Chef de Cabinet provides direction and oversees the overall management of the Executive Office and directly oversees the Political, Peacekeeping, Humanitarian and Human Rights Unit, the Strategic Communication and Speech Writing Unit, the Office of the Spokesperson and the Management and Administrative Unit.

**Under-Secretary-General for Policy**

- 1.59 The Under-Secretary-General for Policy supports the Secretary-General in maintaining a holistic overview and strategic oversight of policy matters across all pillars of the work of the United Nations, including, preparations for the Summit of the Future, leading and coordinating the follow-up to Our Common Agenda and overseeing the Secretary-General's Call to Action for Human Rights. The Under-Secretary-General initiates and leads horizontal and vertical integration for system-wide coherence on conflict prevention policies, tools and operations; monitors emerging global issues and brewing crises and advises the Secretary-General on appropriate options and responses; and ensures that fresh thinking and outside perspectives are introduced. The Under-Secretary-General oversees the follow-up to the High-level Panel on Internal Displacement. The Under-Secretary-General is the Secretary of the Senior Management Group and the Executive Committee and chairs the Deputies Committee and coordinates closely on matters related to CEB. The Under-Secretary-General also directly oversees the Strategic Planning and Monitoring Unit, the Rule of Law Unit and the Summit of the Future/Our Common Agenda team (which has been placed in the Under-Secretary-General's office), and ensures strategic coordination and coherence in the work of the Strategic Planning and Monitoring Unit, the Rule of Law Unit, the Summit of the Future/Our Common Agenda team, the Political, Peacekeeping, Humanitarian and Human Rights Unit, which reports to the Chef de Cabinet, and the Sustainable Development Unit, which reports to the Deputy Secretary-General.

*Office of the Secretary-General*

- 1.60 The Office of the Secretary-General provides support and assistance to the Secretary-General. The Office liaises with the Deputy Secretary General, Chef de Cabinet and the Under Secretary-General for Policy, and conveys the Secretary General's guidance. It reviews and clears documentation, correspondence, notes, letters, reports and statements. The Office oversees the scheduling of meetings and events, the preparation of scenarios and the travel of the Secretary-General, and is responsible for preparation for scheduled activities, including consolidating background notes, key messages, remarks and speeches, and liaising with permanent missions.

*Management and Administrative Unit*

- 1.61 The Management and Administrative Unit provides support to the Secretary-General and the Executive Office in the areas of human resources, financial and budgetary management and general administration. In addition, the Unit carries out advisory and liaison functions with regard to matters relating to management, oversight, conference support, safety and security, legal affairs, ethics, and conduct and discipline. The Unit, which includes the Central Records Unit, also ensures the effective management of correspondence for the Secretary-General and the Executive Office.

*Office of the Spokesperson*

- 1.62 The Office of the Spokesperson for the Secretary-General provides information to the media on the work of the Secretary-General and the United Nations system as a whole through daily briefings, direct responses to media enquiries, press conferences, background briefings and interviews with the Secretary-General, the Deputy Secretary-General and other senior officials. The Office provides advice on media relations to the Secretary-General, the Deputy Secretary-General and United Nations officials. Personnel of the Office travel with the Secretary-General, keep him abreast of breaking news, interact with media to ensure coverage of the activities of the Secretary-General, and ensure that all statements made are placed on record.

*Political, Peacekeeping, Humanitarian and Human Rights Unit*

- 1.63 The responsibilities of the Political, Peacekeeping, Humanitarian and Human Rights Unit include working closely with the relevant line departments to provide situational awareness, trend analysis and advice on emerging and ongoing issues of interest and concern across the political, peacekeeping, humanitarian and human rights portfolios; supporting senior management decision-making on country situations and relevant thematic files; ensuring effective and coordinated United

Nations system analysis, reporting and response on situations of interest and concern; ensuring policy oversight and quality assurance of various communications and reports of the Secretary-General on political, peacekeeping, humanitarian or human rights issues; providing high-quality and well-coordinated input to public and private communications; and ensuring that human rights concerns are adequately reflected in the above-mentioned work.

#### *Rule of Law Unit*

- 1.64 The Rule of Law Unit acts as a catalyst of action in strengthening United Nations activities to promote the rule of law. The Unit serves as the focal point in the Executive Office for legal questions, the rule of law, counter-terrorism and the prevention of violent extremism, international justice and accountability, organized crime and drugs, transitional justice and anti-corruption, and provides support for the system-wide coordination, coherence and quality of rule of law activities of the United Nations. It develops system-wide strategies, policy direction, best practice materials and guidance for the Organization in promoting the fundamental importance of the rule of law. Moreover, the Unit provides support to the Rule of Law Coordination and Resource Group in carrying out and implementing the tasks set out in the related report of the Secretary-General (A/61/636-S/2006/980) and leads the preparation of the Secretary-General's annual report on the rule of law.

#### *Scheduling and Travel Unit*

- 1.65 The Scheduling and Travel Unit oversees the scheduling of meetings, events and travel of the Secretary-General, handling requests for invitations and individual meetings in consultation with departments, offices and units. The responsibilities of the Unit include preparation for scheduled activities (meetings, events and travel), including the consolidation of briefing materials, the preparation of scenarios and the organization of the travel of the Secretary-General.

#### *Strategic Communication and Speech Writing Unit*

- 1.66 The Strategic Communication and Speech Writing Unit provides communications advice and support to the Secretary-General. The unit drafts speeches, video messages, op-ed articles and other materials for delivery by the Secretary-General. The Unit also works with communications colleagues and others across the United Nations system on strategic planning and crisis communications; helps to formulate key messaging; ensures that the Secretary-General's speeches and messages are disseminated as widely as possible; and provides speech support to the Deputy-Secretary General and other senior officials in the Executive Office.

#### *Strategic Planning and Monitoring Unit*

- 1.67 The Strategic Planning and Monitoring Unit provides support for strategic decision-making, priority-setting, forward planning, analysis and risk management, and ensuring strategic direction and coherence in planning frameworks; and supports analyses, reviews, assessments and plans for integrated United Nations response efforts, with a focus on crisis-affected and fragile settings, including the preparation of strategic options for engagement based on information from the United Nations system. The Unit translates the guidance of the Secretary-General into strategic directives and supports his efforts to develop new capabilities that promote agility, integration and cohesion across the United Nations system and to offer solutions to the challenges of the twenty-first century.

#### *Sustainable Development Unit*

- 1.68 The Sustainable Development Unit supports the strategic engagement on sustainable development, guided by the 2030 Agenda and the Sustainable Development Goals, the Addis Ababa Action Agenda, the Paris Agreement on climate change and other intergovernmentally agreed sustainable development commitments, as well as the reform of the United Nations development system. In a context marked by crises and setbacks to the achievement of the Goals, the Unit supports the Secretary-General and the Deputy Secretary-General in mobilizing ambition and action and achieving policy breakthroughs, to reverse deteriorating trends relating to the Goals, and to unlock



transformative change through a repositioned United Nations development system and expanded multi-stakeholder engagement and partnerships. Financing for development, climate action and environmental protection, digital for development, jobs and social protection, global health, education, migration and development, the humanitarian-development-peace nexus and transitions from crisis and conflict to sustainable development are priority areas under the responsibility of the Unit. The inclusion agenda – gender equality, young people and persons with disabilities, among others – and partnerships for acceleration of the Goals will receive priority attention across all streams of work to ensure that no one is left behind. The Unit also provides substantive input to the Chef de Cabinet and the Under-Secretary-General for Policy for joint action on the Executive Office's priorities and contributes to the preparations for and the integrated analysis of the material discussed during the meetings of the Executive Committee.

- 1.69 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.41 to 1.43.

Table 1.41  
**Evolution of financial resources by object of expenditure**

(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	16 543.2	17 752.9	–	–	70.6		70.6	0.4	17 823.5
Other staff costs	117.5	127.8	–	–	–		–	–	127.8
Hospitality	1.6	1.6	–	–	–		–	–	1.6
Travel of staff	535.5	501.0	–	–	–		–	–	501.0
Contractual services	182.0	162.2	–	–	50.0		50.0	30.8	212.2
General operating expenses	73.2	116.0	–	–	–		–	–	116.0
Supplies and materials	13.6	41.0	–	–	–		–	–	41.0
Furniture and equipment	17.9	17.6	–	–	–		–	–	17.6
<b>Total</b>	<b>17 484.4</b>	<b>18 720.1</b>	<b>–</b>	<b>–</b>	<b>120.6</b>		<b>120.6</b>	<b>0.6</b>	<b>18 840.7</b>

Table 1.42  
**Proposed posts and post changes for 2025**

(Number of posts)

	Number	Details
Approved for 2024	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 11 P-4, 7 P-3, 2 P-2/1, 7 GS (PL), 39 GS (OL)
Reclassification	–	1 P-3 to 1 P-4, 2 GS (OL) to 2 GS (PL)
Proposed for 2025	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 12 P-4, 6 P-3, 2 P-2/1, 9 GS (PL), 37 GS (OL)

Table 1.43  
**Proposed posts by category and grade**  
 (Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
DSG	1	—	—	—	—	1
USG	2	—	—	—	—	2
ASG	1	—	—	—	—	1
D-2	6	—	—	—	—	6
D-1	7	—	—	—	—	7
P-5	9	—	—	—	—	9
P-4	11	—	—	1	1	12
P-3	7	—	—	(1)	(1)	6
P-2/1	2	—	—	—	—	2
Subtotal	46	—	—	—	—	46
General Service and related						
GS (PL)	7	—	—	2	2	9
GS (OL)	39	—	—	(2)	(2)	37
Subtotal	46	—	—	—	—	46
Total	92	—	—	—	—	92

- 1.70 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.44 to 1.46 and figure 1.VII.
- 1.71 As reflected in table 1.44 (1), the overall resources proposed for 2025 amount to \$18,840,700 before recosting, reflecting an increase of \$120,600 (or 0.6 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.

Table 1.44  
**Evolution of financial resources by source of funding and component**  
 (Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage
Executive direction and management	17 484.4	18 720.1	—	—	120.6	120.6	0.6
<b>Subtotal, 1</b>	<b>17 484.4</b>	<b>18 720.1</b>	<b>—</b>	<b>—</b>	<b>120.6</b>	<b>120.6</b>	<b>0.6</b>

**Section 1 Overall policymaking, direction and coordination**

(2) *Other assessed*

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Executive direction and management	1 133.7	1 280.0	43.8	3.4	1 323.8
<b>Subtotal, 2</b>	<b>1 133.7</b>	<b>1 280.0</b>	<b>43.8</b>	<b>3.4</b>	<b>1 323.8</b>

(3) *Extrabudgetary*

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Executive direction and management	36 688.5	33 601.9	(1 151.3)	(3.4)	32 450.6
<b>Subtotal, 3</b>	<b>36 688.5</b>	<b>33 601.9</b>	<b>(1 151.3)</b>	<b>(3.4)</b>	<b>32 450.6</b>
<b>Total (1+2+3)</b>	<b>55 306.6</b>	<b>53 602.0</b>	<b>(986.9)</b>	<b>(1.8)</b>	<b>52 615.1</b>

Table 1.45  
**Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Executive direction and management	92	—	—	—	—	92
<b>Subtotal, 1</b>	<b>92</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>92</b>

(2) *Other assessed*

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Executive direction and management	5	—	5
<b>Subtotal, 2</b>	<b>5</b>	<b>—</b>	<b>5</b>

(3) *Extrabudgetary*

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Executive direction and management	37	2	39
<b>Subtotal, 3</b>	<b>37</b>	<b>2</b>	<b>39</b>
<b>Total (1+2+3)</b>	<b>134</b>	<b>2</b>	<b>136</b>

Table 1.46

**Evolution of financial and post resources**

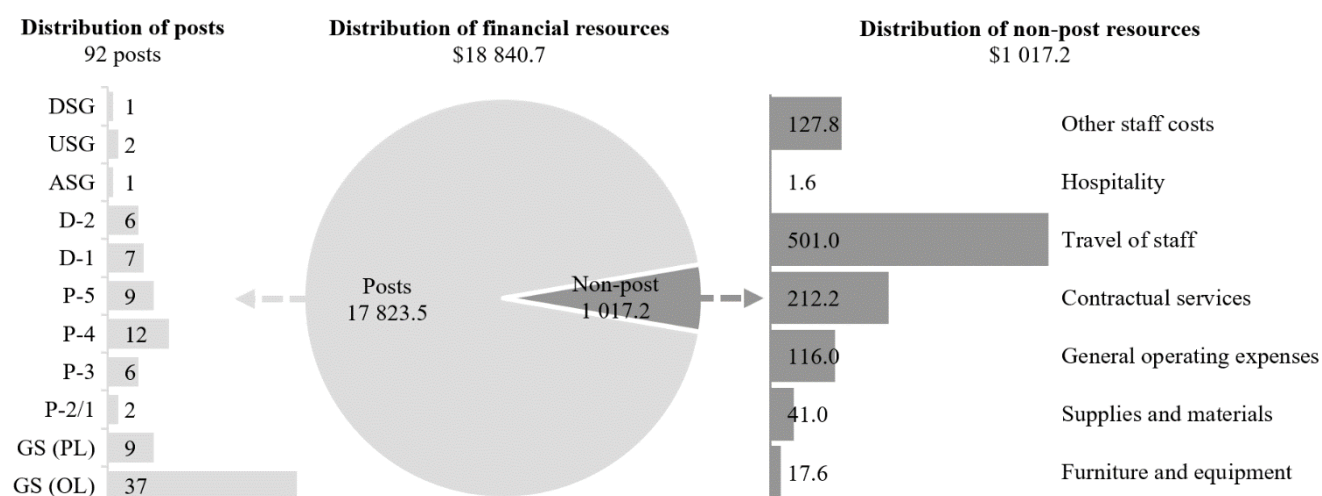
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	16 543.2	17 752.9	—	—	70.6	70.6	0.4	17 823.5
Non-post	941.2	967.2	—	—	50.0	50.0	5.2	1 017.2
Total	17 484.4	18 720.1	—	—	120.6	120.6	0.6	18 840.7
Post resources by category								
Professional and higher		46	—	—	—	—	—	46
General Service and related		46	—	—	—	—	—	46
Total		92	—	—	—	—	—	92

Figure 1.VII

**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



**Explanation of variances by factor**

**Overall resource changes**

**Other changes**

1.72 As reflected in table 1.44 (1), resource changes reflect an increase of \$120,600, comprising:

- (a) An increase of \$70,600 under posts owing to the proposed upward reclassification of three posts (Communications Officer (from P-3 to P-4), Information Management Assistant (from General Service (Other level) to General Service (Principal level)) and Staff Assistant (from General Service (Other level) to General Service (Principal level))) (see annex II to the present report);

- (b) An increase of \$50,000 under contractual services, owing to the planned integration of Salesforce with Inspira for reference checks. The proposed requirements include one-time development costs of \$34,000 and annual maintenance and licence fees of \$16,000. The integration is essential for enhancing the reference check process during the appointment of senior leadership.

#### Other assessed resources

- 1.73 As reflected in tables 1.44 (2) and 1.45 (2), other assessed resources amount to \$1,323,800. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

#### Extrabudgetary resources

- 1.74 As reflected in tables 1.44 (3) and 1.45 (3), extrabudgetary resources amount to \$32,450,600. The resources would complement regular budget resources and would be used mainly to provide for 39 posts (1 D-2, 1 D-1, 10 P-5, 8 P-4, 9 P-3, 1 P-2, 1 General Service (Principal level) and 8 General Service (Other level)) and non-post resources that would be used to support the delivery of its mandates, including supporting the Secretary-General in his responsibilities and the Executive Office's activities in all regions of the world, providing support for the financing of activities relating to the maintenance of international peace and security, and providing for special projects to be undertaken by the Executive Office.
- 1.75 The extrabudgetary resources under the present section are subject to the oversight of the Executive Office, which has delegated authority from the Secretary-General.
- 1.76 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.47. The vast majority of the travel undertaken in the Executive Office is in connection with the formal delegations of the Secretary-General and of the Deputy Secretary-General. The official visits of the Secretary-General and of the Deputy Secretary-General involve complex preparation and logistical arrangements with respect to the agenda and scheduling with numerous high-level government officials. Therefore, such preparations are, in many cases, finalized close to the departure date and are subject to last-minute changes. Furthermore, the official visits, in most cases, involve multiple consecutive meetings in various countries and regions in order to save financial resources that would have been otherwise incurred had the travel been to a single destination with a round trip to New York. Hence, the coordination of these multiple-leg trips with numerous high-level participants is more complex and involves additional extensive preparations with unforeseen circumstances. It should be noted that the Executive Office often works directly with the Travel Unit and reserves the tickets on the basis of a preliminary itinerary to secure the tickets at a low price, before the formal actions are recorded in Umoja, which are then completed at a later stage, once final information is confirmed. The Executive Office is mindful of and takes the utmost efforts to achieve improved compliance with the advance booking of air travel policy.

Table 1.47  
**Compliance rate**  
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	86	75	58	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	34	33	35	100	100

## 2. Office of the Director-General, United Nations Office at Geneva

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

#### Overview

- 1.77 The Office of the Director-General of the United Nations Office at Geneva provides executive support to the Director-General in her functions as the representative of the Secretary-General in Switzerland, as executive head of the United Nations Office at Geneva and as the designated official for security for Switzerland, as mandated and described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva ([ST/SGB/2000/4](#)). The functions of the Office of the Director-General are to:
- (a) Provide executive support to the Director-General and assist the Director-General in the overall direction and management of the United Nations Office at Geneva and the coordination of the activities of its units;
  - (b) Liaise with the Executive Office of the Secretary-General and other Secretariat units at Headquarters and other duty stations;
  - (c) Maintain contact with permanent and observer missions, including coordinating information to them;
  - (d) Provide advice and support to the Director-General in relation to communications, public relations and outreach activities;
  - (e) Provide advice and support to the Director-General in the discharge of political and representational functions with Member States and regional and other intergovernmental organizations, and liaise with relevant Headquarters departments in this area;
  - (f) Organize the observance of mandated and selected international days;
  - (g) Maintain and develop cooperation with Geneva-based United Nations entities, including arranging consultations between the Director-General and the heads of the funds, programmes and specialized agencies in Geneva, and facilitating inter-agency cooperation;
  - (h) Support the Director-General in building partnerships in support of the work of the Organization, including with civil society, the academic and research community and the private sector; liaising with relevant Headquarters departments in this area; and liaising with NGOs, first and foremost with those in consultative status with the Economic and Social Council, and facilitating their participation in United Nations activities;
  - (i) Maintain and develop cooperation with research and academic institutions, civil society, think tanks and the private sector, including organizing joint events;
  - (j) Represent the United Nations Legal Counsel at Geneva, assist the Director-General in all legal matters, provide legal advice to substantive departments and services at the United Nations Office at Geneva and to funds and programmes at Geneva, and liaise with the host country and other authorities concerning privileges and immunities, the implementation of Headquarters agreements and other questions affecting United Nations agreements;
  - (k) Carry out protocol and diplomatic liaison functions with permanent and observer missions and authorities of the host country, provide protocol advice to United Nations entities at Geneva and advise the Geneva Diplomatic Committee in its work;
  - (l) Support the implementation of the 2030 Agenda through communication and outreach activities, capitalizing on the presence in Geneva of a diversity of stakeholders directly involved in the achievement of the Sustainable Development Goals, by acting as convenor, facilitator and connector among actors in Geneva and other duty stations;
  - (m) Lead the United Nations Office at Geneva as it adapts to new realities and challenges, ensuring business continuity at the Palais des Nations during the strategic heritage plan project, while

promoting a culture of efficiency, environmental responsibility and agile work practices to meet the evolving needs of the international community.

- 1.78 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.48 to 1.50.

Table 1.48

**Evolution of financial resources by object of expenditure**

(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	3 542.3	3 315.3	—	—	—	—	—	3 315.3
Other staff costs	9.5	9.8	—	—	—	—	—	9.8
Hospitality	3.4	4.1	—	—	—	—	—	4.1
Travel of staff	22.5	22.6	—	—	—	—	—	22.6
Contractual services	0.2	0.6	—	—	—	—	—	0.6
Supplies and materials	—	1.2	—	—	—	—	—	1.2
Furniture and equipment	4.1	3.8	—	—	—	—	—	3.8
Other	0.4	—	—	—	—	—	—	—
<b>Total</b>	<b>3 582.4</b>	<b>3 357.4</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3 357.4</b>

Table 1.49

**Proposed posts and post changes for 2025**

(Number of posts)

	Number	Details
Approved for 2024	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)
Proposed for 2025	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)

Table 1.50

**Proposed posts by category and grade**

(Number of posts)

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
<b>Professional and higher</b>						
USG	1	—	—	—	—	1
D-1	2	—	—	—	—	2
P-5	2	—	—	—	—	2
P-4	2	—	—	—	—	2
P-3	1	—	—	—	—	1
P-2/1	1	—	—	—	—	1
<b>Subtotal</b>	<b>9</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>9</b>

**Part I Overall policymaking, direction and coordination**

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	2	—	—	—	—	2
GS (OL)	6	—	—	—	—	6
Subtotal	8	—	—	—	—	8
Total	17	—	—	—	—	17

1.79 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.51 to 1.53 and figure 1.VIII.

1.80 As shown in tables 1.51 (1) and 1.52 (1), the overall resources proposed for 2025 amount to \$3,357,400 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.51

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	3 582.4	3 357.4	–	–	–	–	3 357.4
<b>Subtotal, 1</b>	<b>3 582.4</b>	<b>3 357.4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3 357.4</b>

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change		Percentage	2025 estimate
Executive direction and management	533.2	533.2	–	–	–	533.2
<b>Subtotal, 2</b>	<b>533.2</b>	<b>533.2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>533.2</b>
<b>Total (1+2)</b>	<b>4 115.6</b>	<b>3 890.6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3 890.6</b>



Table 1.52  
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	17	–	–	–	–	17
<b>Subtotal, 1</b>	<b>17</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>17</b>

(2) Extrabudgetary

Component	2024 estimate	Change	2025 estimate
Executive direction and management	3	–	3
<b>Subtotal, 2</b>	<b>3</b>	<b>–</b>	<b>3</b>
<b>Total (1+2)</b>	<b>20</b>	<b>–</b>	<b>20</b>

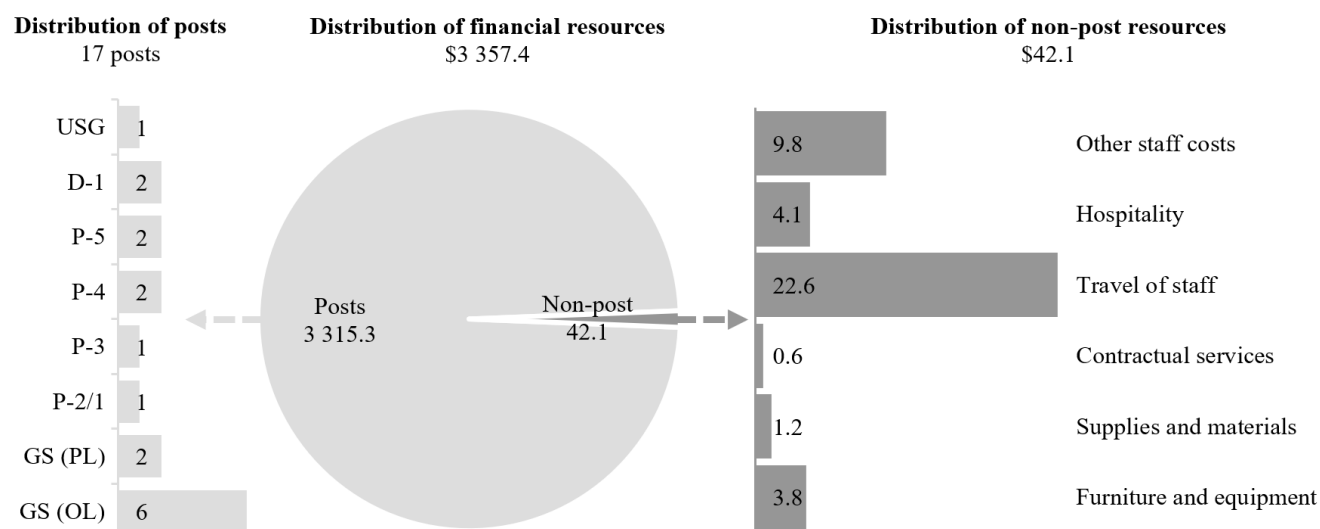
Table 1.53  
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	3 542.3	3 315.3	—	—	—	—	—	3 315.3
Non-post	40.1	42.1	—	—	—	—	—	42.1
Total	3 582.4	3 357.4	—	—	—	—	—	3 357.4
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		8	—	—	—	—	—	8
Total		17	—	—	—	—	—	17

Figure 1.VIII  
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



### Extrabudgetary resources

- 1.81 As reflected in tables 1.51 (2) and 1.52 (2), extrabudgetary resources amount to \$533,200. The resources would complement regular budget resources and would be used mainly to provide for three posts (General Service (Other level)) to support the Office's work in the Legal Affairs Section and the Political Affairs and Partnerships Section.
- 1.82 The extrabudgetary resources under the present section are subject to the oversight of the Office of the Director-General, which has delegated authority from the Secretary-General.
- 1.83 Information on the advance booking for air travel is reflected in table 1.54. The Office of the Director-General will continue to plan its travel in order to reach 100 per cent compliance with the advance booking of air travel policy.

Table 1.54  
Compliance rate  
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	100	—	50	100	100

## 3. Office of the Director-General, United Nations Office at Vienna

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

#### Overview

- 1.84 The Office of the Director-General of the United Nations Office at Vienna provides executive support to the Director-General in her functions as the representative of the Secretary-General in Austria, as executive head of the United Nations Office at Vienna, including the United Nations Information Service, and as a designated official for security for Austria. The Office of the Director-General also maintains liaison with the host Government and other Governments and intergovernmental

organizations and NGOs in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of UNODC. The Office of the Executive Director is integrated with that of the Director-General and is supported by UNODC resources. The functions of the Office of the Director-General, as outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna ([ST/SGB/2004/5](#)), are to:

- (a) Provide assistance to the Director-General in the executive direction and management of the United Nations Office at Vienna and in the coordination of the activities of its units;
- (b) Cooperate with the host Government and provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with NGOs in consultative status with the Economic and Social Council;
- (c) Represent the United Nations Legal Counsel in Vienna and provide assistance to the Director-General on all legal matters and legal services for entities of the Secretariat in Vienna;
- (d) Arrange for representation of the United Nations at meetings and conferences held in Vienna;
- (e) Coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;
- (f) Maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.

1.85 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.55 to 1.57.

Table 1.55  
**Evolution of financial resources by object of expenditure**

(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	1 282.9	1 223.9	—	—	—	—	—	—	1 223.9
Other staff costs	9.6	6.0	—	—	—	—	—	—	6.0
Hospitality	0.7	1.3	—	—	—	—	—	—	1.3
Consultants	(3.7)	—	—	—	—	—	—	—	—
Travel of staff	12.8	12.3	—	—	—	—	—	—	12.3
Contractual services	16.1	17.1	—	—	—	—	—	—	17.1
General operating expenses	4.6	0.7	—	—	—	—	—	—	0.7
Supplies and materials	2.1	2.2	—	—	—	—	—	—	2.2
Furniture and equipment	0.6	4.8	—	—	—	—	—	—	4.8
Other	(0.2)	—	—	—	—	—	—	—	—
<b>Total</b>	<b>1 325.5</b>	<b>1 268.3</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1 268.3</b>

Table 1.56  
**Proposed posts and post changes for 2025**  
 (Number of posts)

	Number	Details
Approved for 2024	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)
Proposed for 2025	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)

Table 1.57  
**Proposed posts by category and grade**  
 (Number of posts)

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
P-5	1	—	—	—	—	1
P-4	2	—	—	—	—	2
P-3	1	—	—	—	—	1
Subtotal	4	—	—	—	—	4
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	4	—	—	—	—	4
Subtotal	5	—	—	—	—	5
Total	9	—	—	—	—	9

1.86 Additional details on the distribution of the proposed resources for 2025 are reflected in table 1.58 and figure 1.IX.

1.87 As reflected in table 1.58, the overall resources proposed for 2025 amount to \$1,268,300 before recosting and reflect no change compared with the approved budget for 2024.

Table 1.58  
**Evolution of financial and post resources**  
 (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								
Posts	1 282.9	1 223.9	—	—	—	—	—	1 223.9
Non-post	42.6	44.4	—	—	—	—	—	44.4
Total	1 325.5	1 268.3	—	—	—	—	—	1 268.3

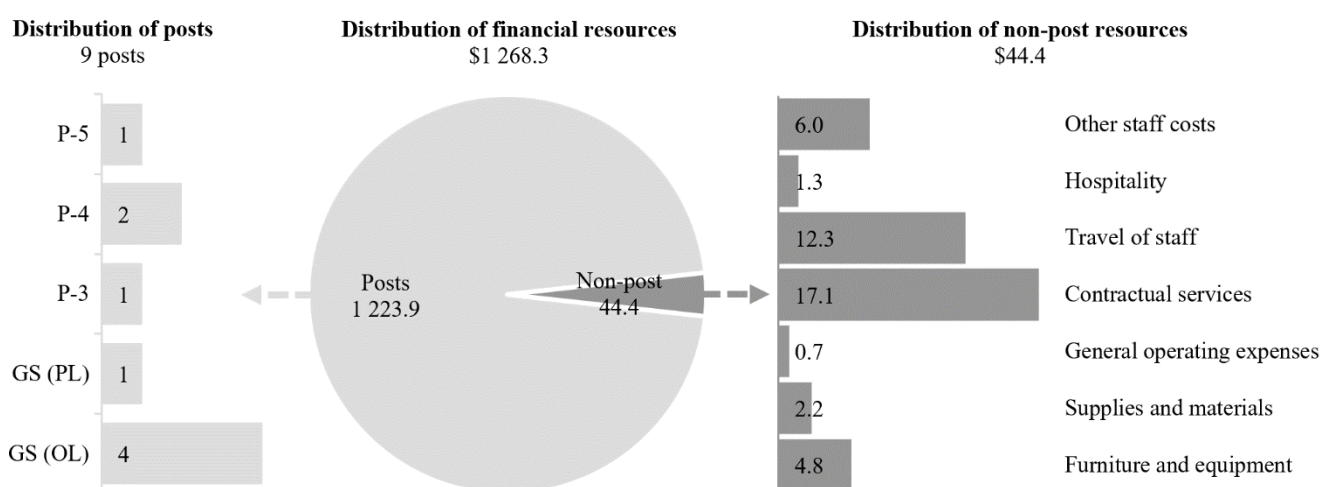
## Section 1 Overall policymaking, direction and coordination

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		5	—	—	—	—	—	5
Total		9	—	—	—	—	—	9

Figure 1.IX

### Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



- 1.88 Information on the advance booking for air travel is reflected in table 1.59. The Office of the Director-General will continue its efforts to improve travel planning to ensure compliance with the advance booking of air travel policy.

Table 1.59

### Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	100	64	73	100	100

## 4. Office of the Director-General, United Nations Office at Nairobi

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

#### Overview

- 1.89 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi ([ST/SGB/2009/3](#)). The Director-General is responsible for all activities of the Office, serves as the representative of the Secretary-General and performs representation and liaison functions with

the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi. The responsibilities also include the executive direction and management of the United Nations Office at Nairobi, including the programmes of administration and conference services, other support and common services and the United Nations Information Centre in Nairobi. The functions of the Office of the Director-General are to:

- (a) Provide assistance to the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;
- (b) Cooperate with the host Government and provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;
- (c) Provide legal advisory services for the United Nations Office at Nairobi, the United Nations Environment Programme and the United Nations Human Settlements Programme (UN-Habitat);
- (d) Maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.

1.90 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.60 to 1.62.

Table 1.60  
**Evolution of financial resources by object of expenditure**

(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	1 170.2	1 303.7	265.1	—	—	265.1	20.3	1 568.8
Other staff costs	—	9.0	—	—	—	—	—	9.0
Hospitality	0.5	1.2	—	—	—	—	—	1.2
Travel of staff	18.0	19.9	—	—	—	—	—	19.9
Contractual services	31.0	29.8	—	—	—	—	—	29.8
General operating expenses	18.5	22.0	—	—	—	—	—	22.0
Supplies and materials	0.5	2.4	—	—	—	—	—	2.4
Furniture and equipment	6.2	16.9	—	—	—	—	—	16.9
<b>Total</b>	<b>1 244.8</b>	<b>1 404.9</b>	<b>265.1</b>	<b>—</b>	<b>—</b>	<b>265.1</b>	<b>18.9</b>	<b>1 670.0</b>

Table 1.61  
**Proposed posts and post changes for 2025**

(Number of posts)

	Number	Details
Approved for 2024	10	1 USG, 1 D-1, 1 P-5, 2 P-4, 1 P-3, 1 P-2/1, 3 LL
Proposed for 2025	10	1 USG, 1 D-1, 1 P-5, 2 P-4, 1 P-3, 1 P-2/1, 3 LL

Table 1.62  
**Proposed posts by category and grade**  
 (Number of posts)

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	2	—	—	—	—	2
P-3	1	—	—	—	—	1
P-2/1	1	—	—	—	—	1
Subtotal	7	—	—	—	—	7
General service and related						
LL	3	—	—	—	—	3
Subtotal	3	—	—	—	—	3
Total	10	—	—	—	—	10

- 1.91 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.63 to 1.65 and figure 1.X.
- 1.92 As reflected in tables 1.63 (1) and 1.64 (1), the overall resources proposed for 2025 amount to \$1,670,000 before recosting, reflecting an increase of \$265,100 (or 18.9 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments.

Table 1.63  
**Evolution of financial resources by source of funding and component**  
 (Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	1 244.8	1 404.9	265.1	—	—	265.1	1 670.0
<b>Subtotal, 1</b>	<b>1 244.8</b>	<b>1 404.9</b>	<b>265.1</b>	<b>—</b>	<b>—</b>	<b>265.1</b>	<b>1 670.0</b>

**Part I Overall policymaking, direction and coordination**

(2) *Extrabudgetary*

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Executive direction and management	273.1	221.5	–	–	221.5
<b>Subtotal, 2</b>	<b>273.1</b>	<b>221.5</b>	<b>–</b>	<b>–</b>	<b>221.5</b>
<b>Total (1+2)</b>	<b>1 517.9</b>	<b>1 626.4</b>	<b>265.1</b>	<b>16.3</b>	<b>1 891.5</b>

Table 1.64  
**Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Executive direction and management	10	–	–	–	–	10
<b>Subtotal, 1</b>	<b>10</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>10</b>

(2) *Extrabudgetary*

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Executive direction and management	1	–	1
<b>Subtotal, 2</b>	<b>1</b>	<b>–</b>	<b>1</b>
<b>Total (1+2)</b>	<b>11</b>	<b>1</b>	<b>11</b>

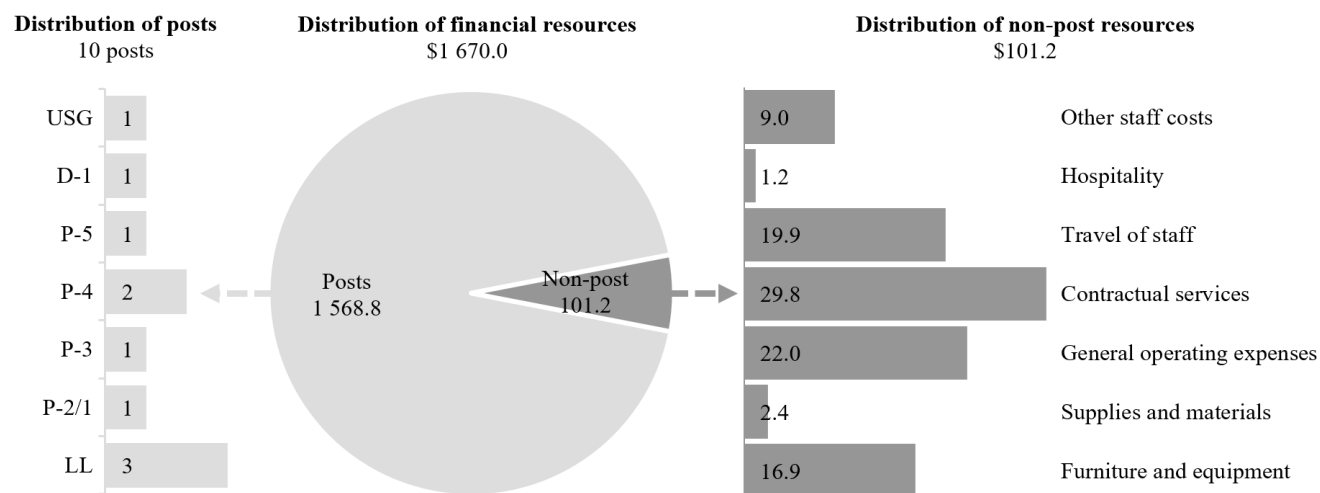
Table 1.65  
**Evolution of financial and post resources**

(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								
Posts	1 107.2	1 303.7	265.1	—	—	265.1	20.3	1 568.8
Non-post	74.6	101.2	—	—	—	—	—	101.2
Total	1 244.8	1 404.9	265.1	—	—	265.1	18.9	1 670.0
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		3	—	—	—	—	—	3
Total		10	—	—	—	—	—	10



Figure 1.X  
**Distribution of proposed resources for 2025 (before recosting)**  
 (Number of posts/thousands of United States dollars)



## Explanation of variances by factor

### Overall resource changes

#### Technical adjustments

- 1.93 As reflected in tables 1.63 (1) and 1.64 (1), resource changes reflect an increase of \$265,100, relating to the higher provision at continuing vacancy rates for the three posts (Senior Political Affairs Officer (P-5), Protocol Affairs Officer (P-3) and Protocol Affairs Officer (P-2)) 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 newly established posts.

#### Extrabudgetary resources

- 1.94 As reflected in tables 1.63 (2) and 1.64 (2), extrabudgetary resources amount to \$221,500. The resources would complement regular budget resources and would be used mainly to provide for one post (General Service (Other level)) and non-post resources that would be used to support the implementation of activities of the Office of the Director-General, including serving as the representative of the Secretary-General and performing representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi.
- 1.95 The extrabudgetary resources under the present section are subject to the oversight of the Office of the Director-General, which has delegated authority from the Secretary-General.
- 1.96 Information on the advance booking for air travel is reflected in table 1.66. The Office of the Director-General continues to plan and monitor travel activities in close collaboration with processing offices, including the Travel Unit, to improve compliance with the advance booking of air travel policy.

Table 1.66  
**Compliance rate**  
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	40	50	64	100	100

## **IV. Office of the Special Representative of the Secretary-General for Children and Armed Conflict**

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

#### **Overall orientation**

#### **Mandates and background**

- 1.97 The Special Representative of the Secretary-General for Children and Armed Conflict is responsible for the protection of children affected by armed conflict and for advocating to prevent the six grave violations against children identified by the Security Council from occurring in the first place. These six grave violations are the denial of humanitarian access for children (resolution [1261 \(1999\)](#)); the recruitment and use of children (resolution [1379 \(2001\)](#)); the killing and maiming of children (resolution [1882 \(2009\)](#)); rape and other forms of sexual violence against children (*ibid.*); attacks on schools and hospitals (resolution [1998 \(2011\)](#)); and the abduction of children (resolution [2225 \(2015\)](#)). The Office of the Special Representative works primarily in those situations of armed conflict or of concern identified in the annual report of the Secretary-General on children and armed conflict. The Office covers 25 situations in 5 geographical regions and promotes enhanced monitoring and reporting at the subregional level in the Lake Chad basin and central Sahel regions, in accordance with the report of the Secretary-General on children and armed conflict in 2023 ([A/77/895-S/2023/363](#)).
- 1.98 The mandate was established by the General Assembly in its resolution [51/77](#), in which it outlined some of the key priorities of the mandate of the Special Representative, which were further formulated and shaped in subsequent Assembly resolutions and/or decisions, including resolution [58/245](#), as well as Security Council resolution [1261 \(1999\)](#) and subsequent Council resolutions. The key elements of the mandate of the Special Representative are therefore to: (a) provide political leadership and high-level advocacy for the improved protection of children affected by armed conflict; (b) lead the collection of information and reporting on the plight of these children; (c) advocate, build awareness of and give prominence to ending and preventing grave violations; (d) work with United Nations partners, Member States, civil society and pertinent intergovernmental bodies to propose ideas, undertake research and facilitate discussions on the best approaches to enhance the protection response for children in situations of armed conflict, including through improved accountability processes; (e) undertake diplomatic engagement with parties to armed conflict and affected Member States in order to secure commitments to end and prevent violations against children; and (f) facilitate the work of operational child protection actors on the ground through the development and promotion of best practices, such as ensuring that child protection issues are included in peace processes, appropriate release procedures are in place, reintegration programmes are strengthened to avoid re-recruitment opportunities, child protection expertise and capacity are reinforced, and regional and national prevention plans and policies against the six grave violations are promoted.
- 1.99 By its resolution [76/147](#), the General Assembly recommended that the Secretary-General extend the mandate of the Special Representative for an additional period of four years, until 2025.

#### **Programme of work**

#### **Objective**

- 1.100 The objective, to which the Office contributes, is to eradicate the six grave violations committed against children in situations of armed conflict through strengthened mechanisms for the protection

of children used and abused in, for and by armed conflict, prevent these violations from occurring in the first place and improve measures to better protect children in situations of armed conflict, including by ensuring that children are placed at the centre of peace negotiations and securing optimal conditions for the release and reintegration of children, thereby avoiding re-recruitment.

### Strategy and external factors for 2025

- 1.101 To contribute to the objective, the Office will strengthen mechanisms for the protection of children used and abused in, for and by armed conflict, prevent these violations from occurring in the first place and improve measures to better protect conflict-affected children. Specifically, the Office will:
- (a) Monitor and report on violations against children in situations of armed conflict through the reinforcement of existing child protection capacities on the ground and facilitate information exchanges to identify and mitigate trends in the use and abuse of children in, for and by armed conflict;
  - (b) Enhance its diplomatic engagement, including through direct dialogue and/or country visits by the Special Representative, with parties to armed conflict to promote ending and preventing the use and abuse of children, and continue to advocate the protection of children affected by conflict and the prevention of grave violations against them through analysis, public outreach and targeted support, as well as the development of groups of friends of the mandate in affected States and regions;
  - (c) Develop community, national, subregional and regional prevention plans, as well as other preventive measures, guided by Security Council resolutions [2427 \(2018\)](#) and [2601 \(2021\)](#), while promoting the adoption of international norms and standards for the protection of children by Member States;
  - (d) Analyse the best practices emerging from ongoing activities to stop grave violations committed against children and promote the continued roll-out of specific public awareness campaigns in all countries and regions where there is active armed conflict and, whenever possible, in all official languages of the United Nations;
  - (e) Develop curricula with partners, conduct training for defence and security personnel and assist in capacity-building for governing structures, United Nations partners, academics and civil society;
  - (f) Undertake research into the six grave violations, provide guidelines to assist in their monitoring, with a focus on the denial of humanitarian access to children and the killing and maiming of children, promote the comprehensive discussion of reintegration needs and promote the inclusion of child protection issues in peace processes;
  - (g) Organize and participate in seminars, workshops, conferences and other relevant meetings to raise awareness of child protection and prevention best practices and proposed best international standards on the protection and release of children who are victims of the six grave violations;
  - (h) Enhance data analysis and information management capacity to better capture the differentiated protection needs of children, including on the basis of age, gender and disability, and whether they are on the move, internally displaced, refugees or victims of cross-border trafficking, and the factors that can exacerbate their vulnerability, such as climate change, poverty and inequality, the proliferation of and illicit trafficking in arms, the impact of landmines, explosive remnants of war and improvised explosive devices, and the impact of new technologies.
- 1.102 The planned deliverables and activities are expected to help Member States to make progress towards the achievement of the Sustainable Development Goals, including Goals 3, 4, 5 and 8, in particular target 8.7 on the eradication of child labour, including the recruitment and use of child soldiers; Goals 10 and 16, in particular target 16.2 on ending abuse, exploitation, trafficking and all forms of

violence against and torture of children; and Goal 17, in particular target 17.18 on enhancing capacity-building support to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographical location and other characteristics. The thematic evaluation of United Nations Secretariat support for the Sustainable Development Goals, completed by the Office of Internal Oversight Services (OIOS) in 2023, has guided the proposed programme plan for 2025.

1.103 The above-mentioned work is expected to result in:

- (a) A decrease in the number of violations committed against children in armed conflict and an increase in the number of children released by armed forces and groups and reintegrated, including through repatriation and removal from situations of armed conflict, in line with the commitments agreed to in action plans, handover and release protocols, other commitments and mutually agreed practices;
- (b) Stronger national and regional protection and prevention systems and accountability mechanisms through justice, remediation and reparation processes, involving Member States, to address gaps in knowledge, common standards and procedures for dealing with children under threat;
- (c) The strengthening of efforts to protect children, including those threatened by intercommunal violence and the emergence of new parties to armed conflict, and specific groups of children at risk;
- (d) An increased mitigation capacity of Governments to prevent violations and ensure equal access to and the continuation of education in conflict;
- (e) An international political consensus that tailored, systematic and sustainable reintegration support should be provided to all released children, including those repatriated or removed from armed conflict zones, and that child protection issues should be included in all peace processes, in order to break the cycle of violence;
- (f) Enhanced capacity of Member States and United Nations country task forces on monitoring and reporting, and their equivalents in countries where there is no monitoring and reporting mechanism in place, to support children and vulnerable communities on the ground;
- (g) Increased participation of children in decision-making processes relating to issues that have an impact on them, including their protection and reintegration needs, in accordance with the Convention on the Rights of the Child.

1.104 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:

- (a) The political environment would be supportive for the improved measures put in place to end and prevent violations committed against children in situations of armed conflict in all situations of the children and armed conflict agenda;
- (b) The dynamics of contemporary armed conflict in which children are normally victimized allow for access to monitor and assist in the implementation of these measures.

1.105 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to garner support for the protection of children in armed conflict, including through engagement with Member States and groups of friends on children and armed conflict, to keep the plight of conflict-affected children high on the global political agenda and to advocate the ratification and implementation of the Convention on the Rights of the Child and its Optional Protocol on the involvement of children in armed conflict, and the endorsement of political commitments; the reinforcement of partnerships with regional and subregional actors for the adoption of measures to prevent grave violations before they occur, including with the African Union, the European Union, the League of Arab States, the Economic Community of West African States and the Economic Community of Central African States; and the engagement with mediation

actors to encourage the inclusion of child protection issues in mediation and peace processes. In addition, the Office will also continue to work closely with civil society organizations, communities, academia and research institutes to build expertise and raise awareness of the protection of children in armed conflict.

- 1.106 With regard to inter-agency coordination and liaison, the Office will continue to support country task forces on monitoring and reporting on grave violations against children and in engaging with parties to conflict to strengthen advocacy for the adoption of measures to end and prevent these violations, including through capacity-building initiatives; the development of guidelines within the Monitoring and Reporting Mechanism Technical Reference Group, an inter-agency group bringing together the Office, the United Nations Children's Fund, the Department of Peace Operations and the Department of Political and Peacebuilding Affairs to provide guidance to United Nations partners implementing the mandate in the field; and the exchange of information within the Task Force on Children and Armed Conflict at United Nations Headquarters. In addition, the Office will continue to strengthen its cooperation with the Offices of the Special Representative of the Secretary-General on Violence against Children and the Special Representative of the Secretary-General on Sexual Violence in Conflict, through information exchange, common messaging and joint events and initiatives, for a more effective and coordinated advocacy to ensure that the plight of conflict-affected children is visible on the international agenda.
- 1.107 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In 2025, the Office will continue to mainstream a gender perspective into the Monitoring and Reporting Mechanism to strengthen its gender-sensitive analyses of grave violations against children in armed conflict, including through enhanced data analysis and support for the capacity-building activities of its field partners. In this respect, the Office will follow up on the outcomes of the specialized workshop delivered to country task forces on monitoring and reporting in 2023 through a review of the draft tipsheet for strengthening gender analysis in monitoring and reporting and examine the operationalization of the workshop's report and recommendations within the Monitoring and Reporting Mechanism Technical Reference Group, which provides guidance to field-based United Nations monitors of grave violations committed against children in armed conflict. The Special Representative will continue advocacy for the protection of girls' education from attacks, including within the framework of the endorsement and implementation of the Safe Schools Declaration. The Office will also continue to ensure that the platforms that it creates, alongside partners, for the voice of children to be heard in relevant forums will allow for the differentiated experience between girls and boys to be highlighted. Wherever possible, the Office will mainstream a gender perspective and examine the intersection between gender and other factors in the research that it conducts to collect and disseminate lessons learned and best practices on the protection of conflict-affected children.
- 1.108 In line with the United Nations Disability Inclusion Strategy, the Office will continue to strengthen its efforts to address the protection requirements of children with disabilities in armed conflict. In this respect, the Office will build on the discussion paper on the protection of children with disabilities in armed conflict published in 2023 by disseminating its conclusions and advocating with partners the implementation of its recommendations, including the strengthening of data collection on children with disabilities in armed conflict; the consultation of persons with disabilities, including children, and the organizations that represent them; and the provision of awareness-raising and capacity-building initiatives on disability inclusion. The Office will also continue its advocacy efforts to raise awareness of the plight of children with disabilities in armed conflict and mainstream disability inclusion and its intersection with other diversity factors.

## Programme performance in 2023

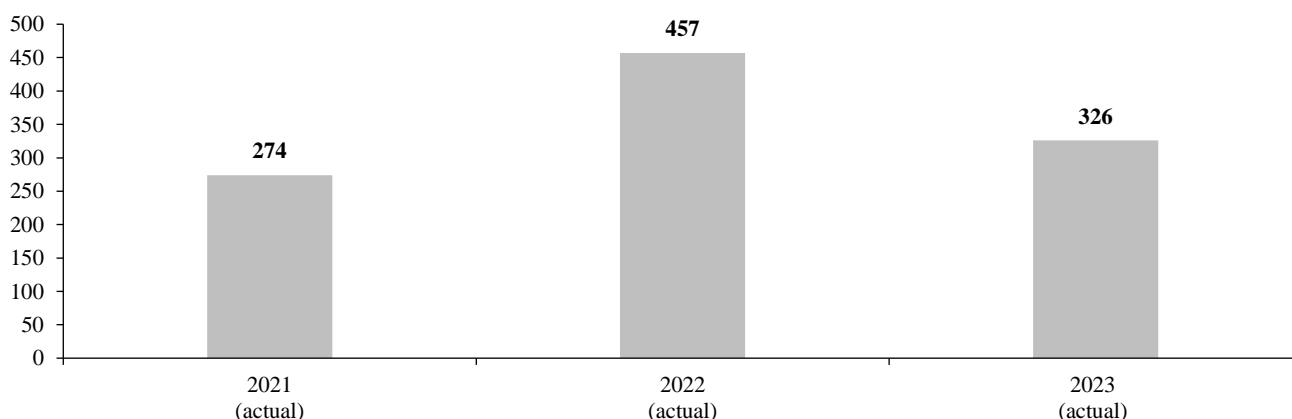
### Decrease in the number of verified incidents of military use of schools by armed forces and groups in situations of armed conflict

- 1.109 The military use of schools by armed forces and groups in situations of armed conflict deprives children of their right to education, as enshrined in the Convention on the Rights of the Child, and reduces the availability of safe and child-friendly spaces, further exposing children to the impacts of conflict. Out-of-school children are at higher risk of being victims of violence and abuse, including grave violations in armed conflict such as recruitment and use, killing or maiming, abduction and sexual violence. While not identified by the Security Council as one of the six grave violations against children in armed conflict, the military use of schools is monitored and reported on by the Office and its United Nations partners in the field as an issue of concern in conjunction with attacks on schools and hospitals, one of those six grave violations identified by the Council, and for the impact of this practice on children's equal access to and the continuation of education in conflict, in line with resolution [2601 \(2021\)](#). After a sharp increase in 2022 due to the emergence of new conflicts and the intensification of existing conflict situations, the military use of schools by armed forces and groups decreased by nearly 30 per cent in 2023. This reflects the critical role that the children and armed conflict mandate has played through sustained engagement of the Office and its partners with Member States and parties to conflict to adopt measures to end and prevent this practice, as well as through advocacy at the international, regional and national levels for the implementation of the Convention and the endorsement and implementation of political commitments such as the Safe Schools Declaration.

- 1.110 Progress towards the objective is presented in the performance measure below (see figure 1.XI).

Figure 1.XI

**Performance measure: verified incidents of military use of schools by armed forces and groups in armed conflict (annual)**



### Planned results for 2025

**Result 1: increase in the signature of prevention plans, including national, regional and subregional prevention plans, and other measures to prevent grave violations against children and ensure equal access to and the continuation of education in conflict**

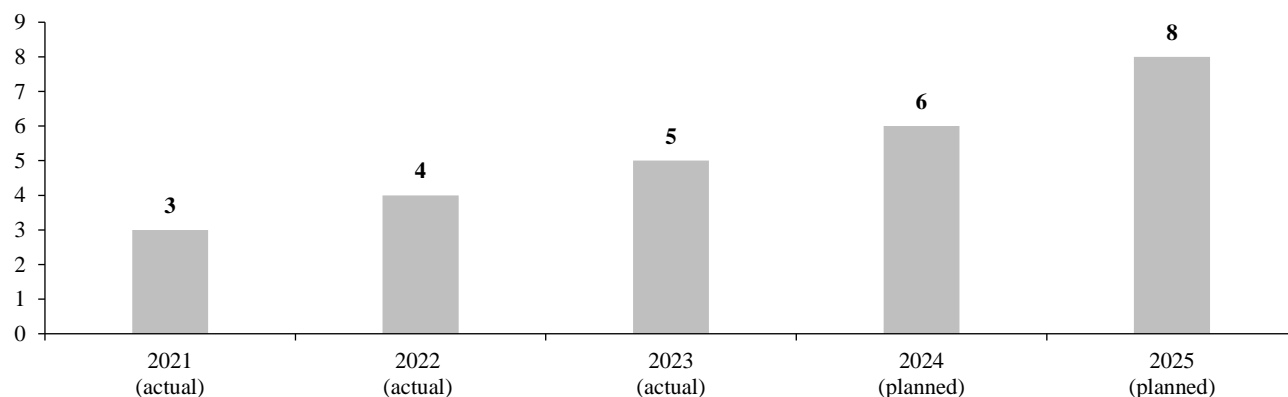
#### Programme performance in 2023 and target for 2025

- 1.111 The Office's work contributed to the signature of one additional prevention plan to prevent grave violations against children in conflict and/or ensure equal access to and the continuation of education in conflict, for a total of five prevention plans and other preventive measures, which met the planned target.

- 1.112 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XII).

Figure 1.XII

**Performance measure: number of prevention plans and other preventive measures to prevent grave violations against children in conflict and/or ensure equal access to and the continuation of education in conflict (cumulative)**



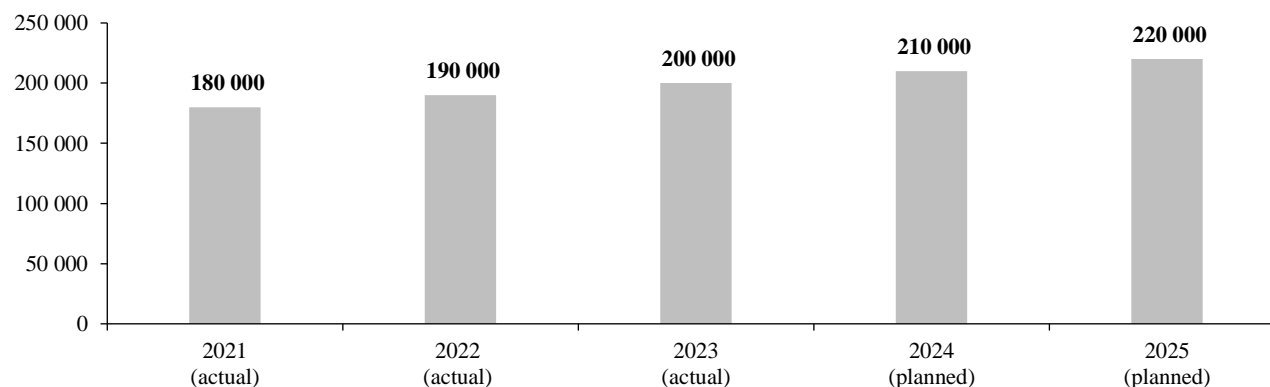
## Result 2: more children released from armed forces and armed groups

### Programme performance in 2023 and target for 2025

- 1.113 The Office's work contributed to the release of an estimated 10,000 children from armed forces and armed groups in 2023, which met the planned target of 200,000 released children since 2000.
- 1.114 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XIII).

Figure 1.XIII

**Performance measure: number of released children from armed forces and armed groups since 2000 (cumulative)**



### **Result 3: increase in the signature of action plans, handover protocols and other commitments between the United Nations and parties to conflict to end and prevent grave violations against children**

#### **Proposed programme plan for 2025**

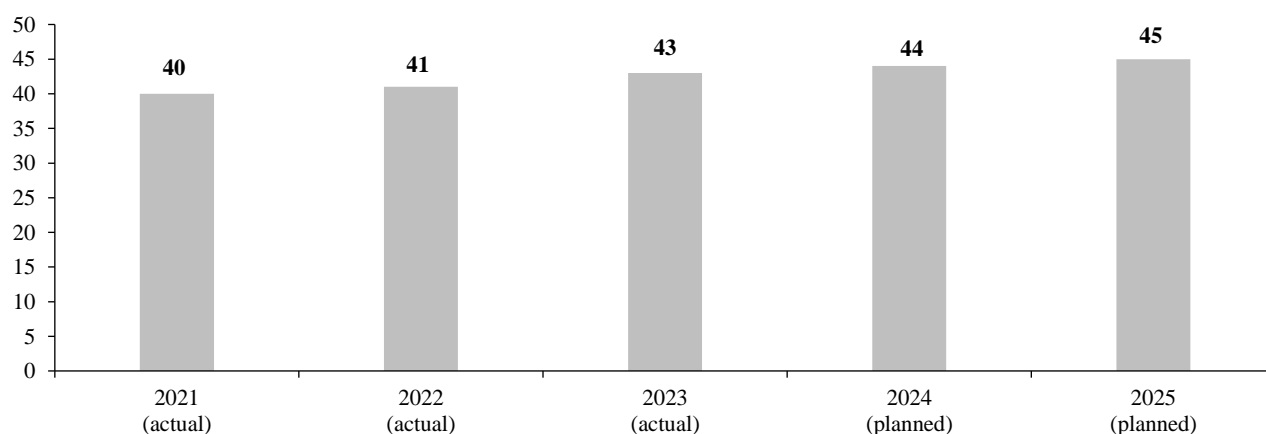
- 1.115 The Office engages with parties to conflict, through the direct engagement of the Special Representative or through its country task forces on monitoring and reporting in the field, to advocate and develop jointly, with parties to conflict listed in the annexes of the annual report of the Secretary-General on children and armed conflict, action plans or other commitments to end and prevent grave violations against children. This led to the signature of 43 action plans and other commitments with parties to conflict as of the end of 2023. Action plans and their implementation help to ensure that fewer children are recruited, used and abused in, for and by armed conflict, more children are released from conflict and reintegrated in their society, the criminalization of the six grave violations in national legislation is prioritized, and accountability and capacity are strengthened, therefore breaking the cycle of violence.

#### *Lessons learned and planned change*

- 1.116 The lesson for the Office was that a sustained focus on the protection of conflict-affected children required action plans covering all six grave violations, including more comprehensive provisions to prevent grave violations for which parties to conflict had not been originally listed. In applying the lesson, the Office will, through enhanced engagement, technical support and strategic partnerships, promote and prioritize the signature of comprehensive action plans with detailed provisions to prevent all six grave violations and of handover protocols.
- 1.117 Expected progress towards the objective is presented in the performance measure below (see figure 1.XIV).

Figure 1.XIV

**Performance measure: number of joint action plans, handover protocols and other commitments between the United Nations and parties to conflict to end and prevent grave violations against children (cumulative)**



#### **Legislative mandates**

- 1.118 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.



### General Assembly resolutions

51/77	The rights of the child	78/187	Rights of the child
58/245	Office of the Special Representative of the Secretary-General for Children and Armed Conflict		

### Security Council resolutions

1261 (1999)	1998 (2011)
1314 (2000)	2068 (2012)
1379 (2001)	2143 (2014)
1460 (2003)	2225 (2015)
1539 (2004)	2427 (2018)
1612 (2005)	2467 (2019)
1882 (2009)	2601 (2021)

## Deliverables

1.119 Table 1.67 lists all deliverables of the programme.

Table 1.67

### Office of the Special Representative of the Secretary-General for Children and Armed Conflict: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>14</b>	<b>10</b>	<b>15</b>	<b>15</b>
1. Annual report to the General Assembly	1	1	1	1
2. Annual report to the Security Council	1	1	1	1
3. Annual report to the Human Rights Council	1	1	1	1
4. Global horizontal notes to the Security Council Working Group on Children and Armed Conflict	4	4	4	4
5. Reports to the Security Council Working Group on Children and Armed Conflict in specific situations	7	3	8	8
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
Meetings of:				
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
7. The Fifth Committee	1	1	1	1
8. The General Assembly	1	1	1	1
9. The Security Council	1	1	1	1
10. The Human Rights Council	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>10</b>	<b>12</b>	<b>12</b>
11. Training for child protection actors and country task forces on monitoring and reporting mechanisms	10	10	12	12
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
12. Studies, reports and other publications relating to children and armed conflict	2	2	2	2

**Part I Overall policymaking, direction and coordination**

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
13. Technical guidelines on the six grave violations against children	1	1	1	1
<b>Fact-finding, monitoring and investigation missions</b> (number of missions)	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>
14. Field missions to situations on the children and armed conflict agenda	8	8	9	9
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> briefings and consultations with Security Council Member States (15 Member States) and some 20 other Member States; briefings and consultations with some 4 regional and subregional organizations that play a role in the prevention of grave violations against children; expert advice on policy matters to national government and regional officials dealing with child protection issues; and advocacy missions in 7 locations.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> keynote speaker or presenter at an annual average of 30 high-level events, NGO and civil society events, retreats, symposiums, round tables and forums on issues relating to children and armed conflict; and multimedia communications materials, including informational brochures, targeting national government and regional officials, as well as the general public, at the global, regional and national levels.				
<b>External and media relations:</b> 15 press releases and press conferences; interviews; and recorded statements.				
<b>Digital platforms and multimedia content:</b> content for websites and social media accounts.				

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

### Overview

- 1.120 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.68 to 1.70.

Table 1.68

### Evolution of financial resources by object of expenditure

(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	1 790.6	2 453.5	—	—	—	—	2 453.5
Other staff costs	275.5	279.4	—	—	—	—	279.4
Hospitality	—	0.9	—	—	—	—	0.9
Travel of staff	107.2	121.6	—	—	—	—	121.6
Contractual services	25.5	23.9	—	—	—	—	23.9
General operating expenses	14.8	17.0	—	—	—	—	17.0
Supplies and materials	1.3	1.8	—	—	—	—	1.8
Furniture and equipment	1.2	6.1	—	—	—	—	6.1
<b>Total</b>	<b>2 216.2</b>	<b>2 904.2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2 904.2</b>

Table 1.69

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	12	1 USG, 3 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)
Proposed for 2025	12	1 USG, 3 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)

Table 1.70

### Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	
<b>Professional and higher</b>					
USG	1	—	—	—	1
P-5	3	—	—	—	3
P-4	2	—	—	—	2
P-3	3	—	—	—	3
<b>Subtotal</b>	<b>9</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>9</b>

**Part I Overall policymaking, direction and coordination**

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
<b>General Service and related</b>						
GS (PL)	1	–	–	–	–	1
GS (OL)	2	–	–	–	–	2
<b>Subtotal</b>	<b>3</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3</b>
<b>Total</b>	<b>12</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>12</b>

1.121 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.71 to 1.73 and figure 1.XV.

1.122 As reflected in tables 1.71 (1) and 1.72 (1), the overall resources proposed for 2025 amount to \$2,904,200 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.71

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Programme of work	2 216.2	2 904.2	–	–	–	–	2 904.2
<b>Subtotal, 1</b>	<b>2 216.2</b>	<b>2 904.2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2 904.2</b>

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	1 984.4	2 605.6	–	–	2 605.6
<b>Subtotal, 2</b>	<b>1 984.4</b>	<b>2 605.6</b>	<b>–</b>	<b>–</b>	<b>2 605.6</b>
<b>Total (1+2)</b>	<b>4 200.6</b>	<b>5 509.8</b>	<b>–</b>	<b>–</b>	<b>5 509.8</b>

Table 1.72  
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	12	–	–	–	–	12
<b>Subtotal, 1</b>	<b>12</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>12</b>

(2) Extrabudgetary

Component	2024 estimate	Change	2025 estimate
Programme of work	4	–	4
<b>Subtotal, 2</b>	<b>4</b>	<b>–</b>	<b>4</b>
<b>Total (1+2)</b>	<b>16</b>	<b>–</b>	<b>16</b>

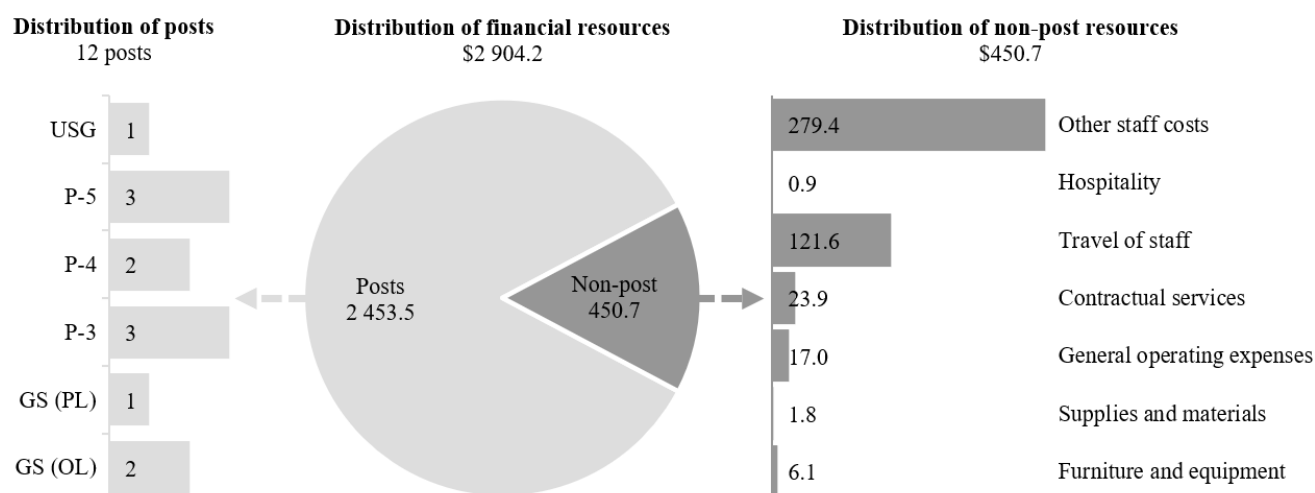
Table 1.73  
Evolution of financial and post resources

(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								
Posts	1 790.6	2 453.5	—	—	—	—	—	2 453.5
Non-post	425.6	450.7	—	—	—	—	—	450.7
Total	2 216.2	2 904.2	—	—	—	—	—	2 904.2
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		3	—	—	—	—	—	3
Total		12	—	—	—	—	—	12

Figure 1.XV  
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



#### Extrabudgetary resources

- 1.123 As reflected in tables 1.71 (2) and 1.71 (2), extrabudgetary resources amount to \$2,605,600. The resources would complement regular budget resources and would be used mainly to provide for four posts (2 P-4 and 2 General Service (Other level)) and non-post resources that would be used to support the delivery of its mandates, including enhancing the capacity and expertise of the Office; supporting the country task forces on monitoring and reporting in the field to develop action plans; strengthening public outreach and launching advocacy campaigns; and enhancing analysis, assessment and responses to new and emerging trends in violations against children in armed conflict.
- 1.124 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.125 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.74. While the Office makes every effort to follow the advance booking of air travel policy, it is not always possible to comply owing to unforeseen circumstances, such as receiving invitations to high-level events hosted by Member States or regional organizations less than three weeks before the event. In addition, owing to the nature of the mandate, political opportunities and openings arise unexpectedly that require staff to travel at short notice in order to seize such opportunities and advance the implementation of the mandate. The Office will continue to strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.74  
Compliance rate  
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	67	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	55	50	37	100	100

## **V. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict**

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

#### **Overall orientation**

##### **Mandates and background**

- 1.126 The Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict is responsible, in line with Security Council resolution [1888 \(2009\)](#), for providing coherent and strategic leadership and promoting the coordination of efforts among relevant stakeholders, through primarily the United Nations Action against Sexual Violence in Conflict, on preventing and addressing sexual violence as a weapon of war and tactic of terrorism and for engaging with justice and security sectors, all parties to armed conflict, civil society and the survivors of such crimes.
- 1.127 The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolution [65/259](#), by which the Assembly established the Office, following the establishment of the mandate of the Special Representative pursuant to Security Council resolution [1888 \(2009\)](#). In accordance with resolution [1888 \(2009\)](#) and subsequent related resolutions and recognizing that conflict-related sexual violence remains underreported and insufficiently addressed, the role of the Special Representative and that of the Office is, among others: (a) to give victims and affected communities a voice; (b) to mobilize the political will and action of the international community, in particular to address the impunity of perpetrators of violations; (c) to foster collaboration and partnerships and broaden the circle of stakeholders on the issue; (d) to coordinate advocacy and programmatic responses, in particular in the United Nations system; (e) to ensure more reliable and comprehensive data on sexual violence in conflict as a basis for action at all levels; and (f) to disseminate information/knowledge on approaches and best practices to address sexual violence in conflict.
- 1.128 The mandate derives from the priorities established in relevant Security Council resolutions, including [1820 \(2008\)](#), [1888 \(2009\)](#), [1960 \(2010\)](#), [2106 \(2013\)](#) and [2467 \(2019\)](#), as well as relevant country-specific and sanctions resolutions that make explicit reference to sexual violence in conflict and the mandate of the Special Representative. Furthermore, the adoption of Council resolutions [2331 \(2016\)](#) and [2388 \(2017\)](#) extends the scope of work of the Office to the areas of counter-terrorism, anti-trafficking efforts and related security and justice sector engagement.

#### **Programme of work**

##### **Objective**

- 1.129 The objective, to which the Office contributes, is to prevent and eradicate sexual violence as a tactic of war and terrorism and improve the provision of multisectoral services for survivors.

##### **Strategy and external factors for 2025**

- 1.130 To contribute to the objective, the Office will continue to:
- (a) Engage with parties to conflict and other relevant stakeholders on addressing conflict-related sexual violence, with a priority focus on justice and accountability for such crimes as a key element of deterrence and prevention, including through engagement with justice and security actors in countries of concern;

- (b) Engage with Member States at the global level, including in the Security Council and the General Assembly, and foster national ownership, leadership and responsibility in addressing conflict-related sexual violence in situations of concern;
  - (c) Adopt a survivor-centred approach in the implementation of all aspects of the mandate, in line with Security Council resolution [2467 \(2019\)](#) and in coordination with survivors of sexual violence, survivors' networks, civil society, regional organizations and relevant United Nations entities, in particular at the country level;
  - (d) Strive to expand the circle of stakeholders and encourage concerted and coordinated action among a broad range of actors at the international, regional and national levels, including through the United Nations Action against Sexual Violence in Conflict network consisting of 25 United Nations entities and the Team of Experts on the Rule of Law and Sexual Violence, which work under the strategic direction of the Special Representative;
  - (e) Focus its advocacy efforts on advancing the achievement of Sustainable Development Goals 5 and 16 and on ensuring the implementation of prevention strategies, multisectoral services for survivors, reparations and redress measures.
- 1.131 The above-mentioned work is expected to result in:
- (a) Adoption of concrete and time-bound commitments to prevent and address incidents, patterns and trends of conflict-related sexual violence to ensure an enhanced security and justice sector response;
  - (b) Improved access to appropriate and good-quality services, including health care, psychosocial support, legal services, reparations and livelihood support for all survivors, as well as children born of conflict-related sexual violence.
- 1.132 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Continued high level of political will on the part of all stakeholders, in particular Member States, to work towards preventing sexual violence and ending the impunity of persistent perpetrators in situations of armed conflict and other situations of concern;
  - (b) Member States and other key stakeholders see a convergence between their strategic interests and priorities and upholding the international protection framework that has been established to prevent conflict-related sexual violence.
- 1.133 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will deepen its engagement with regional and subregional actors and multilateral institutions, including the African Union, the League of Arab States, the European Union, the Economic Community of West African States, the International Conference on the Great Lakes Region, the International Organization of la Francophonie, the Inter-Parliamentary Union and the African Development Bank, including through formal frameworks of cooperation, to outline advocacy and operational prevention and response strategies to conflict-related sexual violence.
- 1.134 With regard to inter-agency coordination and liaison, the Office will continue to work through the United Nations Action against Sexual Violence in Conflict inter-agency network, which has a membership of 25 United Nations entities and is chaired by the Special Representative. The network will continue to review the operationalization of the monitoring and reporting mechanisms on conflict-related sexual violence in priority situations to enhance their efficacy. The network will also focus on the formulation and dissemination of joint advocacy products that contain calls for parties to the conflict to exercise restraint and prevent sexual violence in situations of conflict. Coordination on justice and accountability dimensions of the mandate will be conducted through the Team of Experts on the Rule of Law and Sexual Violence in Conflict, which operates under the strategic direction of the Special Representative, and comprises the Office, OHCHR, UNDP and the Department of Peace Operations as the co-lead entities.



- 1.135 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, political commitments negotiated with parties to conflict (e.g., joint communiqués, frameworks of cooperation and implementation plans) will continue to integrate the views of women's civil society organizations and will continue to promote the meaningful participation of women and girls in countries where they are often absent in political and decision-making processes, including peace processes. Prevention strategies and response programming will reflect a tailored approach to address sexual violence against all survivors. Information, including on incidents of conflict-related sexual violence, continue to be systematically disaggregated by sex in order to offer a gender-sensitive analysis for the Security Council.
- 1.136 In line with the United Nations Disability Inclusion Strategy, the Office will incorporate issues relating to disability inclusion into policy, advocacy and key substantive aspects of its work, including programming in priority situations. The NGO-civil society advisory group of the Office includes entities representing individuals with disabilities and, through this modality, the Office will continue to engage with individuals with disabilities and with relevant organizations during the course of field missions in priority countries. The Office, in its staffing, includes those with explicit human rights expertise relating to the rights of persons with disabilities and their targeting with sexual violence in situations of armed conflict.

### Programme performance in 2023

#### Enhanced national ownership to ensure justice and accountability for survivors of conflict-related sexual violence: the case of the Democratic Republic of the Congo

- 1.137 The security and humanitarian situation in the eastern Democratic Republic of the Congo has continued to deteriorate, owing to persistent attacks by armed groups and continued military operations. The United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations country team and the Office of the Special Representative have provided sustained support to the authorities to ensure multi-sectoral assistance to those affected by sexual violence, to hold perpetrators accountable and to deliver justice, reparations and redress to survivors. The United Nations continued to support the justice sector and victims, including through mobile courts with dedicated prosecutorial strategies and protection of victims and witnesses' programmes during judicial proceedings, to enhance accountability for crimes of sexual violence. That support resulted in the conviction, in 2023, of an armed group leader for crimes against humanity, including rape and forced pregnancy. Moreover, the engagement by the Office of the Special Representative with national authorities has led to the review of existing national action plans by security and police forces to address conflict-related sexual violence, the establishment of a government-led task force to advance the full implementation of the 2019 addendum to the Joint Communiqué between the Government of the Democratic Republic of the Congo and the United Nations on the Fight Against Sexual Violence in Conflict and the issuance of a decree by the authorities establishing a reparations fund.
- 1.138 Progress towards the objective is presented in the performance measure below (see table 1.75).

Table 1.75  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
National authorities conduct a strategic review of the 2013 and 2019 military and police forces' action plans to prevent and address conflict-related sexual violence	Establishment of an inter-ministerial task force to accelerate the implementation of the 2019 addendum to the Joint Communiqué to address conflict-related sexual violence	Adoption of legislation on the protection and reparation of victims of conflict-related sexual violence and other crimes against peace and security, including the establishment of a reparations fund

## Planned results for 2025

### Result 1: enhanced prevention through the implementation of strategies by national security and justice sector institutions

#### Programme performance in 2023 and target for 2025

- 1.139 The Office's work contributed to the launch of a presidential strategic committee on the efforts to combat conflict-related sexual violence in the Democratic Republic of the Congo, as well as the implementation by the South Sudan National Police Service of its action plan to address conflict-related sexual violence, which met the planned target. The committee in the Democratic Republic of the Congo will play a critical role in ensuring the accelerated implementation of the Joint Communiqué between the authorities and the United Nations to address conflict-related sexual violence. Moreover, the work of the South Sudan National Police Service will ensure the integration of gender-sensitive provisions into security sector reform processes.
- 1.140 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.76).

Table 1.76

#### Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Strengthened justice sector response in priority countries such as the Central African Republic and the Democratic Republic of the Congo, with accountability for sexual violence crimes as a central aspect of deterrence and prevention	Framework for the prevention of conflict-related sexual violence launched	Strategic committee on the efforts to combat conflict-related sexual violence established in the Democratic Republic of the Congo  South Sudan National Police Service implements action plan to address conflict-related sexual violence	Implementation of an action plan for the armed forces on addressing conflict-related sexual violence in 1 country	Strengthened response by transitional justice mechanisms in 1 country, to deliver justice and accountability for conflict-related sexual violence

### Result 2: enhanced compliance with international norms on preventing and addressing conflict-related sexual violence by parties to conflict

#### Programme performance in 2023 and target for 2025

- 1.141 The Office's work contributed to a non-State armed group in the Sudan agreeing to specific time-bound commitments to address conflict-related sexual violence and the issuance of a "unilateral communiqué" by the non-State armed group in which it condemned conflict-related sexual violence and committed itself to taking effective measures to prevent and address any such violations. The planned target of Member States, United Nations entities, civil society and academia exchanging lessons and best practices for strengthening the engagement of non-State armed groups in addressing conflict-related sexual violence was not met owing to an increased number of requests for the Office's support in various priority countries.

- 1.142 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.77).

Table 1.77

**Performance measure**

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	Increased engagement by United Nations sanctions regimes on trends and patterns of conflict-related sexual violence	Unilateral communiqué issued by a non-State armed group outlining commitments to addressing conflict-related sexual violence	Enhanced monitoring and reporting of patterns and trends of conflict-related sexual violence by United Nations Panels of Experts in priority countries and at the regional level	Member States, United Nations entities, civil society and academia exchange lessons and best practices for strengthening engagement of non-State armed groups in addressing conflict-related sexual violence

**Result 3: strengthened service provision and justice response on conflict-related sexual violence by national authorities**
**Proposed programme plan for 2025**

- 1.143 Women's protection advisers play a vital role in protecting persons at risk, providing comprehensive multisectoral assistance to survivors and supporting justice processes in holding perpetrators accountable. Women's protection advisers are responsible for convening the monitoring, analysis and reporting arrangements on conflict-related sexual violence, which generate timely and reliable information for the Security Council. This constitutes the basis of the United Nations response programming, as well as for engagement with all parties and institutional counterparts concerned in order to provide support for the implementation of dedicated action plans to address conflict-related sexual violence. The Special Representative has stressed the need for the Council to call for unfettered access for women's protection advisers to detention centres, displacement settings, disarmament, demobilization and reintegration cantonment sites and other hotspots, and to adequately equip United Nations field presences with specialized capacities for translating policies into practice and providing protection and support to survivors and those at risk.

*Lessons learned and planned change*

- 1.144 The lessons for the Office were the need to enhance its advocacy efforts to ensure that the roles of women's protection advisers were assessed systematically during the planning and transition of United Nations field operations and the importance of deploying dedicated capacity in United Nations regional presences to enhance monitoring and response to cross-border patterns of sexual violence and its links to other forms of crime. In applying the lesson, the Office will reinforce its political and technical efforts on the need to leverage the pivotal role of women's protection advisers in priority situations. The Office will also enhance its work with all United Nations sanctions regimes, notably those that have included sexual violence as part of their designation criteria, on the basis of the monitoring and reporting of women's protection advisers in the field. In addition, it will provide tailored assistance to national authorities in holding perpetrators accountable for sexual violence crimes and providing comprehensive assistance, reparations and redress measures to those in need.

- 1.145 Expected progress towards the objective is presented in the performance measure below (see table 1.78).

Table 1.78

**Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
—	—	Increased understanding of regional dimensions of conflict-related sexual violence in 1 subregion (Horn of Africa)	Strengthened response by national authorities to meet the needs of survivors of conflict-related sexual violence and to deliver justice and accountability, in 1 country	Member States in 1 subregion develop justice and security sector strategies aimed at addressing conflict-related sexual violence

**Legislative mandates**

- 1.146 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

*General Assembly resolution*

[65/259](#)      Questions relating to the programme budget for the biennium 2010–2011 (sect. V)

*Security Council resolutions*

<a href="#">1820 (2008)</a>	<a href="#">2331 (2016)</a>
<a href="#">1888 (2009)</a>	<a href="#">2388 (2017)</a>
<a href="#">1960 (2010)</a>	<a href="#">2467 (2019)</a>
<a href="#">2106 (2013)</a>	

**Deliverables**

- 1.147 Table 1.79 lists all deliverables of the programme.

Table 1.79

**Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: deliverables for the period 2023–2025, by category and subcategory**

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Report of the Secretary-General on conflict-related sexual violence to the Security Council, including listing of parties to the conflict	1	1	1	1
2. Country-specific and/or thematic report on conflict-related sexual violence	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>10</b>	<b>9</b>	<b>7</b>	<b>7</b>
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
5. Briefings to the Security Council	5	4	2	2
6. Briefings to human rights treaty bodies	2	2	2	2
7. Briefings to the Special Committee on Peacekeeping Operations	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>32</b>	<b>12</b>	<b>31</b>	<b>16</b>
8. Training of national police and/or military forces on prevention of and response to conflict-related sexual violence	15	5	15	7
9. Training of national justice sector (prosecutors and judges) on investigation into and prosecution of conflict-related sexual violence	15	6	15	7
10. Workshop with women's protection advisers on emerging threats and challenges of conflict-related sexual violence	2	1	1	2
<b>C. Substantive deliverables</b>				
<b>Good offices:</b> engagement and dialogue with parties to conflict listed in the annex to the report of the Secretary-General, including as it relates to the adoption and implementation of prevention and response measures.				
<b>Consultation, advice and advocacy:</b> consultations and reporting on conflict-related sexual violence trends and patterns in 18 countries.				
<b>Databases and substantive digital materials:</b> digital library serving as a knowledge hub of academic, think tank and civil society publications on sexual violence in conflict.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> 20 online and in-person events on conflict-related sexual violence that include survivors, Member States, activists, academia, experts and practitioners; and United Nations Action against Sexual Violence in Conflict "Stop Rape Now" campaign.				
<b>External and media relations:</b> annual press statements, and news media content such as television and newspaper interviews.				
<b>Digital platforms and multimedia content:</b> website and social media content to advocate and mobilize resources for the elimination of conflict-related sexual violence.				

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

### Overview

- 1.148 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.80 to 1.82.

Table 1.80

### Evolution of financial resources by object of expenditure

(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	1 746.8	1 883.9	—	—	—	—	—	1 883.9
Other staff costs	0.2	40.5	—	—	—	—	—	40.5
Hospitality	—	1.2	—	—	—	—	—	1.2
Travel of staff	118.3	98.6	—	—	—	—	—	98.6
Contractual services	10.1	13.1	—	—	—	—	—	13.1
General operating expenses	10.1	46.8	—	—	—	—	—	46.8
Supplies and materials	1.3	3.1	—	—	—	—	—	3.1
Furniture and equipment	1.7	3.2	—	—	—	—	—	3.2
<b>Total</b>	<b>1 888.6</b>	<b>2 090.4</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2 090.4</b>

Table 1.81

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)
Proposed for 2025	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)

Table 1.82

### Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				2025 proposed	
	2024 approved	Technical adjustments	New/expanded mandates	Other		Total
Professional and higher						
USG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	1	—	—	—	—	1
P-3	2	—	—	—	—	2
Subtotal	6	—	—	—	—	6

**Section 1 Overall policymaking, direction and coordination**

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
<b>General Service and related</b>						
GS (OL)	2	–	–	–	–	2
<b>Subtotal</b>	<b>2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2</b>
<b>Total</b>	<b>8</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>8</b>

1.149 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.83 to 1.85 and figure 1.XVI.

1.150 As reflected in tables 1.83 (1) and 1.84 (1), the overall resources proposed for 2025 amount to \$2,090,400 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.83

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	1 888.6	2 090.4	–	–	–	–	2 090.4
<b>Subtotal, 1</b>	<b>1 888.6</b>	<b>2 090.4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2 090.4</b>

(2) *Extrabudgetary*

v	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	5 451.3	6 510.7	–	–	6 510.7
<b>Subtotal, 2</b>	<b>5 451.3</b>	<b>6 510.7</b>	<b>–</b>	<b>–</b>	<b>6 510.7</b>
<b>Total (1+2)</b>	<b>7 339.9</b>	<b>8 601.1</b>	<b>–</b>	<b>–</b>	<b>8 601.1</b>

Table 1.84

**Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) *Regular budget*

Component	Changes				2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	
Programme of work	8	–	–	–	8
<b>Subtotal, 1</b>	<b>8</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>8</b>

(2) Extrabudgetary

Component	2024 estimate	Change	2025 estimate
Programme of work	19	–	19
<b>Subtotal, 2</b>	<b>19</b>	<b>–</b>	<b>19</b>
<b>Total (1+2)</b>	<b>27</b>	<b>–</b>	<b>27</b>

Table 1.85

**Evolution of financial and post resources**

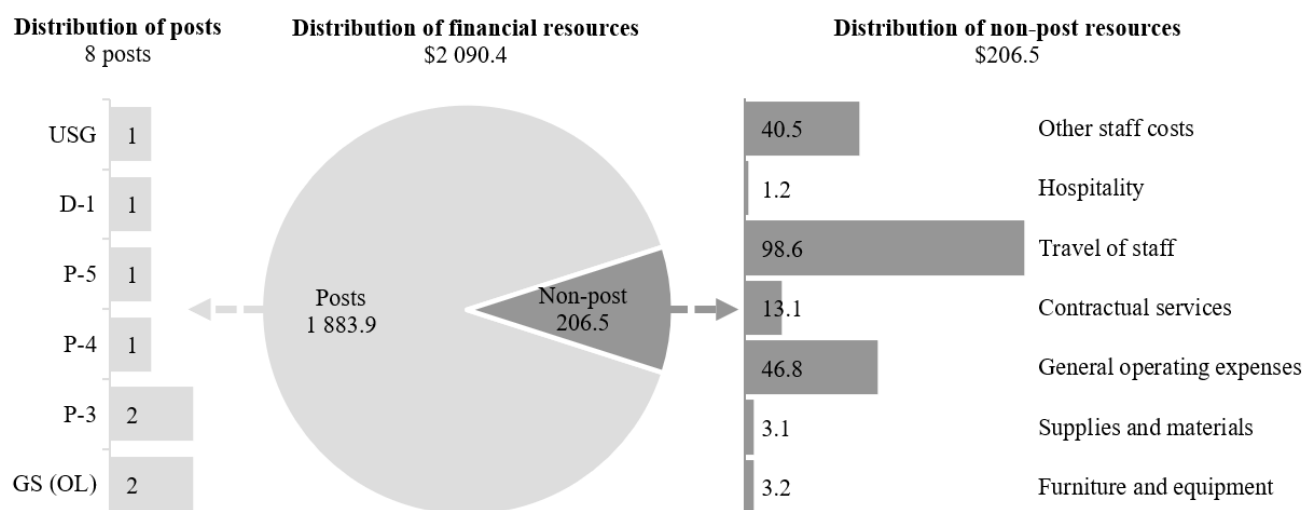
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	1 746.8	1 883.9	—	—	—	—	—	1 883.9
Non-post	141.7	206.5	—	—	—	—	—	206.5
Total	1 888.6	2 090.4	—	—	—	—	—	2 090.4
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 1.XVI

**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)





### Extrabudgetary resources

- 1.151 As reflected in tables 1.83 (2) and 1.84 (2), extrabudgetary resources amount to \$6,510,700. The resources would complement regular budget resources and would be used mainly to provide for 19 posts (1 D-1, 2 P-5, 8 P-4, 3 P-3, 1 P-2 and 4 General Service (Other level)) and non-post resources that would be used to support the delivery of its mandates, including the engagement of the Team of Experts on the Rule of Law and Sexual Violence in Conflict, mandated pursuant to Security Council resolution 2467 (2019), and support for the secretariat of the United Nations Action against Sexual Violence in Conflict network chaired by the Special Representative.
- 1.152 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.153 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.86. The majority of travel for the Office is related to the high-level engagements of the Special Representative with priority countries and technical missions to follow up on the formal agreements reached between the Special Representative and national authorities. While every effort is made to ensure advance planning for all official travel, the finalization of travel requests for such missions depends on visa approvals and confirmations of missions and meetings with government interlocutors by the national authorities.

Table 1.86  
**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	35	15	29	100	100

## **VI. Office of the Special Representative of the Secretary-General on Violence against Children**

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

#### **Overall orientation**

##### **Mandates and background**

- 1.154 The Special Representative of the Secretary-General on Violence against Children is responsible for mobilizing action and political support to prevent and eliminate all forms of violence against children. The mandate of the Office of the Special Representative derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [62/141](#), [67/152](#), [73/155](#) and [78/187](#). While noting substantial progress achieved since establishing the mandate of the Special Representative, the Assembly has recognized the urgency of pursuing further action to ensure the protection of children from violence.

##### **Programme of work**

##### **Objective**

- 1.155 The objective, to which the Office contributes, is to accelerate action to end all forms of violence against children by 2030.

##### **Strategy and external factors for 2025**

- 1.156 To contribute to the objective, the Office will:
- (a) Promote the acceleration of efforts towards the achievement of the Sustainable Development Goals relating to addressing all forms and drivers of violence against children and gender-based violence by undertaking high-level advocacy at the global, regional and national levels in collaboration with key stakeholders, including in the context of the Special Representative's leading role in revitalizing the pathfinding country initiative to end violence against children;
  - (b) Engage and support political, legislative, programmatic and monitoring processes at the global, regional, national and local levels to accelerate action to end violence; conduct country visits in close cooperation with United Nations resident coordinators and regional or country teams; provide technical cooperation and practical guidance to Member States; share context-specific promising practices; and use social media and other communications tools to support its advocacy;
  - (c) Increase the attention given to violence against children in the United Nations system, including through leading the Inter-Agency Working Group on Violence against Children and through advocacy for the system-wide mainstreaming of child rights, including the integration of child protection into United Nations programmatic tools, such as the United Nations Sustainable Development Cooperation Frameworks;
  - (d) Promote, as Chair of the United Nations task force on children deprived of liberty, the use of the detention of children only as a measure of last resort; work towards prevention, rehabilitation and community-based alternatives to deprivation of liberty; undertake joint advocacy with key partners; and gather and report on promising practices regarding alternatives to detention and institutionalization, to be shared with Member States;

- (e) Promote the role of children as agents of change through inclusive child participation in decision-making processes and the documentation and dissemination of child-led and peer-to-peer initiatives;
  - (f) Promote investment in integrated, cross-sectoral child- and gender-sensitive protection and violence prevention;
  - (g) Promote child protection as a cross-cutting theme in global, regional and national action to address the trafficking in persons, building on the Special Representative's tenure as co-Chair of the Inter-Agency Coordination Group against Trafficking in Persons.
- 1.157 The above-mentioned work is expected to result in:
  - (a) Action to prevent and respond to violence against children mainstreamed into law, policy and practice, as well as into duly resourced national development plans;
  - (b) Increased awareness of and action on key thematic and frontier issues requiring specific attention;
  - (c) Sustained investment in cross-sectoral services for children and their caregivers to prevent and respond to violence against children and gender-based violence;
  - (d) Adoption and effective implementation of prevention measures, rehabilitation and community-based alternatives to the deprivation of liberty of children;
  - (e) More effective and systematic involvement of children in decision-making processes, including through an increase in safe and empowering pathways provided by States.
- 1.158 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
  - (a) Governments have the political commitment and dedicate resources to accelerate action to prevent and end violence against children, in the framework of the Sustainable Development Goals;
  - (b) Civil society, faith-based organizations, local communities, the donor community and the private sector are committed to working together for and with children.
- 1.159 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to strengthen cooperation with intergovernmental regional and subregional bodies. In addition, through the establishment of an antenna presence in Geneva, the Office will increase regular engagement with United Nations entities, State partners and others, including regional organizations, based in cities such as Geneva, Paris, Vienna and Brussels. The Office will pursue strong collaboration with civil society and faith-based organizations and the private sector. Country visits will therefore remain a key element of the advocacy strategy of the Office. The visits will always be planned and implemented in close cooperation with Member States and United Nations country and regional teams, and a joint road map will be agreed upon and disseminated with all key stakeholders at the end of each visit to ensure effective follow-up.
- 1.160 With regard to inter-agency coordination and liaison, the Office continues to promote and strengthen collaboration within the United Nations system on ending violence against children, including with the members of the Inter-Agency Working Group on Violence against Children, the members of the United Nations task force on children deprived of liberty, the Special Representative of the Secretary-General for Children and Armed Conflict, the Special Representative of the Secretary-General on Sexual Violence in Conflict, the special procedures of the Human Rights Council, the human rights treaty bodies, the Special Adviser to the Secretary-General on the Prevention of Genocide, the Special Adviser to the Secretary-General on Africa, the United Nations Youth Office, the Envoy of the Secretary-General on Technology, the Department of Economic and Social Affairs and United Nations regional commissions, the United Nations resident coordinators and regional or country team members, the United Nations Global Counter-Terrorism Coordination Compact, the Inter-Agency Coordination Group against Trafficking in Persons, the United Nations Network on

Migration, the Working Group on Hate Speech and the United Nations Action Against Sexual Violence in Conflict network.

- 1.161 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including in its advocacy to highlight how various forms of violence affect boys and girls differently and how this must inform and shape responses. Addressing gender discrimination and harmful social norms, as well as connections between violence against women and violence against children, is crucial to preventing and responding to violence against children and will continue to constitute an integral part of the Office's work.
- 1.162 In line with the United Nations Disability Inclusion Strategy and the principle of leaving no child behind, the Office places an emphasis on addressing some of the most vulnerable and neglected children, among whom are children with disabilities. Children with disabilities are often institutionalized, and this puts many of these children at a heightened risk of becoming victims of violence. Promoting policies and strategies for alternative means of care and inclusion will continue to be at the core of the Office's advocacy.

### Evaluation activities

- 1.163 An evaluation is planned for 2025 on a theme to be determined.

## Programme performance in 2023

### Enhanced protection of children from violence in the digital environment

- 1.164 The risks of exposure to various forms of violence and exploitation online are increasing, given that an increasing number of children are connecting online and at younger ages. Over the course of 2023, the Office advocated for and provided technical support for the development of stronger legal and regulatory frameworks to ensure children's protection and privacy online, as well as facilitating peer-learning between States and acting as a bridge-builder to connect various stakeholders. The Special Representative also ensured that the views and proposals of children were included in the consultation process on the global digital compact. In addition, the Office co-led a multi-stakeholder initiative called "Protection through online participation" that brought together more than 30 partners from United Nations agencies, academia, civil society and the information and communications technology sector, including some of the world's largest social media, gaming and video-sharing platforms. This initiative expanded existing knowledge on how the digital environment could be better utilized to allow children to have access to information and support when they were exposed to violence, including from evidence generated with data from more than 100 countries.
- 1.165 Progress towards the objective is presented in the performance measure below (see table 1.87).

Table 1.87

#### Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
—	—	Children's concerns and proposals included in the consultation process for the global digital compact and evidence gathered to improve understanding on how the digital environment could be better utilized to allow children to gain access to information and support when they experienced violence

## Planned results for 2025

### Result 1: sustained financing of cross-sectoral child protection and violence prevention services

#### Programme performance in 2023 and target for 2025

- 1.166 The Office's work contributed to 10 countries undertaking cost-benefit analyses of financing cross-sectoral child- and gender-sensitive protection and violence prevention services, which met the planned target. The Special Representative facilitated peer-learning exchanges among ministers, including ministers for finance and planning, in various States across all regions on ways in which to assess returns on investment in integrated services to ensure children's protection and well-being.
- 1.167 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.88).

Table 1.88

#### Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	Member States have access to promising practices and practical guidance on assessing the high return on investing in cross-sectoral child- and gender-sensitive protection and violence prevention	10 countries undertook cost-benefit analyses of financing cross-sectoral child- and gender-sensitive protection and violence prevention services	10 countries use an analysis of return on investing in violence prevention to initiate legal and policy reforms to build or strengthen integrated child- and gender-sensitive protection and prevention services	15 countries use an analysis of return on investing in violence prevention to initiate legal and policy reforms to build or strengthen integrated child- and gender-sensitive protection and prevention services

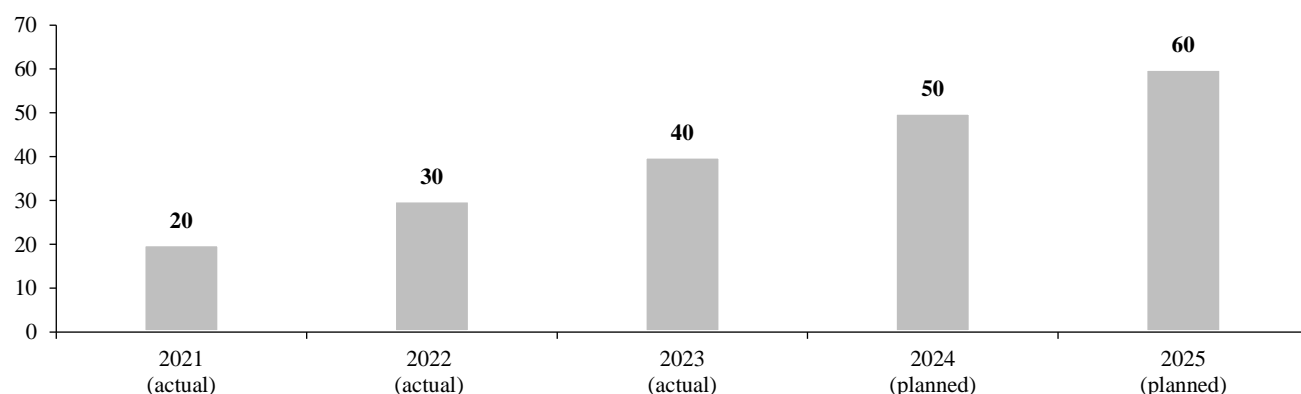
### Result 2: national human rights institutions include child protection and well-being in their monitoring activities

#### Programme performance in 2023 and target for 2025

- 1.168 The Office's work contributed to 10 additional national human rights institutions including child protection and well-being in their monitoring activities, which met the planned target of a total of 40 national human rights institutions. In 2023, the Special Representative engaged with 95 national human rights institutions during a meeting of the global network of national human rights institutions on their role in protecting children from deprivation of liberty, torture and other ill-treatment.
- 1.169 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XVII).

Figure 1.XVII

**Performance measure: number of national human rights institutions that have included child protection and well-being as a key dimension of their monitoring activities (cumulative)**



**Result 3: Revitalized pathfinding country initiative (pathfinding 2.0) to end violence against children by 2030**

**Proposed programme plan for 2025**

- 1.170 In October 2023, the Board of the Global Partnership to End Violence against Children decided to sunset the Partnership in its existing form and requested the Special Representative to lead the workstream on pathfinding countries. The pathfinding initiative provides a forum for Member States and partners to share experiences and be inspired by effective solutions that pave the way for a world free from violence for children.

*Lessons learned and planned change*

- 1.171 The lesson for the Office was the importance of the mandate's role in furthering the collaborative approach of this initiative and ensuring stronger ownership by Member States. In applying the lesson, the Office will revitalize the pathfinding country initiative in close cooperation with existing pathfinder countries, the United Nations system, donors and civil society partners, to provide stronger, integrated and context-specific support in order to accelerate efforts to end violence against children by 2030. To this end, a series of consultations in the pathfinding countries is under way to take stock of progress made and remaining challenges. This participatory approach will also be extended to the development of a road map for accelerating and monitoring action to end violence against children, to outline an accountability framework and to expand the number of pathfinder countries.
- 1.172 Expected progress towards the objective is presented in the performance measure below (see table 1.89).

Table 1.89

**Performance measure**

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	—	Road map for accelerating and monitoring action and associated institutional and accountability	5 additional Member States join the pathfinding 2.0 initiative

## Section 1 Overall policymaking, direction and coordination

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
			framework for the pathfinding 2.0 initiative is agreed by Member States	

### Legislative mandates

- 1.173 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

#### General Assembly resolutions

62/141; 67/152; 69/157; 70/137; 72/245; 73/155; 76/147; 78/187	Rights of the child	71/176; 75/166; 77/201	Protecting children from bullying
		75/185; 77/219	Human rights in the administration of justice

### Deliverables

- 1.174 Table 1.90 lists all deliverables of the programme.

Table 1.90

#### Office of the Special Representative of the Secretary-General on Violence against Children: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Annual reports to the General Assembly	1	1	1	1
2. Annual reports to the Human Rights Council	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Meetings of:				
3. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. The Fifth Committee	1	1	1	1
5. The Third Committee	1	1	1	1
6. The Human Rights Council	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>
7. Voluntary national reviews: analytical review	1	1	1	1
8. Children as agents of positive change: a mapping of children's initiatives	1	1	1	1
9. Advocacy brief on ending immigration detention of children	—	—	1	—
10. Publications on priority issues related to violence against children	2	2	2	2

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
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**C. Substantive deliverables**

**Consultation, advice and advocacy:** high-level advocacy with Member States, regional organizations and other key stakeholders, including by undertaking country missions to at least 10 Member States across all regions; organization or co-organization of 10 high-level events to raise awareness, share promising practices and advocate for stronger action on ending violence against children; expert advice and tools on policy matters for Member States and other key stakeholders; and consultations with approximately 1,000 children.

**Databases and substantive digital materials:** global interactive database of child participation initiatives to map children's initiatives across regions.

**D. Communication deliverables**

**Outreach programmes, special events and information materials:** communication products and information materials for targeted audiences and goals to raise awareness of the work of the mandate, provide updated information on trends and topical issues and highlight progress achieved.

**External and media relations:** at least 5 press conferences and 5 press releases, including opinion pieces and expert articles.

**Digital platforms and multimedia content:** social media campaign to raise awareness and mobilize action on the protection of children from violence; multimedia material produced and uploaded in the 6 official United Nations languages on the Office's website; and communication material uploaded daily to the Office's social media accounts.



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

### Overview

1.175 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.91 to 1.93.

Table 1.91

### Evolution of financial resources by object of expenditure

(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	2 106.2	2 268.1	—	—	—	—	—	—	2 268.1
Other staff costs	76.4	127.1	—	—	—	—	—	—	127.1
Hospitality	—	0.7	—	—	—	—	—	—	0.7
Consultants	259.7	269.4	—	—	—	—	—	—	269.4
Travel of staff	165.8	205.4	—	—	—	—	—	—	205.4
Contractual services	79.6	209.5	—	—	—	—	—	—	209.5
General operating expenses	16.8	28.8	—	—	—	—	—	—	28.8
Supplies and materials	0.2	4.7	—	—	—	—	—	—	4.7
Furniture and equipment	12.1	6.5	—	—	—	—	—	—	6.5
<b>Total</b>	<b>2 716.7</b>	<b>3 120.2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3 120.2</b>

Table 1.92

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)
Proposed for 2025	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)

Table 1.93

### Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
<b>Professional and higher</b>							
ASG	1	—	—	—	—	—	1
P-5	1	—	—	—	—	—	1
P-4	3	—	—	—	—	—	3
P-3	3	—	—	—	—	—	3
<b>Subtotal</b>	<b>8</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>8</b>

**Part I Overall policymaking, direction and coordination**

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
<b>General Service and related</b>						
GS (PL)	1	–	–	–	–	1
GS (OL)	1	–	–	–	–	1
<b>Subtotal</b>	<b>2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2</b>
<b>Total</b>	<b>10</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>10</b>

1.176 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.94 to 1.96 and figure 1.XVIII.

1.177 As reflected in tables 1.94 (1) and 1.95 (1), the overall resources proposed for 2025 amount to \$3,120,200 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.94

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	2 716.7	3 120.2	–	–	–	–	3 120.2
<b>Subtotal, 1</b>	<b>2 716.7</b>	<b>3 120.2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3 120.2</b>

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	576.6	576.6	–	–	576.6
<b>Subtotal, 2</b>	<b>576.6</b>	<b>576.6</b>	<b>–</b>	<b>–</b>	<b>576.6</b>
<b>Total (1+2)</b>	<b>3 293.3</b>	<b>3 696.8</b>	<b>–</b>	<b>–</b>	<b>3 696.8</b>

Table 1.95

**Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) *Regular budget*

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	10	–	–	–	–	10
<b>Subtotal, 1</b>	<b>10</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>10</b>

## (2) Extrabudgetary

Component	2024 estimate	Change	2025 estimate
Programme of work	2	–	2
<b>Subtotal, 2</b>	<b>2</b>	<b>–</b>	<b>2</b>
<b>Total (1+2)</b>	<b>12</b>	<b>–</b>	<b>12</b>

Table 1.96

**Evolution of financial and post resources**

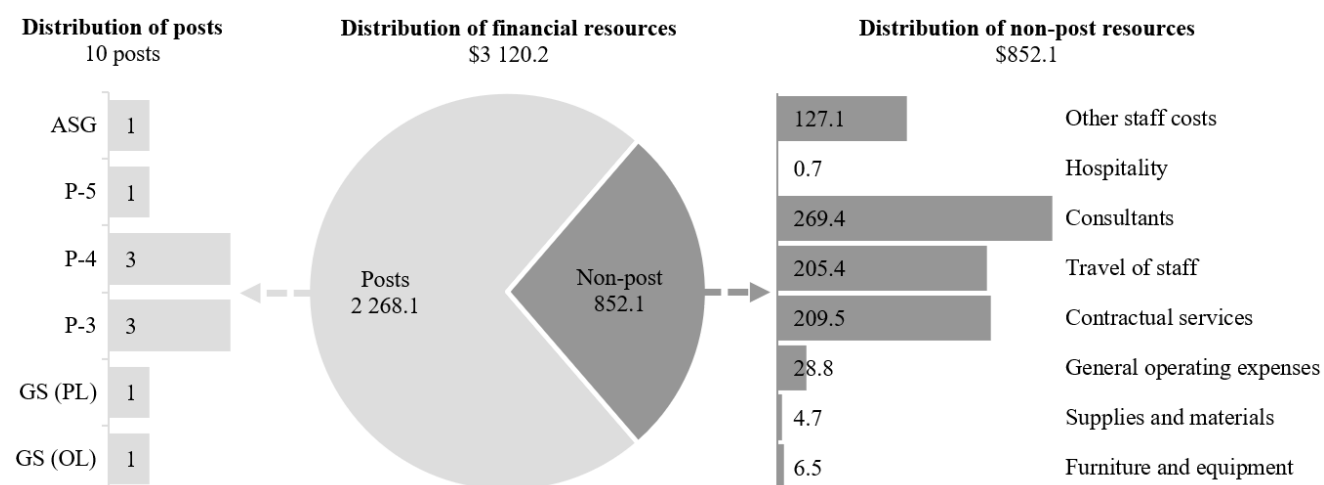
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	2 106.2	2 268.1	—	—	—	—	—	2 268.1
Non-post	610.5	852.1	—	—	—	—	—	852.1
Total	2 716.7	3 120.2	—	—	—	—	—	3 120.2
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		2	—	—	—	—	—	2
Total		10	—	—	—	—	—	10

Figure 1.XVIII

**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



### Extrabudgetary resources

- 1.178 As reflected in tables 1.94 (2) and 1.95 (2), extrabudgetary resources amount to \$576,600. The resources would complement regular budget resources and would be used mainly to provide for two posts (P-4 and P-3) and non-post resources that would be used to support the delivery of the Office's mandates and to carry out various activities that would enhance its impact and outreach, strengthen the implementation of its programme of work and increase the provision of technical advice and support to Member States, regional organizations and other partners.
- 1.179 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.180 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.97. The Office will continue to strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.97

### Compliance rate

(Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	83	19	57	100	100

## **VII. Office of the Victims' Rights Advocate**

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

#### **Overall orientation**

##### **Mandates and background**

- 1.181 The mandate of the Victims' Rights Advocate was created as part of the strategy set out in the 2017 report of the Secretary-General entitled "Special measures on protection from sexual exploitation and abuse: a new approach" (A/71/818). The mandate derives from the priorities established in General Assembly resolutions and/or decisions, including resolutions [62/214](#), [71/278](#), [71/297](#), [75/321](#), [76/274](#) and [77/333](#). The centrepiece of the strategy is to put the rights and dignity of victims at the centre of the work to prevent and respond to sexual exploitation and abuse across the United Nations system. The Victims' Rights Advocate has a system-wide role, with her advocacy and action extending to peacekeeping, humanitarian and development settings. At Headquarters, she is supported by the Office of the Victims' Rights Advocate. In the field, her mandate is operationalized through Senior Victims' Rights Officers in the Central African Republic, the Democratic Republic of the Congo, Haiti and South Sudan.

##### **Programme of work**

##### **Objective**

- 1.182 The objective, to which the Victims' Rights Advocate contributes, is to ensure that the rights and dignity of victims of sexual exploitation and abuse are prioritized in all efforts of the United Nations system to prevent and respond to sexual exploitation and abuse by its personnel, uniformed or civilian, in peacekeeping, humanitarian and development settings and by non-United Nations troops serving under a Security Council mandate.

##### **Strategy and external factors for 2025**

- 1.183 To contribute to the objective, the Victims' Rights Advocate will:
- (a) Engage in sustained advocacy with Member States, United Nations entities, agencies, funds and programmes, other intergovernmental bodies, Governments and State structures, civil society and others to amplify awareness of the negative impact that sexual exploitation and abuse has on victims and the work of all parts of the United Nations system, and foster an integrated response with regard to victims' rights to assistance, in line with the annex to General Assembly resolution [62/214](#);
  - (b) Operationalize the imperative of placing the rights and dignity of victims at the centre on the ground through support for a network of Senior Victims' Rights Officers and focal points for victims' rights, including the three additional focal points appointed in 2023, who serve as the main point of contact for all victims of sexual exploitation and abuse, and ensure that they receive assistance and support, accompanying them through investigation and consideration of their complaints and providing them with follow-up information, including on the progress of paternity/child support claims;
  - (c) Support Member States' implementation of the 2030 Agenda, in particular the achievement of Sustainable Development Goal 5 in the public and private spheres, including in relation to trafficking and sexual and other types of exploitation, and Goal 16, which is intended, among

others, to end the abuse and exploitation of, trafficking in, all forms of violence against and torture of children;

- (d) Engage with United Nations actors across the system to develop policy and offer practical advice, including to embed a victims' rights approach in the provision of assistance to victims, and provide guidance to the Senior Victims' Rights Officers, the victims' rights focal points and other actors in the field;
- (e) Seek to strengthen complaints mechanisms and contribute to creating an environment that encourages victims to come forward, in order to counter constraints that have a negative effect on victims' capacity to report misconduct and gain access to assistance and services.

1.184 The above-mentioned work is expected to result in:

- (a) Victims assisted in accordance with their individual needs;
- (b) A deepened understanding of how to prioritize the rights and dignity of victims across the United Nations system, implementing partners and beyond;
- (c) Creation and maintenance of an environment of trust between victims and the United Nations on the ground, encouraging them to come forward with complaints of misconduct, confident that they will be respected and receive support, assistance and protection;
- (d) Stronger system-wide collaboration and cooperation between Member States and the United Nations on accountability processes, including the resolution of paternity/child support claims, and access to services for victims.

1.185 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:

- (a) New cases of sexual abuse and exploitation perpetrated by United Nations and related personnel will become known to the Victims' Rights Advocate, the Office and the Senior Victims' Rights Officers;
- (b) Cases reported earlier might not be resolved;
- (c) Measures to prevent sexual exploitation and abuse integrate a system-wide victims' rights approach;
- (d) Victims of sexual abuse and exploitation will require ongoing support and assistance to rebuild their lives;
- (e) The urgency of establishing strong partnerships focusing on a victims' rights approach will be acknowledged more extensively inside and outside the United Nations system.

1.186 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to work with the Development Assistance Committee of the Organisation for Economic Co-operation and Development. It will continue to support the Multilateral Organisation Performance Assessment Network in implementing its indicators that measure progress in the prevention of sexual exploitation, sexual abuse and sexual harassment in multilateral organizations. The Office will sustain its engagement with the Global Alliance of National Human Rights Institutions in advocacy, training and capacity-building for national actors and the provision of support for victims across States and national jurisdictions.

1.187 With regard to inter-agency coordination and liaison, the Office will continue to collaborate with the Inter-Agency Standing Committee and its Champion on protection from sexual exploitation and abuse and sexual harassment to integrate a strong victims' rights focus into the implementation of its plan to accelerate protection from sexual exploitation and abuse in humanitarian response. The Victims' Rights Advocate will collaborate with the United Nations Executive Group to Prevent and Respond to Sexual Harassment in the UN System, which succeeded the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System in January 2024, on the

development and implementation of a victim-centred approach to this misconduct, so that this work is aligned with that on sexual exploitation and abuse.

- 1.188 The Office will continue its cooperation with the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse. It will collaborate with the Department of Management Strategy, Policy and Compliance and the Office of Legal Affairs to facilitate the more timely and effective resolution of outstanding paternity/child support claims arising from sexual exploitation and abuse, including through the possible development of a harmonized procedure for handling such claims. The Office will coordinate with the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to facilitate official visits of the Victims' Rights Advocate to peace operation settings. The Office will consolidate its collaboration with the Development Coordination Office and resident coordinators on their roles and responsibilities with respect to victims' rights and assistance in line with the management and accountability framework of the United Nations development and resident coordinator system, including by continuing to brief newly appointed resident coordinators and provide them with advice at their request. The Victims' Rights Advocate will also engage with other entities, including the internal justice system, on her mandate and the importance of the victims' rights approach.
- 1.189 The Office integrates a gender perspective into its policy and operational activities, deliverables and results, as appropriate. The majority of victims of sexual exploitation and abuse is women and girls, and most perpetrators are men. The Victims' Rights Advocate acknowledges that entrenched discrimination against women and girls, manifested in laws and policies, power imbalance and gender inequality and harmful practices, underpins such misconduct. The Victims' Rights Advocate understands that men and boys, especially in vulnerable situations, may be victims of sexual exploitation and abuse and face barriers to reporting. The Victims' Rights Advocate emphasizes that victims may experience hurt, harm, fear, reprisals, abandonment, exclusion from their community and stigma. She urges that interventions and responses be conceptualized, designed and implemented to promote the empowerment of victims and their inclusion in all issues that concern them.
- 1.190 The Victims' Rights Advocate promotes tailored responses, given that each victim is different and may be affected by intersecting, interconnected and multiple forms of discrimination, including on the basis of race, sex, gender, sexual orientation, age, minority and/or migration status or disability, in line with the United Nations Disability Inclusion Strategy and the strategic action plan of the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations. The Office seeks to make its core policy documents and training as accessible as possible. The Senior Victims' Rights Officers will continue to serve as the main contact for all victims and take steps to ensure that a victims' rights, gender- and child-sensitive and non-discriminatory approach is integrated into all activities to support and assist victims.

### **Evaluation activities**

- 1.191 An internal evaluation of the work and impact of the Office since its establishment in January 2019 commenced in 2022 and will be finalized in 2024.

### **Programme performance in 2023**

#### **Endorsement of the victims' rights statement by the Secretary-General's High-level Steering Group on preventing sexual exploitation and abuse**

- 1.192 In May 2023, the Secretary-General's High-level Steering Group on preventing sexual exploitation and abuse endorsed the United Nations victims' rights statement. Developed by the Victims' Rights Advocate through extensive consultation across United Nations entities and with rights advocates, it is affirmed in the statement that victims of sexual misconduct are entitled to the following rights: (a) to be treated with respect; (b) to receive assistance and support; (c) to justice and accountability; (d) to decide how involved to be in United Nations processes; (e) to obtain information; (f) to be

heard; (g) to privacy and confidentiality; (h) to be protected; (i) to a remedy; and (j) to complain of the treatment received.

1.193 Progress towards the objective is presented in the performance measure below (see table 1.98).

Table 1.98  
**Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Increased awareness of victims of their rights and how they can claim them	Increased awareness of victims of their rights and how they can claim them  United Nations system entities provided critical feedback for the development of revised guidance and tools to incorporate in full victims' perspectives and priorities	The victims' rights statement, in which the Secretary-General's policy of prioritizing the rights and dignity of victims in efforts to prevent and respond to sexual exploitation and abuse is affirmed, is endorsed by the Secretary-General's High-level Steering Group on preventing sexual exploitation and abuse

## **Planned results for 2025**

### **Result 1: realizing victims' rights to accountability and remedies**

#### **Programme performance in 2023 and target for 2025**

1.194 The Office's work contributed to discussions with relevant Secretariat entities on a methodology for addressing ancillary costs associated with the provision of legal assistance, which did not meet the planned target of victims in two countries with Senior Victims' Rights Officers benefiting from legal support provided by lawyers and legal aid organizations included in the roster. The target was not met because legal support could not be provided, given that solutions for addressing ancillary costs were not finalized before the end of the period.

1.195 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.99).

Table 1.99  
**Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Proposal of the Victims' Rights Advocate to create and maintain a roster of lawyers in consultation with the Office of Legal Affairs	Agreement by a Member State to provide funding for the costs associated with the creation and maintenance of a roster of pro bono lawyers	Discussions with Secretariat entities on addressing ancillary costs associated with the provision of legal assistance	Victims in 4 countries with Senior Victims' Rights Officers continue to benefit from legal support provided by lawyers and legal aid organizations included in the roster	Victims in 4 countries with Senior Victims' Rights Officers benefit from legal support provided by lawyers and legal aid organizations included in the roster



## Result 2: adoption of a victims' rights approach among all personnel assisting and investigating allegations of sexual exploitation and abuse

### Programme performance in 2023 and target for 2025

- 1.196 The Office's work contributed to increased number of personnel who assist victims or investigate allegations of sexual exploitation and abuse receiving briefings on the victims' rights approach, which met the planned target.
- 1.197 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.100).

Table 1.100

#### Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	United Nations internal justice system personnel handling allegations of sexual exploitation and abuse are briefed on the victims' rights approach	Increased number of personnel who assist victims or investigate allegations of sexual exploitation and abuse received briefings on the victims' rights approach	All new personnel assisting and investigating allegations of sexual exploitation and abuse receive briefings on the victims' rights approach, as a mandatory component of their induction training	All new personnel assisting and investigating allegations of sexual exploitation and abuse complete/participate in training on the victim-centred approach to sexual exploitation, sexual abuse and sexual harassment as part of their induction and ongoing training

## Result 3: strengthened system-wide implementation of the Secretary-General's strategy of placing the rights and dignity of victims at the centre of prevention and response from sexual exploitation and abuse

### Proposed programme plan for 2025

- 1.198 Reviews of the implementation of the Secretary-General's victim-centred and victims' rights approaches to protection from sexual exploitation and abuse show that, while the objective is accepted across the United Nations system, there is a recognized need for more work to ensure that all United Nations staff and related personnel understand and apply the practical action required to implement this approach.

#### *Lessons learned and planned change*

- 1.199 The lesson for the Office was the need to further advocate across the United Nations system for additional practical measures to implement victims' rights-based and victim-centred approaches and address the increased demand from United Nations personnel for guidance and support in this area. Increased advocacy by the Office among United Nations personnel in peacekeeping, humanitarian and development settings on the importance of implementing the victims' rights approach resulted in additional requests for the Victims' Rights Advocate to undertake field visits, meet and support victims and provide guidance to United Nations staff and related personnel, military personnel and leadership. In applying the lesson, the Office will roll out the victims' rights statement and the training module on a victim-centred approach to sexual exploitation, sexual abuse and sexual

harassment, making them available in all official United Nations languages, as well as local languages and accessible formats, which will be housed on a dedicated web page.

1.200 Expected progress towards the objective is presented in the performance measure below (see table 1.101).

Table 1.101

**Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
—	—	Endorsement of the victims' rights statement and launch of a training module on a victim-centred approach	The victims' rights statement and the training module on a victim-centred approach available in all 6 official languages of the United Nations	The victims' rights statement made available in accessible, simplified and child-friendly versions

**Legislative mandates**

1.201 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

*General Assembly resolutions*

<a href="#">62/214</a>	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (annex)	<a href="#">71/297</a>	Special measures for protection from sexual exploitation and abuse
<a href="#">71/278</a> ; <a href="#">75/321</a> ; <a href="#">76/303</a> ; <a href="#">77/333</a>	United Nations action on sexual exploitation and abuse	<a href="#">76/274</a>	Cross-cutting issues

**Deliverables**

1.202 Table 1.102 lists all deliverables of the programme.

Table 1.102

**Office of the Victims' Rights Advocate: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
2. The Fifth Committee	2	2	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
3. Project on mapping victims' rights services and approaches available throughout the United Nations system	1	1	1	1

## Section 1 Overall policymaking, direction and coordination

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>Seminars, workshops and training events</b> (number of days)	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>
4. Workshops on the mandate with international and regional organizations, regional and national human rights institutions and regional and national victims' rights advocates/commissioners	4	6	6	6
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
5. Annual report on the work of the Victims' Rights Advocate	2	2	2	2
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
6. Concept notes on challenges to victims of sexual exploitation and abuse	2	2	2	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> 5 briefings to Members States, 5 briefings to United Nations system-wide entities and webinars with universities and academic institutions.				
Sustained advocacy by the Victims' Rights Advocate, including through her (a) cooperation with the Inter-Agency Standing Committee; (b) briefings to Member States and Member State groupings, to senior mission leaders, to the global meeting of resident coordinators and induction of resident coordinators and other United Nations leaders; and (c) cooperation with United Nations country teams and humanitarian country teams.				
Regular engagement with Special Representatives of the Secretary-General, resident coordinators, and national and regional protection from sexual exploitation and abuse networks, including through the Victims' Rights Advocate's country visits.				
<b>Databases and substantive digital materials:</b> training module for United Nations staff, non-staff personnel and implementing partners and the victims' rights first web page.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> awareness-raising and educational materials on victims' rights.				
<b>External and media relations:</b> media interviews, statements, opinion pieces, press releases and expert articles.				
<b>Digital platforms and multimedia content:</b> website, social media content on areas of work, intranet stories and expansion of the victims' rights first thematic web page.				

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

### Overview

- 1.203 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.103 to 1.105.

Table 1.103

### Evolution of financial resources by object of expenditure

(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	773.1	937.7	—	—	—	—	—	—	937.7
Consultants	3.0	—	—	—	—	—	—	—	—
Travel of staff	50.5	81.0	—	—	—	—	—	—	81.0
Contractual services	27.2	9.8	—	—	—	—	—	—	9.8
General operating expenses	2.3	2.2	—	—	—	—	—	—	2.2
Supplies and materials	0.1	1.8	—	—	—	—	—	—	1.8
Furniture and equipment	0.1	—	—	—	—	—	—	—	—
<b>Total</b>	<b>856.4</b>	<b>1 032.5</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1 032.5</b>

Table 1.104

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)
Proposed for 2025	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)

Table 1.105

### Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
<b>Professional and higher</b>							
ASG	1	—	—	—	—	—	1
P-4	1	—	—	—	—	—	1
P-3	1	—	—	—	—	—	1
<b>Subtotal</b>	<b>3</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3</b>

**Section 1 Overall policymaking, direction and coordination**

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

1.204 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.106 to 1.109 and figure 1.XIX.

1.205 As reflected in tables 1.106 (1) and 1.108, the overall resources proposed for 2025 amount to \$1,032,500 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.106

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Programme of work	856.4	1 032.5	–	–	–	–	1 032.5
<b>Subtotal, 1</b>	<b>856.4</b>	<b>1 032.5</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 032.5</b>

(2) *Other assessed*

Component	2023 expenditure	2023 estimate	Change	Percentage	2025 estimate
Programme of work	–	50.6	–	–	50.6
<b>Subtotal, 2</b>	<b>–</b>	<b>50.6</b>	<b>–</b>	<b>–</b>	<b>50.6</b>

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	598.6	142.7	(86.4)	(60.5)	56.3
<b>Subtotal, 3</b>	<b>598.6</b>	<b>142.7</b>	<b>(86.4)</b>	<b>(60.5)</b>	<b>56.3</b>
<b>Total (1+2+3)</b>	<b>1 455.0</b>	<b>1 255.8</b>	<b>(86.4)</b>	<b>(7.0)</b>	<b>1 139.4</b>

Table 1.107  
**Proposed posts for 2025 by source of funding and component**  
(Number of posts)

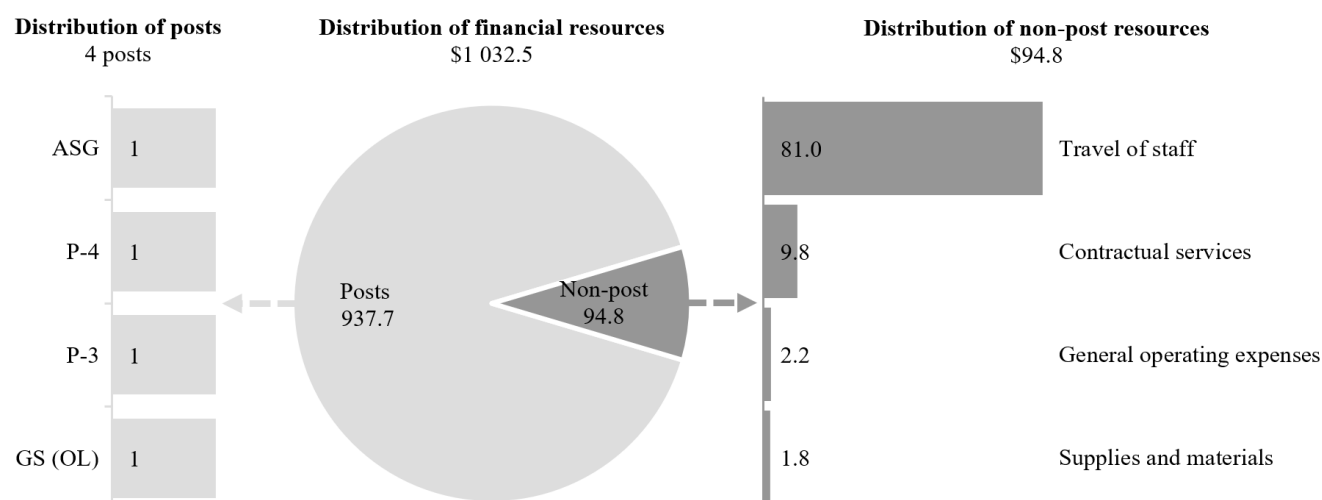
*Regular budget*

Component	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	4	—	—	—	—	4
<b>Total</b>	<b>4</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>4</b>

Table 1.108  
**Evolution of financial and post resources**  
(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								
Posts	773.1	937.7	—	—	—	—	—	937.7
Non-post	83.3	94.8	—	—	—	—	—	94.8
Total	856.4	1 032.5	—	—	—	—	—	1 032.5
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 1.XIX  
**Distribution of proposed resources for 2025 (before recosting)**  
(Number of posts/thousands of United States dollars)



Other assessed resources

- 1.206 As reflected in table 1.106 (2), other assessed resources amount to \$50,600. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

Extrabudgetary resources

- 1.207 As reflected in table 1.106 (3), extrabudgetary resources amount to \$56,300. The non-post resources would complement regular budget resources and support the delivery of its mandates, including carrying out various outreach activities, and increase the provision of technical advice and support to Member States, regional organizations and other partners.
- 1.208 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.209 Information on the advance booking for air travel is reflected in table 1.109. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.109  
**Compliance rate**  
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	67	14	50	100	100

## **VIII. Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse**

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

#### **Overall orientation**

##### **Mandates and background**

- 1.210 The Office was established in February 2016, when the Secretary-General appointed the Special Coordinator with a reporting line through the Chef de Cabinet to the Secretary-General to work across the United Nations system's offices, departments and agencies to strengthen the United Nations response to sexual exploitation and abuse, wherever it might occur, from Headquarters locations to the most remote field bases. The General Assembly, in its resolution [70/286](#), and the Security Council, by its resolution [2272 \(2016\)](#), welcomed the appointment of the Special Coordinator and the Secretary-General's continued efforts to implement and reinforce the United Nations zero-tolerance policy on sexual exploitation and abuse, in particular to strengthen the Organization's prevention, reporting, enforcement and remedial action in order to promote greater accountability. In its resolution [71/278](#), the Assembly welcomed the continued efforts of the Secretary-General to combat sexual exploitation and abuse, including the appointment of a Special Coordinator on improving the United Nations response to sexual exploitation and abuse and the establishment of a high-level task force to develop, as a matter of urgency, a clear, game-changing strategy to achieve visible and measurable improvements in the Organization's approach to preventing and responding to sexual exploitation and abuse. The Assembly also expressed its support to the Secretary-General, the Office and all relevant departments in their efforts to implement the zero-tolerance policy and, in particular, to strengthen the Organization's prevention, reporting, enforcement and response mechanisms in order to promote greater accountability, and in that regard requested the Secretary-General to continue to work in close consultation with Member States for the effective implementation of the policy.
- 1.211 The Special Coordinator drives and oversees the United Nations efforts to prevent and respond to sexual exploitation and abuse across the United Nations system. Through the development of procedures, protocols, standardized tools and support for United Nations entities and the field, the Special Coordinator continues efforts to align approaches and enhance coordination, cooperation and system-wide coherence.

#### **Programme of work**

##### **Objective**

- 1.212 The objective, to which this programme contributes, is to advance the United Nations response to sexual exploitation and abuse and to ensure a continuous focus on and sustained high-level attention to the prevention and response to sexual exploitation and abuse through a victim-centred approach.

##### **Strategy and external factors for 2025**

- 1.213 To contribute to the objective, the Office will:
- (a) Coordinate with United Nations entities, departments and offices to ensure the alignment and institutionalization of strategies to prevent and respond to sexual exploitation and abuse by developing initiatives to mitigate the risks of sexual exploitation and abuse across the United Nations system;



- (b) Promote the implementation of the Secretary-General's strategy to combat sexual exploitation and abuse across the system's more than 30 affiliated funds, programmes and specialized agencies and act as the secretariat of the Secretary-General's institutionalized standing bodies for protection against sexual exploitation and abuse, such as the High-level Steering Group on preventing sexual exploitation and abuse, convened by the Chef de Cabinet, which oversees the implementation of the Secretary-General's strategy;
- (c) Review and address the policy and operational gaps in the United Nations handling of sexual exploitation and abuse by all categories of United Nations personnel, both uniformed and civilian, and by non-United Nations actors;
- (d) Consult with international, regional and subregional organizations, Member States, United Nations independent human rights experts, civil society organizations, national human rights institutions, academic institutions and think tanks, as appropriate, to ensure that policies and operational efforts across the United Nations system reflect best practice;
- (e) Monitor the Secretary-General's public reporting mechanism for allegations of sexual exploitation and abuse;
- (f) Support an effective system-wide communications strategy to ensure a coordinated public message with respect to the United Nations response to sexual exploitation and abuse;
- (g) Work closely with leadership across the United Nations system to provide strategic support and guidance to assist in designing and developing comprehensive strategies, system-wide policies and initiatives to combat sexual exploitation and abuse and strengthen joint United Nations programming on prevention initiatives.

1.214 The above-mentioned work is expected to result in:

- (a) Strengthened prevention of and responses to sexual exploitation and abuse in a cohesive and coordinated manner, including improved data collection, monitoring and analysis of performance by the United Nations system;
- (b) Institutionalization of an organizational culture of zero tolerance for inaction for sexual exploitation and abuse, with a robust and consistent understanding among United Nations personnel of standards of conduct and the purpose of mission of the United Nations, to advance cultural change and address the underpinnings of sexual exploitation and abuse, including gender imbalances and the abuse of authority due to power differentials.

1.215 With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:

- (a) Personnel, at all levels, prioritize combating sexual exploitation and abuse within United Nations operations;
- (b) A collective independent investigation capacity is recognized, and appropriate organizational structures are put in place to respond;
- (c) The United Nations system supports the alignment and institutionalization of measures to prevent and respond to sexual exploitation and abuse.

1.216 With regard to inter-agency coordination, the Office will continue to seek cooperation with all United Nations partners, including agencies, funds and programmes, and the Inter-Agency Standing Committee and its Champion on protection from sexual exploitation and abuse and sexual harassment, to ensure coordination with relevant mandates and a coherent and consistent response. The Office will also continue to collaborate with the Office of the Victims' Rights Advocate, the Department of Management Strategy, Policy and Compliance and the Department of Global Communications, among other entities within the Organization, to ensure alignment of messages relating to the prevention of and response to sexual exploitation and abuse in internal and external communications. Furthermore, the Office will work closely with the Development Coordination Office and resident coordinators, globally, to support their roles and responsibilities in accordance with the management and

accountability framework of the United Nations development and resident coordinator system. The Office continues to serve as the secretariat of the Secretary-General's circle of leadership on the prevention of and response to sexual exploitation and abuse in United Nations operations, which comprises global leaders who actively support the agenda of combating sexual exploitation and abuse.

- 1.217 The Office integrates a gender perspective into its operational activities, deliverables, and results, as appropriate, recognizing the diverse identities of perpetrators, bystanders and victims. The Special Coordinator will advocate for comprehensive reforms in policy, culture and systems to mitigate discrimination, rectify power imbalances and alleviate gender disparities. Addressing the foundational factors contributing to sexual exploitation and abuse is paramount, with a specific emphasis on promoting gender equality. In recognizing that gender issues have an impact on all individuals, there is a resolute commitment to fostering inclusivity, equality, human rights and dignity across the board.
- 1.218 In line with the United Nations Disability Inclusion Strategy, the Office will identify ways to ensure the integration of disability inclusion across all projects. This involves mainstreaming disability inclusion through training and outreach material on preventing and responding to sexual exploitation and abuse, including on victim support, that is tailored to address the distinct needs and challenges of individuals with disabilities.

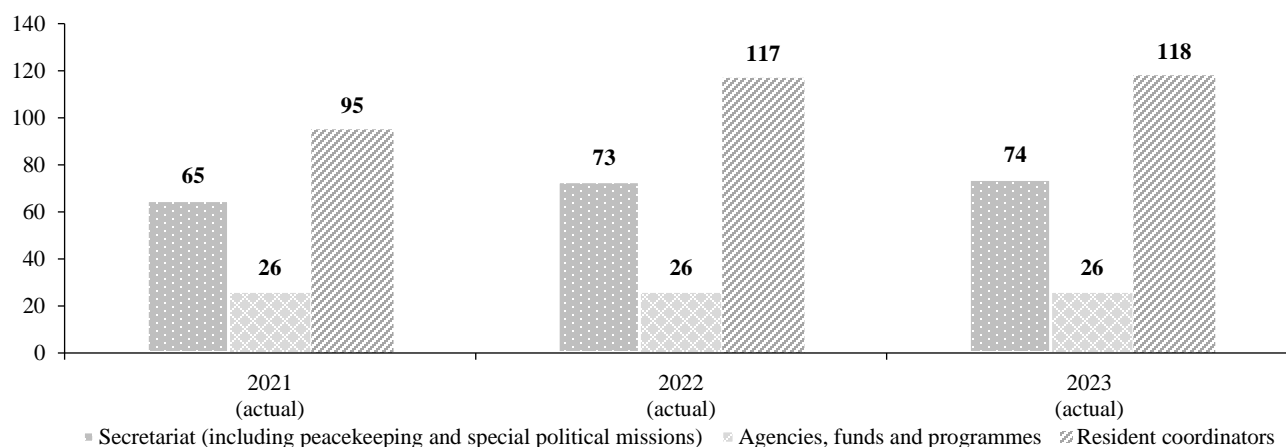
### Programme performance in 2023

#### Strengthened system-wide approach to the prevention of and response to sexual exploitation and abuse at both the strategic and operational levels

- 1.219 The Special Coordinator operationalized the United Nations framework for the prevention of and response to sexual exploitation and abuse across the United Nations system. This included providing strategic and operational guidance and support, strengthening monitoring and risk assessments and renewing the focus on enhancing partnerships and communication.
- 1.220 Visits were conducted by the Special Coordinator to United Nations offices and settings, including development and humanitarian operations. Those official visits helped to raise awareness of the necessary standards of conduct and explore ways in which the United Nations system could enhance leadership and provide the requisite expertise and resources. Moreover, the Office consistently engaged in global dialogues at both the leadership and operational/technical levels to assess the effectiveness of mechanisms for preventing and responding to sexual exploitation and abuse.
- 1.221 Progress towards the objective is presented in the performance measure below (see figure 1.XX).

Figure 1.XX

**Performance measure: number of heads of entities and resident coordinators with strategic and action plans on the prevention of and response to sexual exploitation and abuse (cumulative)**



## Planned results for 2025

### Result 1: risks of sexual exploitation and abuse across the pillars of the United Nations system (peace, development and humanitarian) mitigated and managed

#### Programme performance in 2023 and target for 2025

- 1.222 The Office's work contributed to the strengthened engagement of leadership and other personnel to manage risks relating to sexual exploitation and abuse, which met the planned target.
- 1.223 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.110).

Table 1.110  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	Strengthened engagement of leadership and other personnel to manage risks related to sexual exploitation and abuse, reinforce expected standards of behaviour and the prevention and response to sexual misconduct	An increased number of entities identify and plan for foreseeable risks in the protection from sexual exploitation and abuse	Integration of risk management strategies into the development of entity and country level action plans and certification through established management letters/compacts

### Result 2: a reduction in operational and policy and procedural gaps in the United Nations handling of sexual exploitation and abuse perpetrated by all categories of United Nations personnel system-wide

#### Programme performance in 2023 and target for 2025

- 1.224 The Office's work contributed to entities addressing policy and operational gaps, including alignment of the minimum standards on protection from and the response to sexual exploitation and abuse, which met the planned target.
- 1.225 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.111).

Table 1.111  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	Entities address policy and operational gaps, including alignment of the minimum standards on protection from and the response to	An increased number of entities address policy and operational gaps, including alignment of the minimum standards on protection from and	An increased number of entities address and align policies and operational gaps, with a focus on the amalgamation of

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
		sexual exploitation and abuse, and entities improve data-sharing and reporting	the response to sexual exploitation and abuse, and an increased number of entities systematically share data and fulfil reporting requirements	existing policies and best practices

**Result 3: One UN coordinated approach to more effectively address sexual exploitation and abuse**

**Proposed programme plan for 2025**

- 1.226 The Office supports the Secretary-General in directing cohesive efforts of his High-level Steering Group on the protection from sexual exploitation and abuse, formulating and implementing policies for integrated coordination, prevention measures, response protocols to allegations and timely, appropriate follow-up strategies, including appropriate support for victims.

*Lessons learned and planned change*

- 1.227 The lesson for the Office, informed by feedback from senior leaders, was that there were practical difficulties in determining the most effective way to fulfil their roles and responsibilities for the protection from sexual exploitation and abuse in their specific context and that, although guidance was available, there was a need for more practical tools that were user-friendly and strategically oriented. In applying the lesson, the Office will finalize and disseminate a practical toolkit for senior leaders designed to support the prevention of sexual exploitation and abuse programmes. The toolkit will be tailored to United Nations senior leaders operating across the system, including resident coordinators, high commissioners, heads of mission and country representatives and directors. It is also relevant for managers and staff supporting senior leaders, such as chiefs or heads of senior leaders' offices, and protection from sexual exploitation and abuse coordinators and focal points. The Office will develop an outreach plan that leverages existing channels to disseminate and promote the toolkit among senior leaders. This ongoing process will foster collaborative opportunities for engaging leaders, such as peer-to-peer engagement and spotlighting success stories of leaders on protection from sexual exploitation and abuse, which can also be used as lessons learned for others in the system. The Office will intensify its engagement with leadership across the United Nations system, through field visits and the provision of strategic guidance, prioritizing guidance to the field. To foster coherence at the technical level, the Office will continue to convene monthly protection from sexual exploitation and abuse working group and regular brown bag sessions in order to share information and best practice and to further the development of new initiatives, policies and protocols with regard to combating sexual exploitation and abuse. Through frequent discussions with protection from sexual exploitation and abuse practitioners, the Office aims to help to facilitate dialogue and improve understanding of the challenges relating to protection from sexual exploitation and abuse.
- 1.228 Expected progress towards the objective is presented in the performance measure below (see table 1.112).

Table 1.112  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	—	Senior leaders, in particular resident coordinators and humanitarian coordinators, as well as country directors, heads of agencies and NGOS and international NGOs, have access to a tailored and practical toolkit on the prevention of sexual exploitation and abuse	Senior leaders have access to additional resources and communications, which lead to the adoption and use of a toolkit to fulfil their protection from sexual exploitation and abuse roles and responsibilities

## Legislative mandates

- 1.229 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

### General Assembly resolutions

59/300; 61/267 B	Comprehensive review of a strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations	70/286	Cross-cutting issues
62/63	Criminal accountability of United Nations officials and experts on mission	71/278; 72/312; 73/302; 75/321; 76/303; 77/333	United Nations action on sexual exploitation and abuse
62/214	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel	71/297	Special measures for protection from sexual exploitation and abuse

### Security Council resolutions

2272 (2016)	2436 (2018)
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## Deliverables

- 1.230 Table 1.113 lists all deliverables of the programme.

Table 1.113

**Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse: deliverables for the period 2023–2025, by category and subcategory**

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	1	1	1	1
1. Report of the Secretary-General on special measures for protection from sexual exploitation and abuse	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	4	6	4	6
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	2	3	2	3
3. The Fifth Committee	2	3	2	3
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	5	34	5	30
4. Training events with international and regional organizations and regional and national coordinators for protection from sexual exploitation and abuse	5	34	5	30
<b>Technical materials</b> (number of materials)	1	1	1	2
5. Tools/manual on protection against sexual exploitation and abuse	1	1	1	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> briefings to Members States; webinars with universities and academic institutions, think tanks; and discussions with civil society organizations.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> outreach and awareness-raising campaigns; educational materials, including system-wide fact sheets on the Secretary-General's initiatives to prevent and respond to sexual exploitation and abuse; and outreach initiatives.				
<b>External and media relations:</b> media interviews, opinion pieces, press releases and expert articles.				
<b>Digital platforms and multimedia content:</b> content of the Secretary-General's website on preventing sexual exploitation and abuse and social media posts on areas of work.				
<b>E. Enabling deliverables</b>				
<b>Internal justice and oversight:</b> annual or biannual High-level Steering Group meetings on sexual exploitation and abuse; bimonthly sexual exploitation and abuse working group meetings that include more than 30 entities/departments/offices within the United Nations system; and annual system-wide survey on facts and perceptions of United Nations personnel (civilian, police and military) to gain information on their awareness of the standards of conduct and behaviour to prevent and respond to sexual exploitation and abuse.				

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

### Overview

- 1.231 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.114 to 1.116.

Table 1.114

### Evolution of financial resources by object of expenditure

(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	869.3	1 036.8	—	—	—	—	—	1 036.8
Other staff costs	0.7	—	—	—	—	—	—	—
Travel of staff	83.6	90.2	—	—	—	—	—	90.2
Contractual services	10.9	14.8	—	—	—	—	—	14.8
General operating expenses	2.7	4.5	—	—	—	—	—	4.5
Supplies and materials	0.2	1.3	—	—	—	—	—	1.3
Furniture and equipment	8.8	5.0	—	—	—	—	—	5.0
<b>Total</b>	<b>976.4</b>	<b>1 152.6</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1 152.6</b>

Table 1.115

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	4	1 USG, 1 P-5, 1 P-4, 1 GS (OL)
Proposed for 2025	4	1 USG, 1 P-5, 1 P-4, 1 GS (OL)

Table 1.116

### Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
<b>Professional and higher</b>						
USG	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	1	—	—	—	—	1
<b>Subtotal</b>	<b>3</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3</b>

**Part I Overall policymaking, direction and coordination**

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

1.232 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.117 to 1.119 and figure 1.XXI.

1.233 As reflected in table 1.117 (1), the overall resources proposed for 2025 amount to \$1,152,600 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.117

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	976.4	1 152.6	–	–	–	–	1 152.6
<b>Subtotal, 1</b>	<b>976.4</b>	<b>1 152.6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 152.6</b>

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	–	56.0	–	–	56.0
<b>Subtotal, 2</b>	<b>–</b>	<b>56.0</b>	<b>–</b>	<b>–</b>	<b>56.0</b>

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	692.2	1 631.9	2.0	0.1	1 633.9
<b>Subtotal, 3</b>	<b>692.2</b>	<b>1 631.9</b>	<b>2.0</b>	<b>0.1</b>	<b>1 633.9</b>
<b>Total (1+2+3)</b>	<b>1 668.6</b>	<b>2 840.5</b>	<b>2.0</b>	<b>0.1</b>	<b>2 842.5</b>



Table 1.118  
**Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) *Regular budget*

Component	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	4	–	–	–	–	4
<b>Subtotal, 1</b>	<b>4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4</b>

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Programme of work	5	–	5
<b>Subtotal, 2</b>	<b>5</b>	<b>–</b>	<b>5</b>
<b>Total (1+2)</b>	<b>9</b>	<b>–</b>	<b>9</b>

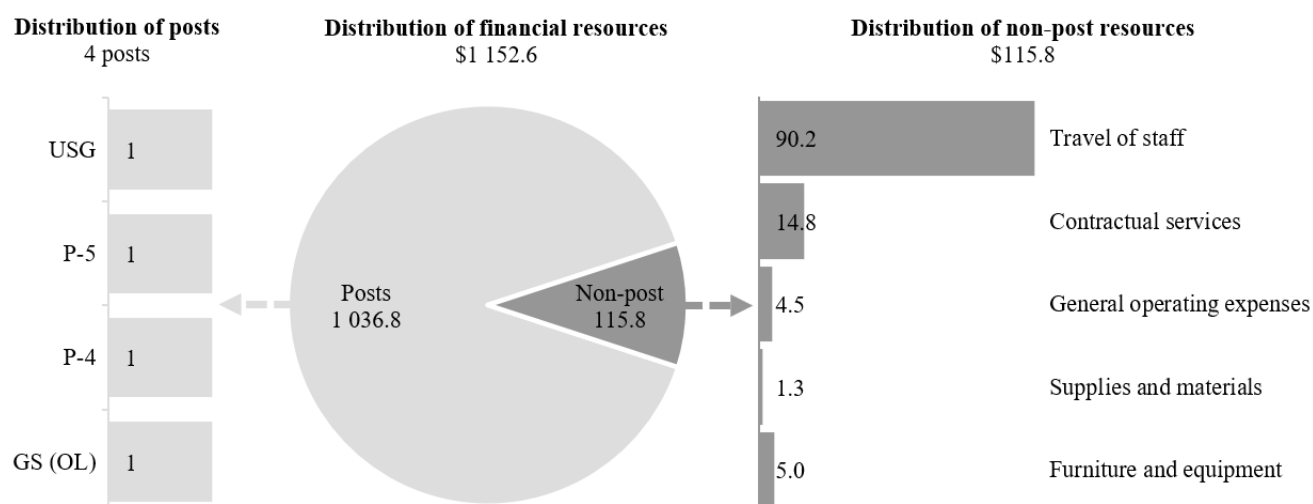
Table 1.119  
**Evolution of financial and post resources**

(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								
Posts	869.3	1 036.8	—	—	—	—	—	1 036.8
Non-post	107.1	115.8	—	—	—	—	—	115.8
Total	976.4	1 152.6	—	—	—	—	—	1 152.6
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 1.XXI  
**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



#### Other assessed resources

- 1.234 As reflected in table 1.117 (2), other assessed resources amount to \$56,000. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 (A/78/746).

#### Extrabudgetary resources

- 1.235 As reflected in table 1.117 (3), extrabudgetary resources amount to \$1,633,900. The resources would complement the regular budget resources and would be used mainly to provide for five posts (2 P-4, 2 P-3 and 1 General Service (Other level)) and non-post resources that would be used to support the delivery of its mandates and to support the Office in carrying out various activities, including the finalization and distribution of a manual on protection against sexual exploitation and abuse, cover official travel of staff (i.e., to the field operations) and provide for contractual services and general operating costs for gratis personnel.
- 1.236 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.237 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.120. While the Office makes every effort to follow the advance booking of air travel policy, it is not always possible to comply owing to unforeseen circumstances, including the need to travel to the field on short notice. The Office will continue to strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.120  
**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	100	—	14	100	100

## **IX. Office of the United Nations Ombudsman and Mediation Services**

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

#### **Overall orientation**

#### **Mandates and background**

- 1.238 The Office of the United Nations Ombudsman and Mediation Services is responsible for providing confidential, impartial and independent conflict resolution services to address work-related issues of staff members and non-staff personnel, upon request. In doing so, the United Nations Ombudsman makes an essential contribution to making the Organization a productive, healthy and enabling workplace.
- 1.239 The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [55/258](#) and [56/253](#). The Office was further strengthened by the Assembly, pursuant to its resolutions [61/261](#) and [62/228](#), to create an integrated and geographically decentralized Office. By its resolution [73/276](#), the Assembly requested the Secretary-General to establish, within existing resources, a pilot project to offer access to informal dispute resolution services to non-staff personnel. By its resolution [78/248](#), the Assembly decided to regularize the pilot project for access by non-staff personnel to the services of the Office, within existing resources.

#### **Programme of work**

#### **Objective**

- 1.240 The objective, to which this Office contributes, is to ensure the effective functioning of the Organization by enhancing harmony in the workplace through an efficient and effective option for staff and non-staff personnel to seek redress to grievances.

#### **Strategy and external factors for 2025**

- 1.241 To contribute to the objective, the Office will:
- (a) Provide the full range of conflict resolution services to United Nations staff and non-staff personnel in three core areas: case intervention to address grievances from staff and non-staff personnel; systematic feedback to relevant stakeholders for improvements in the workplace; and capacity-building to strengthen the ability of staff and non-staff personnel to address workplace conflict effectively;
  - (b) Provide greater access to conflict resolution services to staff and non-staff personnel, irrespective of location, including through the provision of services in all six official languages of the United Nations, ensuring access for all staff and non-staff personnel to the informal pillar of the administration of justice;
  - (c) Conduct outreach efforts to raise awareness of the importance of informal dispute resolution as a preferred first step in the Organization;
  - (d) Promote and facilitate healthy dialogue among colleagues through the delivery of its workshops on “civility, communication and community”.
- 1.242 The above-mentioned work is expected to result in:
- (a) A more harmonious work environment for United Nations staff and non-staff personnel;
  - (b) More productive and more effective functioning of the Organization;

- (c) Improved understanding by staff and non-staff personnel and managers of the importance of resilience and flexibility in promoting a harmonious workplace.
- 1.243 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) All staff and non-staff personnel, including those in supervisory functions, avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;
  - (b) All staff and non-staff personnel observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
  - (c) Caseload trends remain stable.
- 1.244 With regard to cooperation with other entities and inter-agency coordination and liaison, the Office will continue to cooperate with the ombudsmen and mediators of the United Nations system so as to contribute to improved system-wide cohesion and impact in the area of conflict resolution in the workplace. The Office will also focus on building stronger collaboration with the formal system of the administration of justice and to explore opportunities for more referrals from the formal to the informal pillar.
- 1.245 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, the Office will continue to integrate a gender perspective into the provision of conflict resolution services and the identification of systemic issues to provide feedback on gender inequities, as observed in cases brought forward. The Office also compiles gender-disaggregated data.
- 1.246 In line with the United Nations Disability Inclusion Strategy, the Office will work to ensure that it takes into account the needs of persons with disabilities, facilitating their full and effective participation in the activities of the Office, whenever applicable. The Office will work to increase the accessibility of its services, in particular ensuring that the relevant content, such as information conveyed through its online platforms, is available to persons with disabilities.

### **Evaluation activities**

- 1.247 An evaluation of client satisfaction, conducted by the Office and completed in 2023, has guided the proposed programme plan for 2025.
- 1.248 In response to the results of the evaluation referenced above, the Office will work closely with stakeholders and staff and non-staff personnel to raise awareness of the importance of opting for the informal dispute resolution process as a first step. The Office will continue to deliver workshops aimed at increasing awareness of informal conflict resolution mechanisms and building conflict competence skills by engaging staff and non-staff personnel in dialogue and at promoting action to improve workplace behaviour, thereby helping to create a harmonious environment in which everyone can thrive in dignity and mutual respect.
- 1.249 An evaluation of client satisfaction, to be conducted by the Office, is planned for 2025.

### **Programme performance in 2023**

#### **Enhanced awareness of United Nations personnel of informal conflict resolution mechanisms at the workplace**

- 1.250 The General Assembly, in its resolution [77/260](#), requested the Secretary-General to increase awareness among staff of the possibility of having conversations to explore informal conflict resolution, including mediation, as a first step, where feasible, prior to filing a formal complaint. The Office used both online and in-person channels to promote knowledge and awareness of its

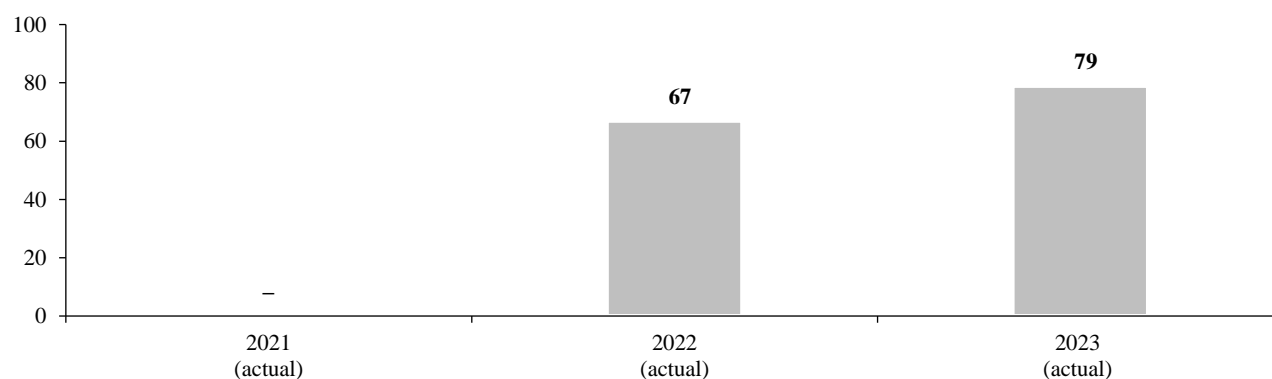
informal conflict resolution services to all staff and non-staff personnel. In 2023, the Office increased the number of outreach activities, including presentations, information sessions, broadcasts and workshops, delivered to United Nations staff and non-staff personnel around the world, from 60 in 2022 to 260 in 2023. In addition, the Office continued to engage with individual managers, including senior leadership, and management bodies of the Organization on a regular basis to promote the use of informal dispute resolution mechanisms. These efforts have enabled United Nations personnel to develop skills and strategies to address workplace concerns and resolve conflicts in the workplace.

1.251 Progress towards the objective is presented in the performance measure below (see figure 1.XXII).

Figure 1.XXII

**Performance measure: visitors to the Office of the United Nations Ombudsman and Mediation Services who indicated that they had learned about information and strategies that could help them to resolve conflict in the workplace**

(Percentage)



## Planned results for 2025

### Result 1: increased reach to promote dignity through civility in the workplace

#### Programme performance in 2023 and target for 2025

- 1.252 The Office's work contributed to the expansion of dignity through civility initiatives, through the increased awareness and skills of 6,675 personnel to promote the principle of dignity, as outlined in the Charter of the United Nations, in their daily interaction and their performance output, which met the planned target.
- 1.253 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.121).

Table 1.121

#### Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Roll-out of global team site (online collaboration tool) with toolkits and communication materials	Increased awareness of 4,861 United Nations personnel to promote the principle of dignity, as outlined in the	Expansion of dignity through civility initiatives, through increased awareness and skills of 6,675	Increased number of staff reached through the expansion of dignity through civility initiatives	Increased number of staff and non-staff personnel reached through the expansion of dignity

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	Charter of the United Nations, in their daily interaction and their performance output	United Nations personnel to promote the principle of dignity		through civility initiatives

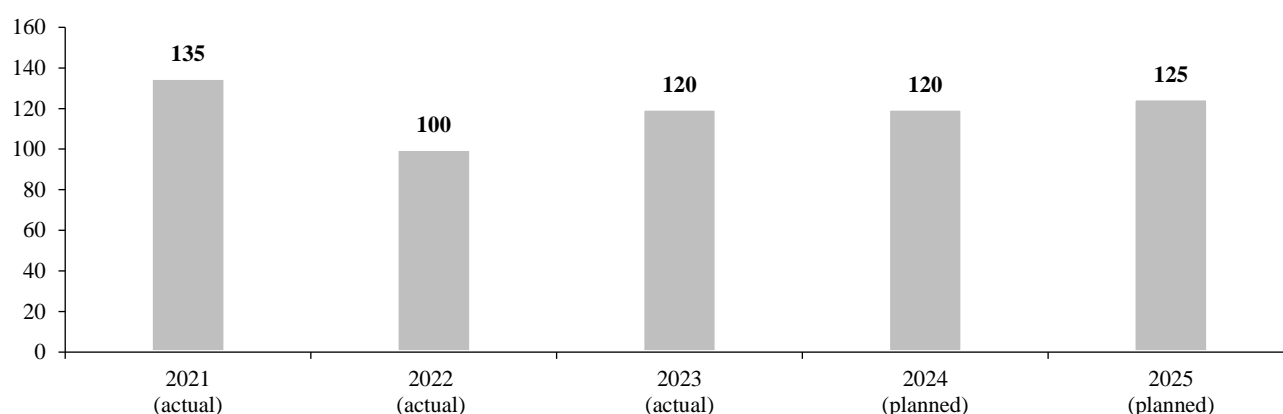
## **Result 2: improved access to mediation services**

### **Programme performance in 2023 and target for 2025**

- 1.254 The Office's work contributed to 120 mediation services conducted through a decentralized approach, which exceeded the planned target of 110 mediations.
- 1.255 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXIII).

Figure 1.XXIII

**Performance measure: number of mediation services conducted through a decentralization of services (annual)**



## **Result 3: United Nations non-staff personnel have access to informal conflict resolution services**

### **Proposed programme plan for 2025**

- 1.256 By its resolution [78/248](#), the General Assembly decided to regularize the pilot project for access of non-staff personnel to the services of the Office within existing resources. The Office noted that non-staff personnel frequently raised concerns about their contractual terms and conditions, the responsiveness and timeliness in handling issues that they brought forward, and career opportunities, team environment, performance management and supervisory relationships. The Office provides an accessible, safe and confidential resource in the Organization. Given that non-staff personnel will remain a part of the United Nations workforce, they will benefit from continued access to ombudsman and mediation services.

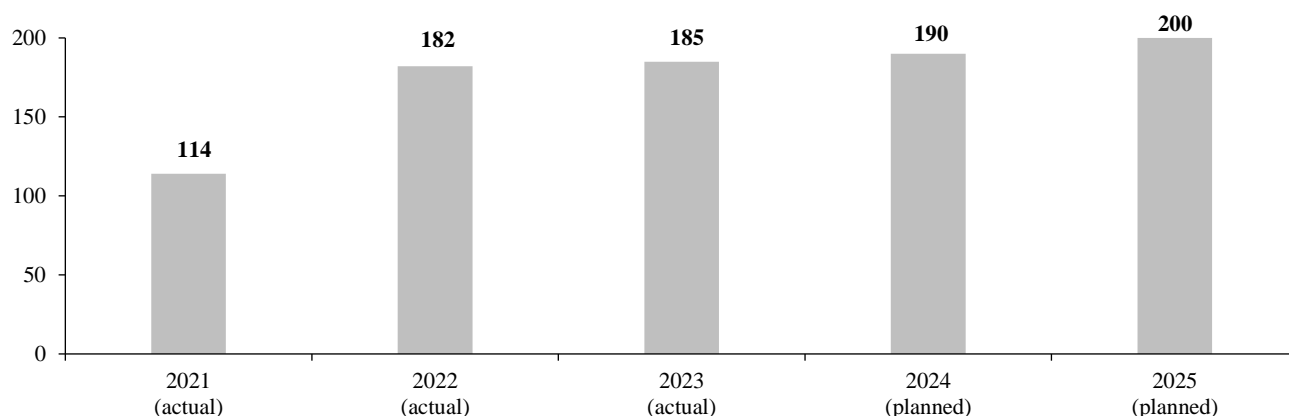
### *Lessons learned and planned change*

- 1.257 The lesson for the Office was the need to increase awareness of non-staff personnel of the organizational processes and procedures for conflict resolution, including how to gain access to available informal conflict resolution mechanisms, given that Office has observed that non-staff personnel often have limited knowledge in this area. In applying the lesson, the Office will conduct outreach to stakeholders, such as human resources officers, to inform them of the availability of the Office's services for non-staff personnel.

1.258 Expected progress towards the objective is presented in the performance measure below (see figure 1.XXIV).

Figure 1.XXIV

**Performance measure: number of non-staff personnel utilizing informal conflict resolution services**



## Legislative mandates

1.259 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

### General Assembly resolutions

55/258	Human resources management	62/228; 76/242;	Administration of justice at the United Nations
56/253	Questions relating to the proposed programme budget for the biennium 2002–2003	77/260; 78/248	
		65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations

## Deliverables

1.260 Table 1.122 lists all deliverables of the programme.

Table 1.122

**Office of the United Nations Ombudsman and Mediation Services: deliverables for the period 2023–2025, by category and subcategory**

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Report of the Secretary-General to the General Assembly on activities of the Office of the United Nations Ombudsman and Mediation Services	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
3. The Fifth Committee	3	3	3	3
4. The Sixth Committee	1	1	1	1

**Part I**                      **Overall policymaking, direction and coordination**

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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**E. Enabling deliverables**

Capacity-building of staff and non-staff personnel through the Dignity through Civility workshops.

**Internal justice and oversight:** in-person and remote informal dispute resolution services for staff and non-staff personnel; analysis of the root causes of conflict and the provision of upward feedback on systemic issues for an improvement in workplace conditions; awareness-raising and conflict competence-building activities, including information sessions, thematic and interactive panel discussions and workshops; and maintenance of a website in all United Nations official languages and the distribution of printed resource materials on conflict resolution.

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

### Overview

- 1.261 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.123 to 1.125.

Table 1.123

### Evolution of financial resources by object of expenditure

(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	3 743.4	4 028.0	—	—	—	—	4 028.0
Other staff costs	31.3	171.2	—	—	—	—	171.2
Consultants	15.0	35.9	—	—	—	—	35.9
Travel of staff	52.8	58.0	—	—	—	—	58.0
Contractual services	55.7	78.3	—	—	—	—	78.3
General operating expenses	25.3	49.8	—	—	—	—	49.8
Supplies and materials	0.5	9.8	—	—	—	—	9.8
Furniture and equipment	14.6	2.1	—	—	—	—	2.1
Other	0.1	—	—	—	—	—	—
<b>Total</b>	<b>3 938.7</b>	<b>4 433.1</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>4 433.1</b>

Table 1.124

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL
Proposed for 2025	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL

Table 1.125

### Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				2025 proposed	
	2024 approved	Technical adjustments	New/expanded mandates	Other		Total
Professional and higher						
ASG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	7	—	—	—	—	7
P-4	2	—	—	—	—	2
P-3	2	—	—	—	—	2
Subtotal	13	—	—	—	—	13

**Part I Overall policymaking, direction and coordination**

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	5	—	—	—	—	5
LL	3	—	—	—	—	3
Subtotal	8	—	—	—	—	8
Total	21	—	—	—	—	21

1.262 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.126 to 1.128 and figure 1.XXV.

1.263 As reflected in tables 1.127 (1) and 1.128 (1), the overall resources proposed for 2025 amount to \$4,433,100 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.126

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	3 938.7	4 433.1	–	–	–	–	4 433.1
<b>Subtotal, 1</b>	<b>3 938.7</b>	<b>4 433.1</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4 433.1</b>

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change		Percentage	2025 estimate
Programme of work	2 275.2	2 490.5	369.9	14.9		2 860.4
<b>Subtotal, 2</b>	<b>2 275.2</b>	<b>2 490.5</b>	<b>369.9</b>	<b>14.9</b>		<b>2 860.4</b>

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change		Percentage	2025 estimate
Programme of work	73.5	60.0	–	–		60.0
<b>Subtotal, 3</b>	<b>73.5</b>	<b>60.0</b>	<b>–</b>	<b>–</b>		<b>60.0</b>
<b>Total (1+2+3)</b>	<b>6 287.4</b>	<b>6 983.6</b>	<b>369.9</b>	<b>5.3</b>		<b>7 353.5</b>

Table 1.127  
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	21	–	–	–	–	21
<b>Subtotal, 1</b>	<b>21</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>21</b>

(2) Other assessed

Component	2024 estimate	Change	2025 estimate
Programme of work	9	–	9
<b>Subtotal, 2</b>	<b>9</b>	<b>–</b>	<b>9</b>
<b>Total (1+2)</b>	<b>30</b>	<b>–</b>	<b>30</b>

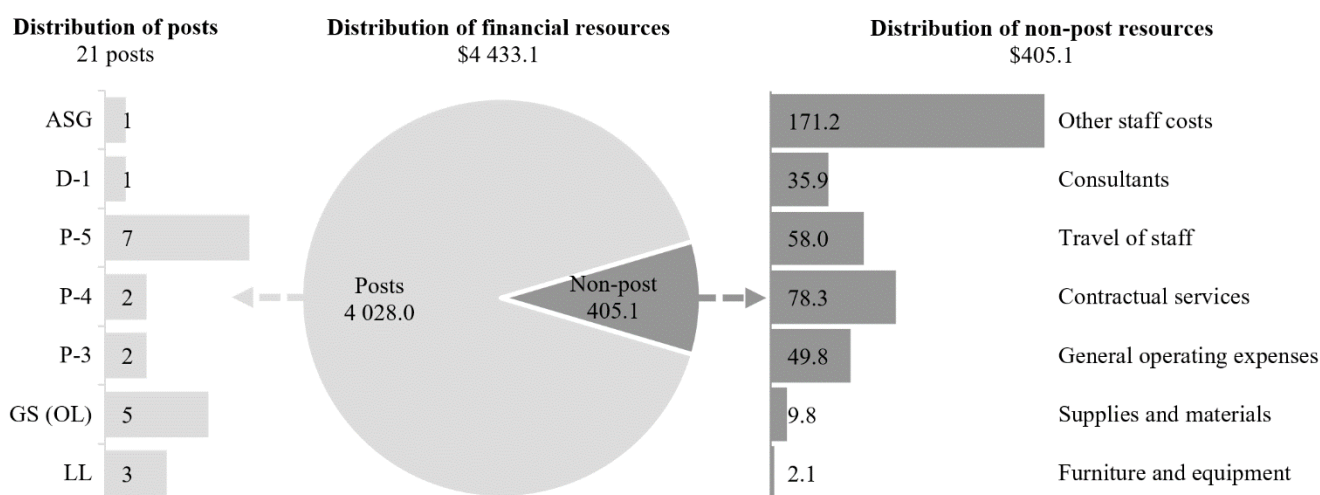
Table 1.128  
Evolution of financial and post resources

(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								
Posts	3 743.4	4 028.0	—	—	—	—	—	4 028.0
Non-post	195.3	405.1	—	—	—	—	—	405.1
Total	3 938.7	4 433.1	—	—	—	—	—	4 433.1
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		8	—	—	—	—	—	8
Total		21	—	—	—	—	—	21

Figure 1.XXV  
**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



#### Other assessed resources

- 1.264 As reflected in tables 1.126 (2) and 1.127 (2), other assessed resources amount to \$2,860,400. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

#### Extrabudgetary resources

- 1.265 As reflected in table 1.126 (3), extrabudgetary resources amount to \$60,000. The non-post resources would complement regular budget resources and would be used mainly to support the delivery of its mandates, including the provision of conflict resolution services to the International Court of Justice and the World Meteorological Organization in accordance with the memorandum of understanding.
- 1.266 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.267 Information on the timely submission of documentation and advance booking of air travel is reflected in table 1.129.

Table 1.129  
**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	80	58	86	100	100

## **X. Office of Administration of Justice**

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

#### **Overall orientation**

##### **Mandates and background**

- 1.268 The Office of Administration of Justice is responsible for the overall coordination of the system of administration of justice and contributing to its functioning in a fair, transparent and efficient manner. The mandate of the Office derives from relevant General Assembly resolutions, including resolutions [61/261](#), [62/228](#) and [63/253](#), by which the Assembly established a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice and placed emphasis on the need to ensure the fair and just treatment of United Nations staff and the accountability of managers and staff alike.

##### **Programme of work**

###### **Objective**

- 1.269 The objective, to which the Office contributes, is to ensure access to justice, in particular to jurisprudence, and respect for the rights and obligations of staff members and the accountability of managers and staff members alike through the efficient and effective functioning of the system of administration of justice.

###### **Strategy and external factors for 2025**

- 1.270 To contribute to the objective, the Office will:
- (a) Provide easy access to jurisprudence through the website of the United Nations system of administration of justice, the fully searchable jurisprudence database, the improved searchable digest of case law and outreach means;
  - (b) Provide legal advice and assistance and, where appropriate, legal representation to staff;
  - (c) Enhance the case management systems and provide substantive, technical and administrative support to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
  - (d) Raise awareness of and increased access to workplace dispute resolution mechanisms, with a focus on field missions and offices, in furtherance of General Assembly resolutions [73/276](#), [74/258](#), [75/248](#) and [76/242](#).
- 1.271 The above-mentioned work is expected to result in:
- (a) Improved decision-making by managers;
  - (b) Increased access to information on when and how to pursue a claim before the Tribunals;
  - (c) Effective dispute resolution;
  - (d) More expedient processing of cases.
- 1.272 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;

- (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the Tribunals prior to filing applications;
  - (c) Caseload and disposal of cases remain stable;
  - (d) Staff members in remote locations have Internet connectivity to file electronically.
- 1.273 With regard to inter-agency coordination and liaison, the Office will continue to implement its comprehensive outreach strategy to provide staff with improved access to information and resources to resolve workplace grievances. To continue to implement this strategy and reach out to the largest number of staff members possible, in particular in locations away from Headquarters, the Office intends to work collaboratively with several entities and the separately administered funds and programmes. To increase the accessibility of other agencies to the jurisprudence of the Tribunals, the Office launched a fully searchable jurisprudence database in 2022 and, throughout 2023, continued to enhance it. In 2025, the Office will continue to invest in promoting outreach activities to raise awareness of this resource, including in cooperation with other agencies. The Office will also continue to coordinate the preparation of the report of the Secretary-General on the functioning of the system of administration of justice and report on trends and observations.
- 1.274 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Office will continue to identify any systemic issues concerning gender inequality in the access to the system of administration of justice and recommend remedial action. The Office's gender team will continue to support the implementation of the system-wide strategy on gender equality and the empowerment of women.
- 1.275 In line with the United Nations Disability Inclusion Strategy, the Office will maintain accessibility features on the website of the Office that benefit users with temporary or long-term disabilities, in collaboration with the Department of Global Communications.

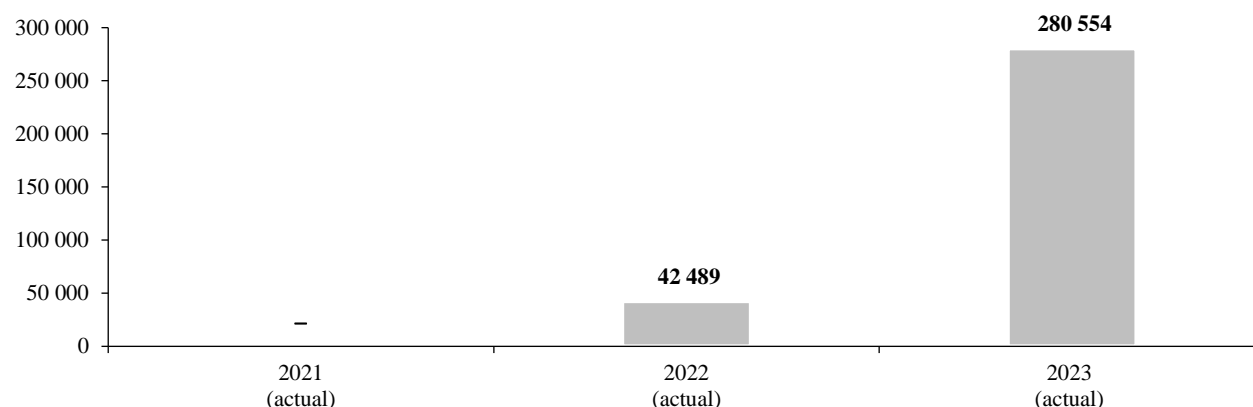
## Programme performance in 2023

### Increased use and availability of resources for the system of administration of justice

- 1.276 The Office continuously aims to raise awareness of and increase access to workplace dispute resolution mechanisms, in line with its mandate, including through the use of technology, wherever possible. In 2023, the Office continued its work on the Caselaw portal, launched in October 2022, by working with the Office of Information and Communications Technology to enhance the configuration of the portal and by preparing the requirements for further enhancements that will be implemented in 2024. The Office also produced 21 new educational videos on the system of administration of justice in collaboration with the Department of Operational Support. The videos were produced in English, with French subtitles, contributing to the promotion of multilingualism and increased accessibility to the system of administration, including the Caselaw portal. The Office also launched a public-facing Office of Staff Legal Assistance dashboard.
- 1.277 Progress towards the objective is presented in the performance measure below (see figure 1.XXVI).

Figure 1.XXVI

**Performance measure: number of views of the Caselaw portal (annual)**



## Planned results for 2025

**Result 1: improved access to the system of administration of justice through enhanced information and communications technology initiatives**

**Programme performance in 2023 and target for 2025**

- 1.278 The Office's work contributed to increased outreach through the availability of web content in all the official languages of the United Nations on the administration of justice website, increasing usability and compliance with cybersecurity, design, accessibility and multilingualism guidelines, which met the planned target.
- 1.279 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.130).

Table 1.130

**Performance measure**

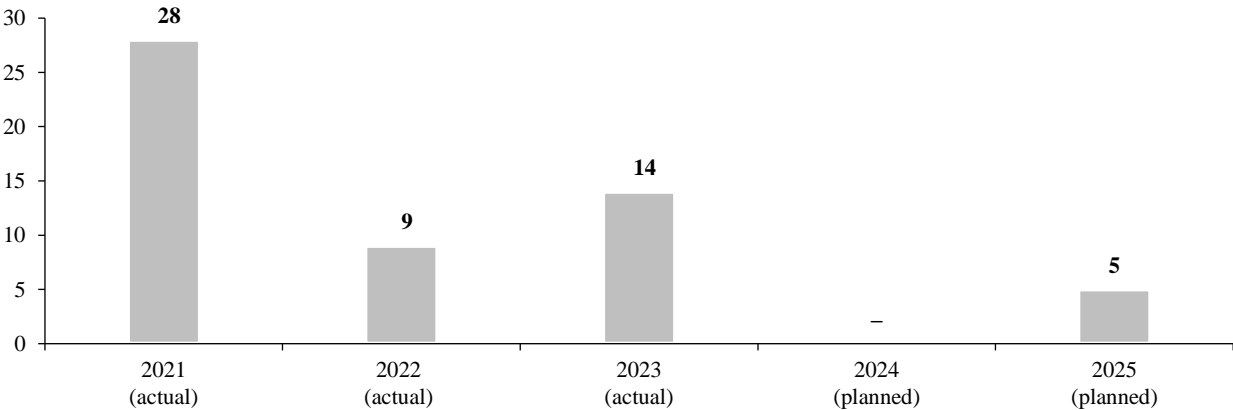
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Availability of the new court case management system for all staff and other stakeholders, and improved insights by staff into the functioning of the system of administration of justice	Improved user access through the enhanced Court Case Management System to include the French official working language for the registry module, enhancing the drafting and editing of case law summaries  Improved use of data, including the new real-time case-tracking dashboard	Increased outreach through the availability of web content in all the official languages of the United Nations on the administration of justice website, increasing usability and compliance with cybersecurity, design, accessibility and multilingualism guidelines	Improved access to the system of administration of justice with the availability of a chatbot integrated into the Office's website	Improved user access through enhancements to the real-time case-tracking dashboards, Caselaw portal and court case management system

**Result 2: reduction in the timelines for the resolution of cases before the United Nations Dispute Tribunal**

**Programme performance in 2023 and target for 2025**

- 1.280 The Office’s work contributed to 14 cases before the United Nations Dispute Tribunal that were not resolved within prescribed timelines of 400 days, which did not meet the planned target of zero such cases. The target was not met owing to various reasons, including pending interlocutory appeals, the unavailability of applicants for a prolonged period and prolonged time needed to dispose of cases owing to extensive litigation.
- 1.281 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXVII).

Figure 1.XXVII  
**Performance measure: number of cases before the United Nations Dispute Tribunal that are not resolved within prescribed timelines**



**Result 3: improved transparency of the system of administration of justice through the use of business intelligence and reporting on trend analysis**

**Proposed programme plan for 2025**

- 1.282 Fifteen years after the inception of the current system for administration of justice at the United Nations, the implementation of the system has reached a level of maturity to allow the tracking and identification of trends with a view to supporting decision-making. The Office started an in-depth examination of possibilities for enhanced data analysis in 2023. Consolidation of data over the years established a foundation of more complex trend analysis, which would allow for the tracking of the volume and type of cases over the years, the average time required for various types of cases to go through the system and the analysis of other factors such as grade and category of staff, type of legal representation, geographical location and gender.

*Lessons learned and planned change*

- 1.283 The lesson for the Office was the importance of the ability to visualize, understand and analyse the data generated by the system at a more granular level, in order to anticipate, prevent and mitigate any efficiency problems and continuously improve the accessibility of the system and quality of the services provided. In applying the lesson, the Office will strengthen its business analytics systems to enhance business intelligence and reporting and allow for more advanced, richer analysis of trends and integrated analysis of data emanating from various parts of the system and across different metrics.
- 1.284 Expected progress towards the objective is presented in the performance measure below (see table 1.131).



Table 1.131

**Performance measure**

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	—	Increased transparency of the system of administration of justice through the public availability of a new dashboard for United Nations Appeals Tribunal cases and improvements in the dashboard of United Nations Dispute Tribunal cases	Increased transparency of the system of administration of justice through publicly available enhancements to dashboards, including reporting and trend analysis

**Legislative mandates**

- 1.285 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

*General Assembly resolutions*

59/283; 61/261; 62/228; 63/253; 73/276; 74/258; 75/248; 76/242; 77/260; 78/248	Administration of justice at the United Nations	66/106	Code of conduct for the judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal
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**Deliverables**

- 1.286 Table 1.132 lists all programme deliverables.

Table 1.132

**Office of Administration of Justice: deliverables for the period 2023–2025, by category and subcategory**

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	2	2	2	2
1. Report of the Secretary-General to the General Assembly	1	1	1	1
2. Report of the Internal Justice Council to the General Assembly	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	24	24	24	23
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	4	3	4	4
4. Meetings of the Fifth Committee	7	5	7	4
5. Meetings of the Sixth Committee	3	8	3	5
6. Meetings of the Internal Justice Council	10	8	10	10

**Part I Overall policymaking, direction and coordination**

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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**C. Substantive deliverables**

**Databases and substantive digital materials:** electronic court case management system, Office of Staff Legal Assistance database and the jurisprudential search engine.

**D. Communication deliverables**

**Outreach programmes, special events and information materials:** campaigns to raise awareness of the system of administration of justice and disseminate information about the system.

**Digital platforms and multimedia content:** United Nations system of administration of justice website.

**E. Enabling deliverables**

**Legal services:** legal assistance and, in cases with reasonable chance of success, representation to staff members through the Office of Staff Legal Assistance.

**Internal justice and oversight:** applications and appeals, including motions, received by the United Nations Dispute Tribunal and the United Nations Appeals Tribunal for processing; substantive, technical and administrative support to the Tribunals in issuing decisions; and assistance to the Internal Justice Council.

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

### Overview

1.287 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.133 to 1.135.

Table 1.133

### Evolution of financial resources by object of expenditure

(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	6 565.0	6 850.3	—	—	—	—	—	—	6 850.3
Other staff costs	393.8	577.6	—	—	—	—	—	—	577.6
Non-staff compensation	2 136.8	2 913.4	—	—	—	—	—	—	2 913.4
Consultants	(1.0)	—	—	—	—	—	—	—	—
Travel of representatives	433.1	—	—	—	—	—	—	—	—
Travel of staff	91.2	103.5	—	—	—	—	—	—	103.5
Contractual services	416.2	401.7	—	—	—	—	—	—	401.7
General operating expenses	107.5	136.7	—	—	—	—	—	—	136.7
Supplies and materials	1.8	29.7	—	—	—	—	—	—	29.7
Furniture and equipment	19.5	24.2	—	—	—	—	—	—	24.2
Grants and contribution	(1.0)	—	—	—	—	—	—	—	—
Other	(0.3)	—	—	—	—	—	—	—	—
<b>Total</b>	<b>10 162.6</b>	<b>11 037.1</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>11 037.1</b>

Table 1.134

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 11 GS (OL), 4 LL
Proposed for 2025	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 11 GS (OL), 4 LL

Table 1.135  
**Proposed posts by category and grade**  
 (Number of posts)

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	5	—	—	—	—	5
P-4	6	—	—	—	—	6
P-3	11	—	—	—	—	11
P-2/1	1	—	—	—	—	1
Subtotal	25	—	—	—	—	25
General Service and related						
GS (OL)	11	—	—	—	—	11
LL	4	—	—	—	—	4
Subtotal	15	—	—	—	—	15
Total	40	—	—	—	—	40

1.288 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.136 to 1.138 and figure 1.XXVIII.

1.289 As reflected in tables 1.136 (1) and 1.137 (1), the overall resources proposed for 2025 amount to \$11,037,100 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.136  
**Evolution of financial resources by source of funding and component**  
 (Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	10 162.6	11 037.1	—	—	—	—	11 037.1
<b>Subtotal, 1</b>	<b>10 162.6</b>	<b>11 037.1</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>11 037.1</b>

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change		Percentage	2025 estimate
Programme of work	145.7	232.2	(13.5)	(5.8)		218.7
<b>Subtotal, 2</b>	<b>145.7</b>	<b>232.2</b>	<b>(13.5)</b>	<b>(5.8)</b>		<b>218.7</b>

**Section 1 Overall policymaking, direction and coordination**

**(3) Extrabudgetary**

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Programme of work	1 512.1	2 216.5	60.8	2.7	2 277.3
<b>Subtotal, 3</b>	<b>1 512.1</b>	<b>2 216.5</b>	<b>60.8</b>	<b>2.7</b>	<b>2 277.3</b>
<b>Total (1+2+3)</b>	<b>11 820.4</b>	<b>13 485.8</b>	<b>47.3</b>	<b>0.4</b>	<b>13 533.1</b>

Table 1.137  
**Proposed posts for 2025 by source of funding and component**

(Number of posts)

**(1) Regular budget**

<i>Component</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Programme of work	40	—	—	—	—	40
<b>Subtotal, 1</b>	<b>40</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>40</b>

**(2) Other assessed**

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Programme of work	1	—	1
<b>Subtotal, 2</b>	<b>1</b>	<b>—</b>	<b>1</b>
<b>Total (1+2)</b>	<b>41</b>	<b>—</b>	<b>41</b>

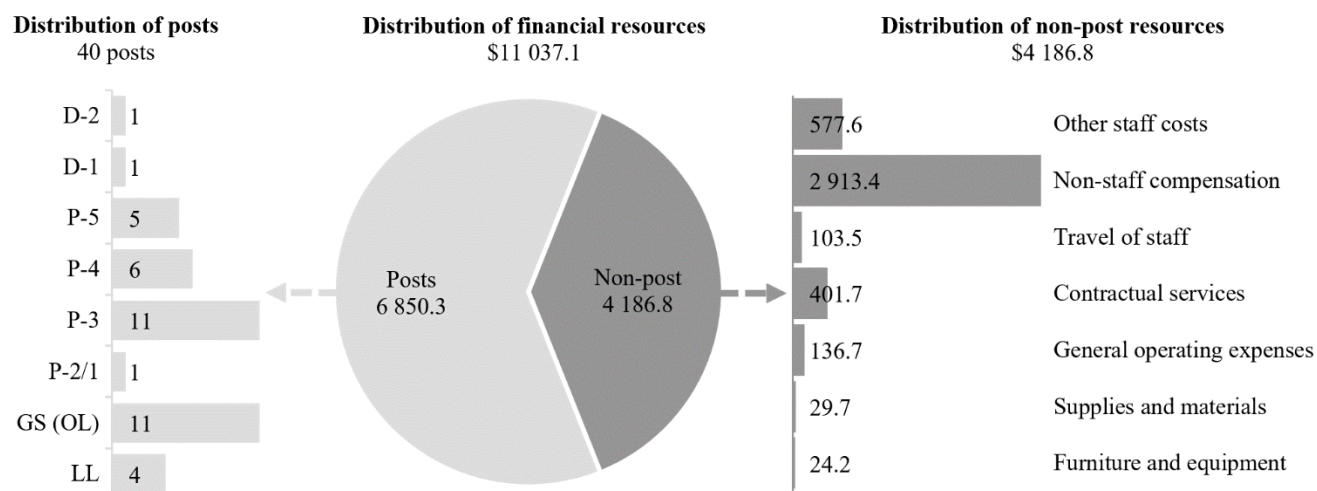
Table 1.138  
**Evolution of financial and post resources**

(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								
Posts	6 565.0	6 850.3	—	—	—	—	—	6 850.3
Non-post	3 597.6	4 186.8	—	—	—	—	—	4 186.8
Total	10 162.6	11 037.1	—	—	—	—	—	11 037.1
Post resources by category								
Professional and higher		25	—	—	—	—	—	25
General Service and related		15	—	—	—	—	—	15
Total		40	—	—	—	—	—	40

Figure 1.XXVIII  
**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



#### Other assessed resources

- 1.290 As reflected in tables 1.136 (2) and 1.137 (2), other assessed resources amount to \$218,700. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

#### Extrabudgetary resources

- 1.291 As reflected in table 1.136 (3), extrabudgetary resources amount to \$2,277,300. The non-post resources would complement regular budget resources and would be used mainly to support the delivery of its mandates, as well as support the Office in the provision of legal assistance to staff.
- 1.292 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.293 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.139. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.139  
**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	83	68	91	100	100

## **XI. Ethics Office**

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

#### **Overall orientation**

##### **Mandates and background**

- 1.294 The Ethics Office was established as an independent Secretariat office and is responsible for assisting the Secretary-General in ensuring that all staff members perform their functions consistent with the highest standards of integrity, as required under the Charter of the United Nations. The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [60/1](#) and [60/248](#). The Office also assists the Secretary-General in reporting annually to the Assembly on the implementation of ethics policies in response to Assembly resolution [60/254](#) and on the activities of the Ethics Panel of the United Nations pursuant to Assembly resolution [63/250](#). Pursuant to Assembly resolution [77/278](#), the Office directly presents an annual report to the Assembly. Further to Assembly resolution [70/305](#), the Office has been mandated to participate in providing an induction briefing to all Presidents of the General Assembly and their offices, to review the financial disclosures of those Presidents and to vet all private contributions to the Office of the President of the General Assembly. As provided for in Assembly resolution [71/263](#), the Office aims to do its part in the swift and effective implementation of the revised policy on protection against retaliation and to cultivate an organizational culture in which staff feel free to speak up.

#### **Programme of work**

##### **Objective**

- 1.295 The objective, to which the Office contributes, is to achieve and sustain an organizational culture of integrity, accountability and transparency, wherein all staff members observe and perform their functions consistent with the highest standards of integrity required under the Charter of the United Nations.

##### **Strategy and external factors for 2025**

- 1.296 To contribute to the objective, the Office will:
- (a) Provide independent and preventive ethics advice, guidance and briefings to staff and management to ensure that ethical standards are well understood, support ethics standard-setting and promote policy coherence within the Secretariat and among the Organization's separately administered organs and programmes;
  - (b) Deliver its services in line with its terms of reference outlined in the relevant Secretary-General's bulletins ([ST/SGB/2005/22](#) and [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#)), through the administration of the annual financial disclosure programme, the provision of guidance and confidential ethics advice (including pre-appointment disclosure reviews for senior appointments and through the ethics helpline), the conduct of ethics briefings and outreach, and the fulfilment of the Office's responsibilities regarding the protection against retaliation policy, and by ensuring policy support and coherence of ethical standards;
  - (c) Identify risks in staff engagement in outside activities, in particular in terms of potential conflicts of interest and their impact on the Organization;
  - (d) Foster a shared understanding of the standards of conduct for the international civil service through the Ethics Network of Multilateral Organizations member entities affiliated with CEB;

- (e) Support the Organization's overall strategy on risk management, including identifying and mitigating personal and organizational conflicts of interest through the financial disclosure programme and the provision of advice, and, upon request, work with the various owners of the risks identified in the enterprise risk registry in updating and implementing their response plans;
  - (f) Communicate and demonstrate the availability of measures for protection against retaliation, by continuously working within the Secretariat (with the Department of Global Communications, OIOS and the Department of Management Strategy, Policy and Compliance) and throughout the United Nations system through outreach activities.
- 1.297 The above-mentioned work is expected to result in:
- (a) Greater public trust in the integrity of the Organization through the financial disclosure exercise, retaining the foundational defence for the Organization from personal conflicts of interest and potential reputational damage;
  - (b) Awareness among a greater number of staff of ethical standards and practices and of provisions for protection against retaliation;
  - (c) Enhanced organizational culture of integrity, transparency and accountability.
- 1.298 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Staff continue to avail themselves of the services provided by the Office;
  - (b) Financial disclosure statements from staff are submitted to the Office in a timely manner;
  - (c) All necessary documentation is provided by staff when seeking protection against retaliation;
  - (d) The security and public health situations in duty stations will allow for in-person outreach missions, when required.
- 1.299 With regard to cooperation with other entities at the global, regional, national and local levels, the Office expects to participate in the 2025 annual meeting of the Ethics Network of Multilateral Organizations.
- 1.300 With regard to inter-agency coordination and liaison, the Director of the Office will continue to chair and provide functional leadership to the Ethics Panel of the United Nations to increase coherence in the work of member ethics offices, as reflected in Secretary-General's bulletins [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#). The Office will continue to engage with the Ethics Network of Multilateral Organizations member entities affiliated with CEB in the interest of ethics policy coherence and to promote protection against retaliation in the United Nations system. It will also continue to administer the financial disclosure requirements of those system entities that have opted to outsource this requirement to the Secretariat's Ethics Office. It will further continue to review contested matters by the staff of the separately administered organs and programmes of the Ethics Panel.
- 1.301 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It disaggregates its service data by gender, where possible. The Office has received more enquiries from women consistently over the years and has responded to them. As a practice, and when funds allow, outreach mission teams of the Office will continue to be in pairs and gender-balanced. Subject to demand from requesting entities, the Office will provide gender-disaggregated information.

## Programme performance in 2023

### Enhanced accountability of the Ethics Office

- 1.302 In response to the General Assembly resolution [71/263](#), the Office has been engaging with Member States on measures to strengthen the independence of the Office, as proposed by the Secretary-General in his 2022 report on the activities of the Office ([A/77/75](#)) and preceding ones. The proposed measures were supported by the Joint Inspection Unit review of the ethics function in the United Nations system ([JIU/REP/2021/5](#)), in which it urged the Assembly to approve the proposed independence measures.



Following the Assembly's decision in its resolution [77/278](#), the Office presented its annual report covering its 2022 activities directly to the Assembly, pursuant to that resolution, as part of the fulfilment of accountability of the operations of the Office. The Office continued to engage with the Independent Audit Advisory Committee regarding its enhanced oversight role vis-à-vis the Office.

1.303 Progress towards the objective is presented in the performance measure below (see table 1.140).

Table 1.140  
Performance measures

2021 (actual)	2022 (actual)	2023 (actual)
—	—	Enhanced accountability of the Office through direct presentation of the annual report to the General Assembly  The Independent Audit Advisory Committee revised its terms of reference, for consideration by the General Assembly, to reflect Assembly resolution <a href="#">77/278</a> , by which it approved the enhanced role of the Committee to strengthen the accountability of the framework of the Office

## Planned results for 2025

### Result 1: coherent ethical standards and their consistent application

#### Programme performance in 2023 and target for 2025

- 1.304 The Office's work contributed to strengthened coherence in the development and application of ethical standards through the participation of the Secretariat and the Ethics Panel of the United Nations in the ongoing International Civil Service Commission (ICSC) review of the standards of conduct for the international civil service and the participation of the Secretariat in two working groups of the Panel for increased coherence in the areas of outside activities and gifts, which met the planned target.
- 1.305 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.141).

Table 1.141  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased understanding of United Nations system entities on the application of ethical standards and practices	CEB chapter of the Ethics Network of Multilateral Organizations was created, consisting of member entities affiliated with CEB  Participation of the Secretariat and the Ethics Panel of the	Strengthened coherence in the development and application of ethical standards through participation in the ongoing ICSC review of the standards of conduct for the international	Secretariat and other United Nations entities of the Ethics Panel of the United Nations conduct a systematic review and update of policies outlining ethical standards	Increased awareness of the Secretariat and other United Nations entities staff on the updated ICSC standards of conduct and related policies of the Organization to enhance compliance

**Part I Overall policymaking, direction and coordination**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
	United Nations in the ICSC review of the standards of conduct for the international civil service	civil service, and participation in working groups of the Ethics Panel for increased coherence in outside activities and gifts	against the updated ICSC standards of conduct	with ethical standards

**Result 2: reduced ethical risks arising from the conduct of outside activities**

**Programme performance in 2023 and target for 2025**

- 1.306 The Office's work contributed to engagement by United Nations leadership and personnel on the personal use of social media, with 34,189 participants in the 2023 Leadership Dialogue, which met the planned target.
- 1.307 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.142).

Table 1.142

**Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
United Nations personnel engage in scenario-based exercises on actual and potential day-to-day ethical challenges, including conflicts of interest, through interactive workshops	United Nations personnel request and receive advice on outside activities (414 queries)	Engagement by United Nations leadership and personnel on the personal use of social media, with 34,189 participants in the 2023 Leadership Dialogue	Ethics Panel of the United Nations and the Ethics Network of Multilateral Organizations member entities affiliated with CEB develop common guidance on outside activities	Ethics Panel of the United Nations and the Ethics Network of Multilateral Organizations member entities affiliated with CEB develop common guidance on outside activities

**Result 3: enhanced ethical awareness and access to ethics services by field personnel**

**Proposed programme plan for 2025**

- 1.308 In response to the request of the General Assembly in its resolution [77/278](#) for proposals to enhance the work of the Office in the field, the Office has devised and delivered outreach services tailored to specific needs and interest of personnel in the field. Such services include in-person advisory services to field personnel and services on ethics issues and on-demand, interactive workshops provided for field offices on various ethics-related themes.

*Lessons learned and planned change*

- 1.309 The lesson for the Office was the need for constant, close engagement with personnel in the field on ethical standards and conduct based on their local context. Ethical issues faced by personnel in the field vary on the basis of the local context. In addition, close interactions with field personnel are invaluable in building trust. The Office has observed increased requests from field offices following the conduct of outreach visits. In applying the lesson, the Office will strengthen engagement with field-based personnel, including more frequent in-person workshops and guidance, with the aim of

enhancing their ethical awareness and helping them to comply with the standing ethical standards in their day-to-day operations.

- 1.310 Expected progress towards the objective is presented in the performance measure below (see table 1.143).

Table 1.143

**Performance measure**

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Strengthened ethical awareness of field personnel through outreach sessions, including issue-specific workshops and training based on specific identified needs	Field personnel have access to ethics-related standards through the intranet page of the Office launched on iSeek	Field personnel have access to more interactive media materials on topics relating to ethical standards	Field personnel have access to more tailored services, including customized guidance, workshops, town halls and other outreach activities, taking into account the local context and specific circumstances of field operations	Improved access of field personnel to ethics services and support through enhanced field presence of the Office

**Legislative mandates**

- 1.311 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

*General Assembly resolutions*

60/1	2005 World Summit Outcome (para. 61 (d))	63/250; 71/263;	Human resources management
60/248	Special subjects relating to the proposed programme budget for the biennium 2006–2007	77/278	
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	70/305	Revitalization of the work of the General Assembly

**Deliverables**

- 1.312 Table 1.144 lists all deliverables of the Ethics Office.

Table 1.144

**Ethics Office: deliverables for the period 2023–2025, by category and subcategory**

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Report of the Ethics Office to the General Assembly on the activities of the Office	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>6</b>	<b>5</b>	<b>6</b>	<b>5</b>
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	3	2	3	2
3. Meetings of the Fifth Committee	3	3	3	3

**Part I Overall policymaking, direction and coordination**

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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**C. Substantive deliverables**

**Consultation, advice and advocacy:** expert advice, guidance and technical assistance to staff on the United Nations standards of conduct and ethics issues.

**D. Communication deliverables**

**Outreach programmes, special events and information materials:** outreach campaigns to raise awareness of the work of the Office and information on ethics-related matters, booklets and presentations.

**Digital platforms and multimedia content:** website and social media.

**E. Enabling deliverables**

**Internal justice and oversight:** management of financial disclosure and declaration of interest statements at a 100 per cent compliance rate and coordination for assessment under the financial disclosure programme; expert advice to staff on the United Nations standards of conduct and ethics issues; and protection of staff members against retaliation for reporting misconduct or cooperation in duly authorized audits or investigations.

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

### Overview

- 1.313 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.145 to 1.147.

Table 1.145

### Evolution of financial resources by object of expenditure

(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	1 385.6	1 285.8	—	—	—	—	—	—	1 285.8
Other staff costs	5.7	39.6	—	378.0	—	378.0	954.5	417.6	
Consultants	327.8	12.2	—	—	—	—	—	12.2	
Travel of staff	27.5	28.2	—	34.3	—	34.3	121.6	62.5	
Contractual services	144.3	423.8	—	4.1	229.5	233.6	55.1	657.4	
General operating expenses	5.4	23.3	—	9.0	—	9.0	38.6	32.3	
Supplies and materials	0.1	4.4	—	0.6	—	0.6	13.6	5.0	
Furniture and equipment	0.2	—	—	3.7	—	3.7	—	3.7	
Grants and contributions	2.4	—	—	—	—	—	—	—	
<b>Total</b>	<b>1 899.1</b>	<b>1 817.3</b>	<b>—</b>	<b>429.7</b>	<b>229.5</b>	<b>659.2</b>	<b>36.3</b>	<b>2 476.5</b>	

Table 1.146

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)
Proposed for 2025	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)

Table 1.147

### Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
<b>Professional and higher</b>							
D-2	1	—	—	—	—	—	1
P-5	1	—	—	—	—	—	1
P-4	2	—	—	—	—	—	2
P-3	2	—	—	—	—	—	2
P-2/1	1	—	—	—	—	—	1
<b>Subtotal</b>	<b>7</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>7</b>

**Part I Overall policymaking, direction and coordination**

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	1	—	—	—	—	1
Subtotal	2	—	—	—	—	2
Total	9	—	—	—	—	9

1.314 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.148 to 1.150 and figure 1.XXIX.

1.315 As reflected in tables 1.148 (1) and 1.149 (1), the overall resources proposed for 2025 amount to \$2,476,500 before recosting, reflecting an increase of \$659,200 (or 36.3 per cent) compared with the approved budget for 2024. Resource changes results from new and expanded mandates and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.148

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Programme of work	1 899.1	1 817.3	–	429.7	229.5	659.2	36.3	2 476.5
Subtotal, 1	1 899.1	1 817.3	–	429.7	229.5	659.2	36.3	2 476.5

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	1 065.1	1 097.4	–	–	1 097.4
<b>Subtotal, 2</b>	<b>1 065.1</b>	<b>1 097.4</b>	<b>–</b>	<b>–</b>	<b>1 097.4</b>

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	1 068.3	1 464.1	–	–	1 464.1
<b>Subtotal, 3</b>	<b>1 068.3</b>	<b>1 464.1</b>	<b>–</b>	<b>–</b>	<b>1 464.1</b>
<b>Total (1+2+3)</b>	<b>4 032.4</b>	<b>4 378.8</b>	<b>659.2</b>	<b>15.1</b>	<b>5 038.0</b>

Table 1.149  
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	9	—	—	—	—	9
<b>Subtotal, 1</b>	<b>9</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>9</b>

(2) Other assessed

Component	2024 estimate	Change	2025 estimate
Programme of work	3	—	3
<b>Subtotal, 2</b>	<b>3</b>	<b>—</b>	<b>3</b>
<b>Total (1+2)</b>	<b>12</b>	<b>—</b>	<b>12</b>

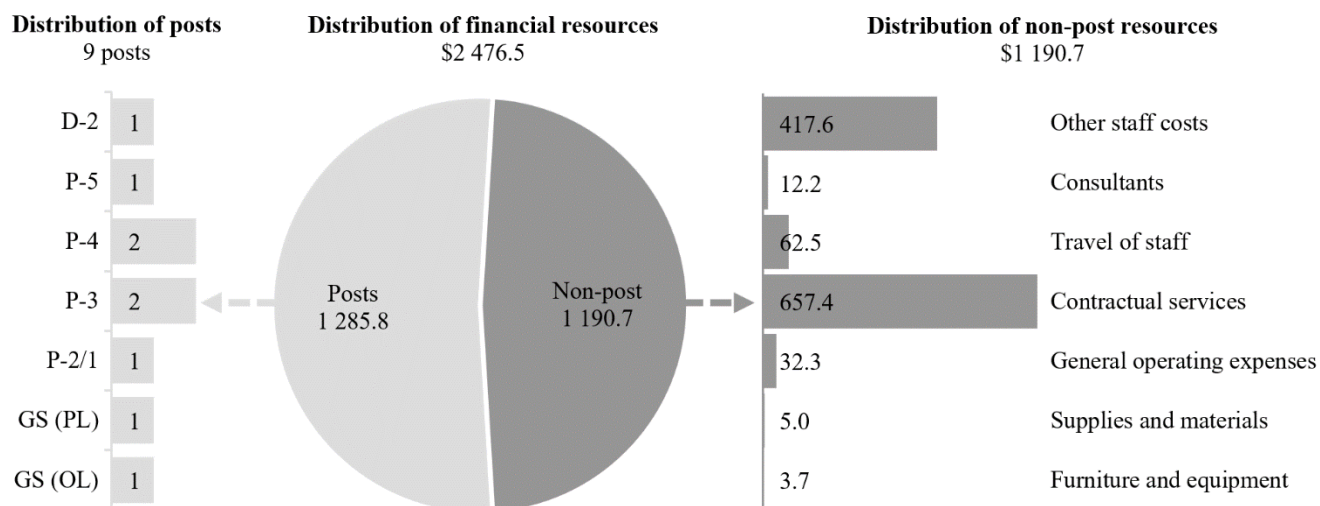
Table 1.150  
Evolution of financial and post resources

(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								
Posts	1 385.6	1 285.8	—	—	—	—	—	1 285.8
Non-post	513.5	531.5	—	429.7	229.5	659.2	124.0	1 190.7
Total	1 899.1	1 817.3	—	429.7	229.5	659.2	36.3	2 476.5
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		2	—	—	—	—	—	2
Total		9	—	—	—	—	—	9

Figure 1.XXIX  
**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor

### Overall resource changes

#### New and expanded mandates

- 1.316 As shown in table 1.148 (1), resource changes reflect an increase of \$429,700 pursuant to General Assembly resolution [77/278](#), as follows: (a) \$378,000 under other staff costs relating to the proposed establishment of three general temporary assistance positions to enhance the work of the Office in the field, including in-person advisory services to field personnel and services on ethics issues and on-demand, interactive workshops provided for field offices on various ethics-related themes (1 P-4 in Bangkok, 1 P-4 in Nairobi and 1 P-4 in Vienna); (b) \$34,300 under travel of staff relating to the regional travel to be undertaken by the newly established general temporary assistance positions; and (c) \$17,400 relating to the provisions associated with the proposed establishment of the three general temporary positions, including contractual services (\$4,100), general operating expenses (\$9,000), supplies and materials (\$600) and furniture and equipment (\$3,700).

#### Other changes

- 1.317 As shown in table 1.148 (1), resource changes reflect an increase of \$229,500 under contractual services relating to provisions for additional filers for the United Nations financial disclosure programme and for the upgrade of the financial disclosure system. This is in accordance with the recommendations of OIOS, namely, to cover a larger number of staff in the financial disclosure programme, to enhance the financial disclosure system to ensure the completeness and accuracy of submitted information by staff and to improve the efficiency of the programme.

#### Other assessed resources

- 1.318 As reflected in tables 1.148 (2) and 1.149 (2), other assessed resources amount to \$1,097,400. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).



**Extrabudgetary resources**

- 1.319 As reflected in table 1.148 (3), extrabudgetary resources amount to \$1,464,100. The non-post resources would complement regular budget resources and would be used mainly to support the delivery of its mandates and cover the administration of the financial disclosure programme for staff funded from extrabudgetary resources, as well as provide for ethics services for the World Meteorological Organization, subject to an extension of the established memorandum of understanding.
- 1.320 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.321 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.151. The Office will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.151

**Compliance rate**

(Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	100	100	100	100

## XII. Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him

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

#### Overview

- 1.322 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.152.

Table 1.152

#### Evolution of financial resources by object of expenditure

(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				
Consultants	60.3	120.4	(120.4)	–	–		(120.4)	–	–
Contractual services	–	1.6	(1.6)	–	–		(1.6)	–	–
<b>Total</b>	<b>60.3</b>	<b>122.0</b>	<b>(122.0)</b>	<b>–</b>	<b>–</b>		<b>(122.0)</b>	<b>–</b>	<b>–</b>

### Explanation of variances by factor

#### Overall resource changes

##### Technical adjustments

- 1.323 As reflected in table 1.152, resource changes reflect a decrease of \$122,000 relating to the removal of non-recurrent provisions for the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him, in accordance with General Assembly resolution [77/252](#).

### **XIII. Resident coordinator system**

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

##### **Overall orientation**

##### **Mandates and background**

- 1.324 General Assembly resolution [72/279](#) on the repositioning of the United Nations development system and the Economic and Social Council segment on operational activities for development guide the scope and implementation of the activities of the resident coordinator system. In line with resolutions [72/279](#), [75/233](#) and other relevant Assembly resolutions, the substantive mandates of the resident coordinator system are oriented around supporting countries in the implementation of the 2030 Agenda. The management of the resident coordinator system rests with the Development Coordination Office, with resident coordinators reporting directly to the Secretary-General. Resident coordinators are the designated representatives of the Secretary-General for development operations at the country level. At the heart of the resident coordinator system are 130 resident coordinators leading 130 United Nations country teams operating in 162 countries and territories.

##### **Programme of work**

##### **Objective**

- 1.325 The objective, to which the resident coordinator system contributes, is to accelerate Member States' progress towards achieving the Sustainable Development Goals through strengthened United Nations development leadership, robust coordination mechanisms, tools and frameworks, the effective management of joint resources and improved transparency of results to improve the impact, efficiency and effectiveness of operational activities for development at the country, regional and global levels.

##### **Strategy and external factors for 2025**

- 1.326 To contribute to the objective, the resident coordinator system will scale up partnerships-driven development support to national Governments in order to implement the 2030 Agenda by strengthening the design and implementation of United Nations Sustainable Development Cooperation Frameworks. Specifically, the resident coordinator system will:
- (a) Increase the diversity in the resident coordinator cohort, including geographical representation, professional background and language skills;
  - (b) Support, through the Development Coordination Office at the global and regional levels, United Nations country teams in delivering individual and collective results;
  - (c) Develop, as requested, global policy and guidelines in support of the United Nations Sustainable Development Group and its subsidiary groups;
  - (d) Strengthen the quality of information management systems and results reporting for full transparency and accountability of the resident coordinator system and United Nations development system efforts in support of the 2030 Agenda at the global, regional and national levels;

- (e) Accelerate the implementation of business operations strategies and the consolidation of local and global operational functions into common back offices and global shared services, and expand the number of common premises to ensure greater efficiencies at the national level;
  - (f) Continue to leverage catalytic funding provided by the Joint Sustainable Development Goals Fund to help countries to accelerate the achievement of the Goals by propelling key transitions in areas such as digitalization, food systems transformation, and social protection and jobs, with an emphasis on localization of the Goals and fostering cross-fertilization and systems-level change for the 2030 Agenda;
  - (g) In line with intergovernmental commitments, support Member States in addressing and proactively managing risks and in taking preventive action vis-à-vis increasing and compounding actual, anticipated and unforeseen crises, including cost-of-living pressures and the impact of other global crises. This approach will be anchored firmly within the United Nations Sustainable Development Cooperation Frameworks.
- 1.327 The above-mentioned work is expected to result in:
- (a) A stronger convening role for the broad system of development stakeholders to offer countries interdisciplinary, coherent and future-informed policy solutions to advance the achievement of the Sustainable Development Goals;
  - (b) A coherent and transparent approach to United Nations sustainable development operations at the national, regional and global levels, including consistent implementation of system-wide priorities, policies and approaches across United Nations Sustainable Development Group entities;
  - (c) Strengthened partnerships to accelerate the progress made by Member States in the attainment of the Sustainable Development Goals, including by attracting and leveraging public and private financing for the Goals;
  - (d) Increased financial resources and effectiveness for United Nations programme implementation through reduced costs and the increased agility of the United Nations development activities;
  - (e) The safeguarding of lives and livelihoods by continuing to address the socioeconomic and long-term impacts of multiple and interlocking crises, with attention given to those hit hardest.
- 1.328 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Adequate funding for the resident coordinator system, as well as for the Joint Sustainable Development Goals Fund and other key pooled funds;
  - (b) Continued and renewed engagement by Member States on the funding compact and the implementation of related commitments to ensure that the quality and quantity of funding allows the United Nations development system to maximize its comparative advantages and further incentivize United Nations coherence and unity of purpose;
- 1.329 With regard to inter-agency coordination and liaison, the resident coordinator system will continue to serve as the secretariat to the United Nations Sustainable Development Group and will continue to actively coordinate member United Nations entities at the principal, director and technical levels. The resident coordinators will continue to lead United Nations country teams in supporting national plans and priorities.
- 1.330 With regard to cooperation with other entities at the global, regional, national and local levels, the resident coordinator system will continue to work closely with Member States, United Nations development entities, Secretariat entities, including peacekeeping and special political missions, international financial institutions and civil society partners, to advance the Sustainable Development Goals and the 2030 Agenda.

- 1.331 The resident coordinator system integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The resident coordinator system will continue to enhance implementation of and reporting on the United Nations accountability framework on gender equality. For example, through the United Nations System-wide Gender Equality Acceleration Plan, the system will ensure the application of the United Nations country team gender equality marker to track planned investment by the country teams for gender equality and the empowerment of women and to advance gender-responsive realization of the Sustainable Development Goals.
- 1.332 In line with the United Nations Disability Inclusion Strategy, the resident coordinator system will focus on implementation of the Strategy across the resident coordinator system (as further formulated in the Development Coordination Office disability inclusion strategy for the period 2022–2025) and support United Nations country teams in implementing and reporting on the strategy, building on the 100 per cent reporting rate achieved in 2023 and progress reported by United Nations country teams.

### **Evaluation activities**

- 1.333 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) Evaluation of resident coordinator system support for the enabling of coherent United Nations policy advice (OIOS);
  - (b) Seven evaluations conducted on United Nations Development Assistance Frameworks and United Nations Sustainable Development Cooperation Frameworks (four in the Africa region, one in the Arab States region and two in the Latin America and the Caribbean region).
- 1.334 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2025. For example, the resident coordinator system will explore greater opportunities to engage with other United Nations entities or coalitions providing policy advice and/or supporting the country teams in order to leverage system-wide policy support provided at the regional and global levels, in particular for integrated policy advice and capacity support in key transitions needed for the achievement of the Sustainable Development Goals. The programme will also examine opportunities for improving the connection of existing United Nations country team results groups covering similar topics (e.g., digital topics or the climate/environment) to policy level discussions, which would increase the effectiveness of coordination mechanisms for resident coordinators and country team members.
- 1.335 A total of 22 United Nations Sustainable Development Cooperation Framework evaluations, namely, 8 in the Africa region, 1 in the Arab States region, 5 in the Asia and the Pacific region, 2 in the Europe and Central Asia region and 6 in the Latin America and the Caribbean region, are planned for 2025.

### **Programme performance in 2023**

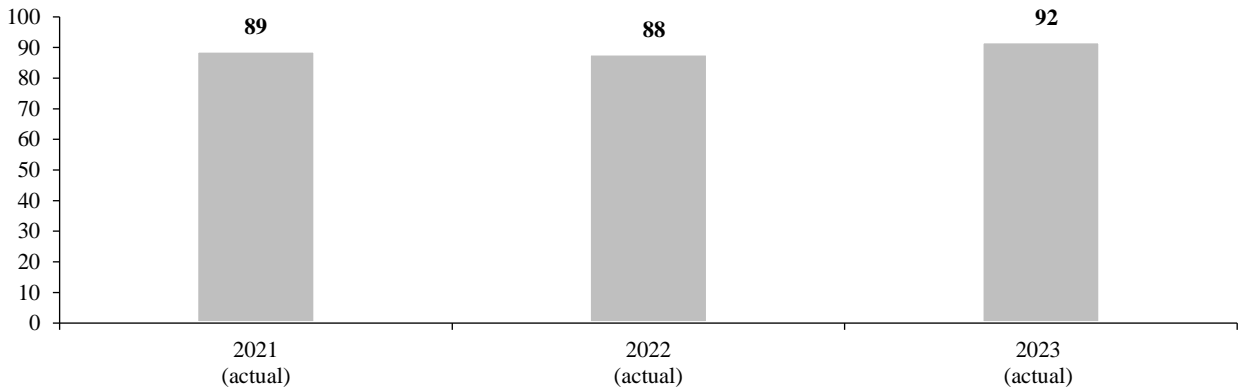
#### **Improved policy support to national Governments in Sustainable Development Goal acceleration**

- 1.336 With only 15 per cent of Sustainable Development Goal targets on track to be achieved, and in response to Member States' requests for greater integration and coordination of United Nations development system support, resident coordinators have leveraged United Nations expertise – both in-country and non-resident – effectively to enable integrated policy advice and have engaged with senior levels of Government and development partners to support development policies, plans and strategies aligned to national needs and priorities. This provided host Governments with the additional capacity required to advance progress regarding the Goals, including through the development of new or revised policy frameworks. The launch at the Sustainable Development Goal Summit in 2023 of high-impact initiatives in key “transition” areas is giving renewed impetus to these efforts, in line with Member States' requests to accelerate progress on the Goals expressed in

the political declaration adopted at the 2023 high-level political forum on sustainable development (General Assembly resolution [78/1](#), annex).

1.337 Progress towards the objective is presented in the performance measure below (see figure 1.XXX).

Figure 1.XXX  
**Performance measure: host country Governments that indicate that the resident coordinator effectively leads the United Nations country team’s strategic support for national plans and priorities**  
(Percentage)



**Planned results for 2025**

**Result 1: countries access integrated advice on most transformational policy levers for achievement of the Sustainable Development Goals from the United Nations and relevant partners**

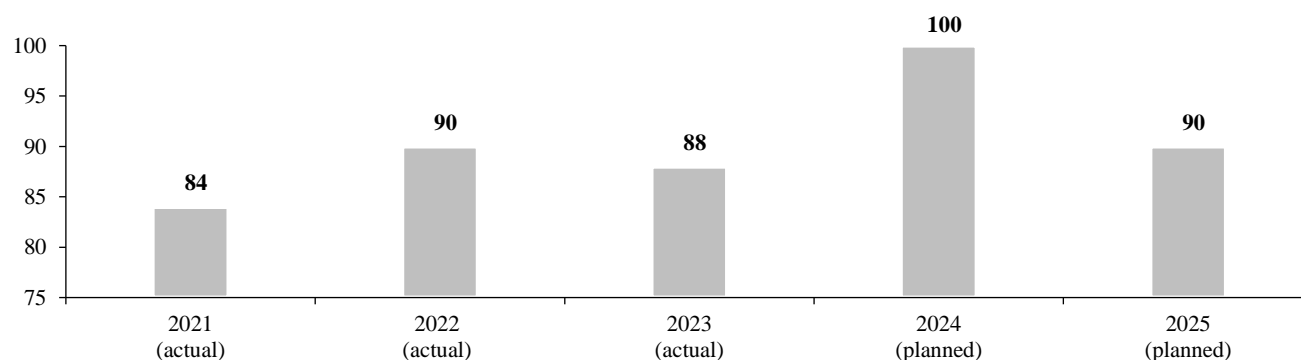
**Programme performance in 2023 and target for 2025**

- 1.338 The programme’s work contributed to 88 per cent of programme country Governments agreeing that the United Nations development system provided integrated policy advice tailored to national needs and priorities, which did not meet the planned target of 100 per cent. The target was not met because there were diverse expectations of Governments for, and varying capacities of United Nations country teams to deliver, tailored integrated policy advice. These lessons are informing additional ways for the resident coordinator system to help to narrow the gap in 2024.
- 1.339 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXXI).

Figure 1.XXXI

**Performance measure: programme country Governments that “agree” that the United Nations development system provides integrated policy advice tailored to national needs and priorities**

(Percentage)



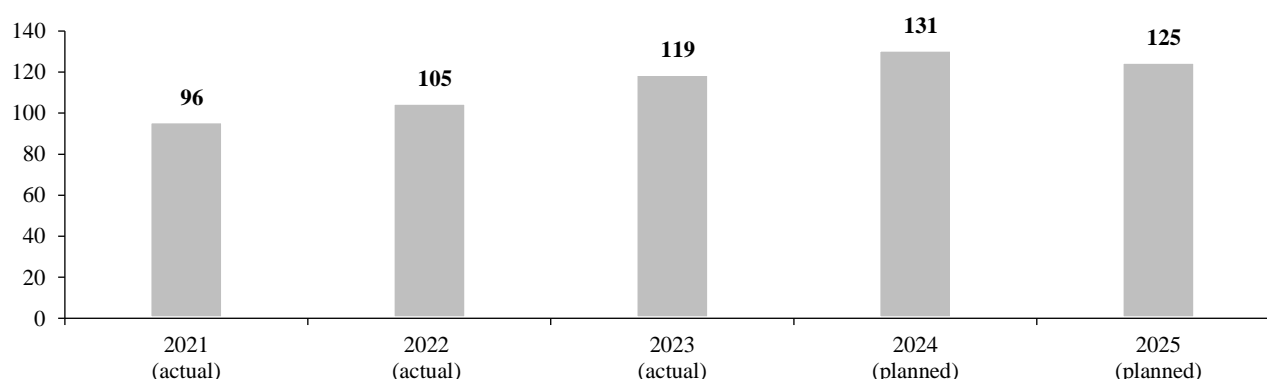
**Result 2: improved transparency and accountability of United Nations country teams’ joint programmatic work on the ground**

**Programme performance in 2023 and target for 2025**

- 1.340 The programme’s work contributed to 119 United Nations country team joint workplans being showcased through UN-Info, which did not meet the planned target of 122. The target was not met owing to unforeseen challenges in the data collection process for joint workplans.
- 1.341 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXXII).

Figure 1.XXXII

**Performance measure: number of United Nations country team joint workplans showcased through UN-Info**



**Result 3: increased transparency and accountability for United Nations results and the contribution to the Sustainable Development Goals through standard United Nations Sustainable Development Cooperation Framework indicators**

**Proposed programme plan for 2025**

- 1.342 The resident coordinator system is implementing a new United Nations Sustainable Development Group policy on standardized monitoring through the United Nations Sustainable Development Cooperation Frameworks in response to General Assembly resolutions [72/279](#) and [75/233](#). In particular, the Development Coordination Office led an inter-agency consultation on a new approach to measure the United Nations development system-wide contribution to the Sustainable

Development Goals through the Cooperation Frameworks. The system-wide output indicator framework, adopted by the Group in November 2022, helps to improve the quality of cooperation framework monitoring to enable more effective programmatic decision-making, while minimizing transaction costs and reducing the reporting burden.

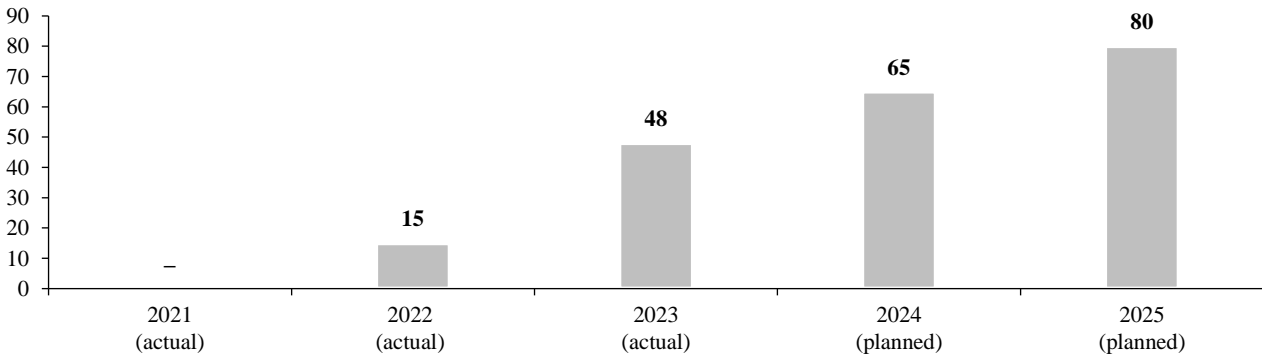
*Lessons learned and planned change*

- 1.343 The lesson for the subprogramme was that governing data at the right levels and with the right approaches allowed the United Nations to better use data as a strategic asset. In response, the capacity and accountability for data collection and input are delegated as close to the country level as possible, including accountability for data quality and use in line with system-wide and entity policies and rules. The resident coordinator office will strengthen its coordination support for the implementation of the output indicator framework. This will include a review of the relevant data captured, validating data and establishing processes for United Nations country teams to enter data into UN-Info.
- 1.344 Expected progress towards the objective is presented in the performance measure below (see figure 1.XXXIII).

Figure 1.XXXIII

**Performance measure: United Nations country teams providing data against agreed common indicators on the United Nations development system's contribution to advancing the Sustainable Development Goals (annual)**

(Percentage)



**Legislative mandates**

- 1.345 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

*General Assembly resolutions*

70/1	Transforming our world: the 2030 Agenda for Sustainable Development	73/248; 74/238; 76/220; 77/184; 78/166	Operational activities for development of the United Nations system
71/243; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system		



# Economic and Social Council resolutions

2019/15; 2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system	2022/25; 2023/31	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
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## Deliverables

1.346 Table 1.153 lists all deliverables of the programme.

Table 1.153

### Resident coordinator system: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	1	1	1	1
1. Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office, including on the contribution of the United Nations Sustainable Development Group to the Sustainable Development Goals	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	2	2	2	2
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	316	285	336	329
4. Common country analyses (new or annual update) to inform United Nations planning, programming and contribution to country-level implementation of the 2030 Agenda for Sustainable Development	131	102	132	132
5. United Nations country team reports to the universal periodic review	45	44	38	42
6. Evaluations of United Nations Sustainable Development Cooperation Frameworks	8	7	33	22
7. Annual reports on joint United Nations country team results	131	131	132	132
8. Annual consolidated progress report on the Joint Sustainable Development Goals Fund	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultation with Member States, regional organizations and the private sector on common action in support of development cooperation frameworks; and 6 substantive briefings to Member States.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> UN-Info.				
<b>Outreach programmes, special events and information materials:</b> at least 2 thematic windows to promote and finance thematic Sustainable Development Goal transformations.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> occupational health and safety for United Nations personnel and dependents; support for the design and implementation of the business operations strategies, common back offices, global shared services and common premises; timely issuance of Secretary-General's delegation of authority to newly appointed resident coordinators and monitoring of accountability key performance indicators.				
<b>Legal services:</b> negotiation on and conclusion of the legal framework to create an authorizing environment for the reinvigorated resident coordinator system with host countries.				

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

### Overview

- 1.347 The proposed programme budget for 2025 (regular budget), including the breakdown of resource changes, as applicable, are reflected in table 1.154.

Table 1.154

### Evolution of financial resources by object of expenditure

(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			
Grants and contributions <sup>a</sup>	13 442.5	13 442.5	–	–	–	–	–	13 442.5
<b>Total</b>	<b>13 442.5</b>	<b>13 442.5</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>13 442.5</b>

<sup>a</sup> Represents the Secretariat share of the cost-sharing arrangement in the United Nations Sustainable Development Group, to be disbursed as a grant.

- 1.348 Pursuant to General Assembly resolution [72/279](#), the resident coordinator system is funded through a 1 per cent coordination levy on tightly earmarked non-core contributions to United Nations system development-related activities, a cost-sharing arrangement among the entities of the United Nations Sustainable Development Group and voluntary contributions. In 2025, the Secretariat share of the cost-sharing arrangement for entities of the Sustainable Development Group will remain at \$13,442,500, proposed to be funded from the regular budget. This amount represents no change compared with the approved budget for 2024. To ensure adequate, predictable and sustainable funding for the resident coordinator system, the Secretary-General presented his report on revised estimates relating to the proposed programme budget for 2024 ([A/78/753](#)), wherein he proposed that funding through voluntary contributions be converted to funding from the regular budget (including the conversion of 801 posts), effective 1 January 2024. The report is under consideration by the Assembly.<sup>1</sup> Accordingly, the proposed programme budget for 2025 is presented at the same level as the approved budget for 2024 and will be revised to reflect the outcome of the decisions of the Assembly on the Secretary-General's report.
- 1.349 The methodology for the calculation of the participating entity share and the amount for each participating entity is reflected in the report of the Secretary-General on revised estimates relating to the resident coordinator system under section I, Overall policymaking, direction and coordination ([A/73/424](#)). As requested by the General Assembly in its resolution [72/279](#), the cost-sharing formula was reviewed as part of a comprehensive review of the reinvigorated resident coordinator system, including its funding arrangements, to ensure that the formula was current, fair, consistent, transparent and predictable. Consequently, the revised cost-sharing formula was adopted in 2020, reflecting the direct involvement of each agency on the basis of the proportion of services used.
- 1.350 For 2025, resources for the resident coordinator system include the special purpose trust fund and the locally mobilized resources. Under the special purpose trust fund, the resident coordinator system expects to generate \$281.8 million of pooled funding, comprising \$154 million from voluntary contributions, \$77.5 million from the cost-sharing arrangement and \$50.3 million from the 1 per cent coordination levy. The distribution of the resources is reflected in tables 1.155 and 1.156. Under the locally mobilized resources, the resident coordinator system anticipates \$8.4 million of earmarked contributions to be received at the country level for activities financed by third parties that are mobilized locally for activities that go beyond the core focus of the special purpose trust fund (reflected in table 1.155 below under country coordination component).

<sup>1</sup> Refers to the time of writing of the present report and the second resumed session of the seventy-eighth session of the General Assembly.

## Overview of resources of the resident coordinator system

Table 1.155

### Financial resources by component

(Thousands of United States dollars)

#### (a) Special purpose trust fund

Component	2023 expenditure	2024 estimate	Changes		2025 estimate
			Total	Percentage	
A. Executive direction and management	3 802.7	4 663.6	235.7	5.1	4 899.3
B. Programme of work					
1. Global coordination	12 730.1	14 971.4	928.4	6.2	15 899.8
2. Regional coordination	9 239.2	10 328.7	959.8	9.3	11 288.5
3. Country coordination	171 551.5	242 834.4	(2 992.6)	(1.2)	239 841.8
<b>Subtotal, B</b>	<b>193 520.8</b>	<b>268 134.5</b>	<b>(1 104.4)</b>	<b>(0.4)</b>	<b>267 030.1</b>
C. Programme support	11 870.3	9 028.3	868.7	9.6	9 897.0
<b>Total</b>	<b>209 193.9</b>	<b>281 826.4</b>	<b>–</b>	<b>–</b>	<b>281 826.4</b>

#### (b) Locally mobilized resources

Component	2023 expenditure	2024 estimate	Changes		2025 estimate
			Total	Percentage	
Country coordination	4 874.3	8 408.3	–	–	8 408.3
<b>Total</b>	<b>4 874.3</b>	<b>8 408.3</b>	<b>–</b>	<b>–</b>	<b>8 408.3</b>

Table 1.156

### Financial resources by object of expenditure (special purpose trust fund)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 estimate	Changes		2025 estimate
			Total	Percentage	
Posts	148 039.5	166 765.9	2 397.0	1.4	169 162.9
Other staff costs	10 608.6	3 372.2	(902.6)	(26.8)	2 469.6
Hospitality	163.1	1 106.9	(3.5)	(0.3)	1 103.4
Consultants	5 678.9	22 933.5	(1 790.9)	(7.8)	21 142.6
Travel of staff	7 260.3	12 292.3	(305.4)	(2.5)	11 986.9
Contractual services	11 114.3	27 121.6	1 922.0	7.1	29 043.6
General operating expenses	24 217.0	43 832.4	(763.0)	(1.7)	43 069.4
Supplies and materials	723.5	1 470.0	131.1	8.9	1 601.1
Furniture and equipment	1 388.8	2 931.6	(684.7)	(23.4)	2 246.9
<b>Total</b>	<b>209 193.9</b>	<b>281 826.4</b>	<b>–</b>	<b>–</b>	<b>281 826.4</b>

- 1.351 The overall resource requirements for 2025 include \$281.8 million for the special purpose trust fund for the resident coordinator system (see table 1.156).
- 1.352 Resource requirements of \$281.8 million under the special purpose trust fund for 2025 are maintained at the same level as 2024. The increase of \$2.4 million under posts is offset in full by the decrease under non-post resources. The increase of \$2.4 million under posts reflects mainly the application of updated standard costs for posts. The net decrease of \$2.4 million under non-post resources reflects primarily a decrease of \$0.9 million under other staff costs for the revised standard costs of 10 triple-hatted resident coordinators and the removal of the costs of 2 previous triple-hatted resident coordinators (in Mali and the Sudan), which are now proposed under posts; a decrease of \$0.7 million under furniture and equipment due to the removal of the costs of one-time acquisitions; and, a net decrease of \$0.8 million resulting from the decreased demand for office automation, alteration of premises and rental of vehicles provisioned under general operating expenses and from the redeployment of resources among consultants, travel of staff, supplies and materials and contractual services relating to the use of the country-level coordination fund by the resident coordinators.
- 1.353 The estimated number of posts for the special purpose trust fund in 2025 is reflected in table 1.157. The proposed number of posts in 2025 reflects a net increase of two posts compared with 2024 owing to the establishment of two new posts, in Mali and the Sudan, at the Assistant-Secretary-General level for the resident coordinator and the humanitarian coordinator function, following the closure, respectively, of the United Nations Multidimensional Integrated Stabilization Mission in Mali and the United Nations Integrated Transition Assistance Mission in the Sudan. Additional justifications for all other changes of posts are provided under the “country coordination” component.

Table 1.157  
Post resources by component for 2025

(Number of posts)

	Professional and higher									General Service and related		National staff		Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal	Principal level	Other level	National Professional Officer	Local level	
2024 estimates	–	4	46	79	117	181	28	–	455	8	5	413	404	1 285
2025 estimates														
A. Executive direction and management	–	1	1	–	5	3	4	–	14	2	1	–	–	17
B. Programme of work														
1. Global coordination	–	–	–	2	10	25	13	–	50	–	3	–	–	53
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	6	39	75	91	129	2	–	342	–	–	413	396	1 151
<b>Subtotal, B</b>	–	<b>6</b>	<b>44</b>	<b>78</b>	<b>109</b>	<b>167</b>	<b>21</b>	–	<b>425</b>	–	<b>3</b>	<b>413</b>	<b>404</b>	<b>1 245</b>
C. Programme support	–	–	–	1	3	11	3	–	18	6	1	–	–	25
<b>Total 2025 estimates</b>	–	<b>7</b>	<b>45</b>	<b>79</b>	<b>117</b>	<b>181</b>	<b>28</b>	–	<b>457</b>	<b>8</b>	<b>5</b>	<b>413</b>	<b>404</b>	<b>1 287</b>
<b>Change</b>	–	<b>3</b>	<b>(1)</b>	–	–	–	–	–	<b>2</b>	–	–	–	–	<b>2</b>

Table 1.158  
**Distribution of resources by component**  
 (Percentage)

<i>Component</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
A. Executive direction and management	1.7	1.7
B. Programme of work		
1. Global coordination	5.3	5.7
2. Regional coordination	3.7	4.0
3. Country coordination	86.1	85.1
<b>Subtotal, B</b>	<b>95.1</b>	<b>94.8</b>
C. Programme support	3.2	3.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>

## Budget by component

### Executive direction and management

1.354 The proposed resources under executive direction and management would provide for the Office of the Assistant Secretary-General for Development Coordination. This Office provides strategic planning for the resident coordinator system, supports the Chair, Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of implementation and progress-tracking of the quadrennial comprehensive policy review. The Office is responsible for managing the engagement with Member States and ensuring their oversight of the resident coordinator system for increased accountability towards them, including by the General Assembly and the Economic and Social Council, and forging strategic partnerships for the mobilization of extrabudgetary resources for the system. The Office also provides substantive engagement and liaison with the highest bodies of decision-making of the United Nations and other departments to ensure greater operational coherence in delivering on the mandate of the resident coordinator system. The Assistant Secretary-General is responsible for the management and oversight of the resident coordinator system, including the resident coordinators. There is no change in the number and level of posts in 2025 compared with 2024. The distribution of resources is reflected in tables 1.159 and 1.160.

1.355 The extrabudgetary resources under the present component are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

Table 1.159  
**Resource requirements: executive direction and management**  
 (Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
Posts	4 060.5	4 346.4	285.9	17	17
Non-post	603.1	552.9	(50.2)	—	—
<b>Total</b>	<b>4 663.6</b>	<b>4 899.3</b>	<b>235.7</b>	<b>17</b>	<b>17</b>

Table 1.160

**Requirements by object of expenditure: executive direction and management**

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Posts	3 252.8	4 060.5	4 346.4	285.9
Other staff costs	74.5	88.2	—	(88.2)
Hospitality	—	8.6	11.5	2.9
Consultants	(9.5)	10.0	10.0	—
Travel of staff	161.7	180.4	218.6	38.2
Contractual services	38.2	34.5	—	(34.5)
General operating expenses	283.7	272.0	307.5	35.5
Supplies and materials	—	3.4	5.0	1.6
Furniture and equipment	1.3	6.0	0.3	(5.7)
<b>Total</b>	<b>3 802.7</b>	<b>4 663.6</b>	<b>4 899.3</b>	<b>235.7</b>

**Programme of work**

- 1.356 The distribution of resources under programme of work (global, regional and country coordination) is reflected in tables 1.161 and 1.162.

Table 1.161

**Resource requirements: programme of work**

(Thousands of United States dollars/number of posts)

	<i>Resources</i>			<i>Posts</i>	
	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
Global coordination	14 971.4	15 899.8	928.4	53	53
Regional coordination	10 328.7	11 288.5	959.8	41	41
Country coordination	242 834.4	239 841.8	(2 992.6)	1 149	1 151
<b>Total</b>	<b>268 134.5</b>	<b>267 030.1</b>	<b>(1 104.4)</b>	<b>1 243</b>	<b>1 245</b>

Table 1.162

**Requirements by object of expenditure: programme of work**

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Posts	140 577.8	157 520.8	158 855.4	1 334.6
Other staff costs	9 901.0	3 047.5	2 391.2	(656.3)
Hospitality	163.1	1 098.3	1 091.9	(6.4)
Consultants	5 688.3	22 923.5	21 132.6	(1 790.9)
Travel of staff	7 053.6	12 058.6	11 712.3	(346.3)
Contractual services	11 028.1	27 029.9	29 022.1	1 992.2

**Section 1 Overall policymaking, direction and coordination**

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
General operating expenses	17 084.9	40 097.2	39 091.9	(1 005.3)
Supplies and materials	723.5	1 449.3	1 556.1	106.8
Furniture and equipment	1 300.5	2 909.4	2 176.6	(732.8)
<b>Total</b>	<b>193 520.8</b>	<b>268 134.5</b>	<b>267 030.1</b>	<b>(1 104.4)</b>

**Global coordination**

1.357 Under global coordination, branches and sections of the Development Coordination Office at Headquarters work with entities and mechanisms of the United Nations Sustainable Development Group and the broader United Nations system to improve the strategic and operational coherence of operational activities for development. This is achieved by fostering system-wide approaches for integrated policy priorities that accelerate the implementation of the 2030 Agenda. The branches and sections also provide strategic guidance to United Nations country teams for joint analysis, planning, programming, monitoring and assessment of United Nations Sustainable Development Cooperation Frameworks, as well as guidance for joint communications and advocacy on the Sustainable Development Goals and the advancement of system-wide operational efficiencies. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator System Leadership Branch, the Country Business Strategies Section and the Communications and Results Reporting Section. There is no change in number and level of posts in in 2025 compared with 2024.

1.358 The distribution of resources for global coordination is reflected in tables 1.163 and 1.164.

Table 1.163

**Resource requirements: global coordination**

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
Posts	12 352.9	13 717.5	1 364.6	53	53
Non-post	2 618.5	2 182.3	(436.2)	—	—
<b>Total</b>	<b>14 971.4</b>	<b>15 899.8</b>	<b>928.4</b>	<b>53</b>	<b>53</b>

Table 1.164

**Requirements by object of expenditure: global coordination**

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Posts	9 766.1	12 352.9	13 717.5	1 364.6
Other staff costs	659.0	297.8	438.0	140.2
Consultants	860.9	315.1	375.8	60.7
Travel of staff	28.6	255.4	121.6	(133.8)
Contractual services	532.6	920.4	464.5	(455.9)

**Part I Overall policymaking, direction and coordination**

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
General operating expenses	881.9	799.0	782.0	(17.0)
Supplies and materials	(0.2)	12.2	0.4	(11.8)
Furniture and equipment	1.3	18.6	–	(18.6)
<b>Total</b>	<b>12 730.1</b>	<b>14 971.4</b>	<b>15 899.8</b>	<b>928.4</b>

**Regional coordination**

1.359 The regional teams of the resident coordinator system provide support for country-level coordination. They focus on day-to-day management and support for coherent and effective delivery of operational activities for development by resident coordinators and United Nations country teams through integrated policy programming and operational support, together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic and social commissions. The regional level of the Development Coordination Office enables tailored and dedicated support to various regions around the world, being close to the point of delivery and in charge of a select number of country contexts.

1.360 The distribution of resources for regional coordination is reflected in tables 1.165 and 1.166.

Table 1.165

**Resource requirements: regional coordination**

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
Posts	7 542.7	8 545.3	1 002.6	41	41
Non-post	2 786.0	2 743.2	(42.8)	–	–
<b>Total</b>	<b>10 328.7</b>	<b>11 288.5</b>	<b>959.8</b>	<b>41</b>	<b>41</b>

Table 1.166

**Requirements by object of expenditure: regional coordination**

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Posts	6 914.2	7 542.7	8 545.3	1 002.6
Other staff costs	812.3	482.4	292.7	(189.7)
Hospitality	–	11.9	2.1	(9.8)
Consultants	195.8	108.4	175.2	66.8
Travel of staff	405.9	1 566.1	1 566.1	–
Contractual services	138.8	129.6	57.1	(72.5)
General operating expenses	715.3	404.8	630.5	225.7
Supplies and materials	7.9	12.4	9.1	(3.3)
Furniture and equipment	49.1	70.4	10.4	(60.0)
<b>Total</b>	<b>9 239.2</b>	<b>10 328.7</b>	<b>11 288.5</b>	<b>959.8</b>



## Country coordination

- 1.361 Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading a new generation of United Nations country teams and development system support for the implementation of the 2030 Agenda at the country level. This independent, impartial and empowered coordination function is carried out in line with national priorities, needs and planning frameworks under the ownership and leadership of programme countries, for a coherent, effective, efficient and accountable response to country-specific needs, to maximize the impact of the United Nations support and the sustainability of development results. The proposed number of posts in 2025 reflects an increase of two posts, in Mali and the Sudan, at the Assistant-Secretary-General level for the resident coordinator and humanitarian coordinator function, following the closure, respectively, of the United Nations Multidimensional Integrated Stabilization Mission in Mali and the United Nations Integrated Transition Assistance Mission in the Sudan, which were previously cost-shared with the relevant missions and planned under their staffing tables. In 2025, it is proposed that these posts be funded in full under the staffing table of the resident coordinator system. In addition, it is also proposed that the resident coordinator and humanitarian coordinator post for Ethiopia be reclassified from the D-2 to the Assistant Secretary-General level. The proposed reclassification reflects the continuing challenging in-country context and complexity and the increased demand from the United Nations country team for coordination of both development and humanitarian activities in Ethiopia.
- 1.362 The distribution of resources for country coordination is reflected in tables 1.167 and 1.168 (a) for resources under the special purpose trust fund and in table 1.168 (b) for resources under locally mobilized resources.

Table 1.167

### Resource requirements: country coordination (special purpose trust fund)

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate
Posts	137 625.2	136 592.6	(1 032.6)	1 149	1 151
Non-post	105 209.2	103 249.2	(1 960.0)	–	–
<b>Total</b>	<b>242 834.4</b>	<b>239 841.8</b>	<b>(2 992.6)</b>	<b>1 149</b>	<b>1 151</b>

Table 1.168

### Requirements by object of expenditure: country coordination

(Thousands of United States dollars)

#### (a) Special purpose trust fund

Object of expenditure	2023 expenditure	2024 estimate	2025 estimate	Variance
Posts	123 897.4	137 625.2	136 592.6	(1 032.6)
Other staff costs	8 429.8	2 267.3	1 660.5	(606.8)
Hospitality	163.1	1 086.4	1 089.8	3.4
Consultants	4 631.6	22 500.0	20 581.6	(1 918.4)
Travel of staff	6 619.1	10 237.1	10 024.6	(212.5)
Contractual services	10 356.8	25 979.9	28 500.5	2 520.6

**Part I Overall policymaking, direction and coordination**

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
General operating expenses	15 487.7	38 893.4	37 679.4	(1 214.0)
Supplies and materials	715.8	1 424.7	1 546.6	121.9
Furniture and equipment	1 250.2	2 820.4	2 166.2	(654.2)
<b>Total</b>	<b>171 551.5</b>	<b>242 834.4</b>	<b>239 841.8</b>	<b>(2 992.6)</b>

**(b) Locally mobilized resources**

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Other staff costs	2 265.0	3 169.2	3 169.2	–
Consultants	898.7	–	1 863.6	1 863.6
Travel of staff	197.7	205.6	205.6	–
Contractual services	532.9	2 968.7	1 105.1	(1 863.6)
General operating expenses	897.0	1 847.5	1 847.5	–
Supplies and materials	16.7	138.6	138.6	–
Furniture and equipment	66.3	78.7	78.7	–
<b>Total</b>	<b>4 874.3</b>	<b>8 408.3</b>	<b>8 408.3</b>	<b>–</b>

**Programme support**

- 1.363 Programme support services are provided by the Resident Coordinator System Business Management Branch in the Development Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability for and oversight of the system. The Branch serves as the Executive Office of the Development Coordination Office and provides daily business services and administrative support to the Office at the global level, including on human resources, information technology, finance, travel, procurement and systems platform management. It is responsible for the development and oversight of and reporting on the Office's headquarters budget. The Branch manages the operational relationship with the service providers of the resident coordinator system. It advises and provides backstopping support on business services to the Office's regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results-based budgeting and regular reporting, including to the General Assembly. It is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system. The Branch is also responsible for policy guidance on management accountability and oversight support for the Office in coordination with other offices within the Secretariat. There is no change in number and level of posts in 2025 compared with 2024.
- 1.364 The distribution of resources for programme support is reflected in tables 1.169 and 1.170.

Table 1.169

**Resource requirements: programme support**

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate
Posts	5 184.6	5 961.1	776.5	25	25
Non-post	3 843.7	3 935.9	92.2	—	—
<b>Total</b>	<b>9 028.3</b>	<b>9 897.0</b>	<b>868.7</b>	<b>25</b>	<b>25</b>

Table 1.170

**Requirements by object of expenditure: programme support**

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 estimate	2025 estimate	Change
Posts	4 209.0	5 184.6	5 961.1	776.5
Other staff costs	633.1	236.5	78.4	(158.1)
Travel of staff	44.9	53.3	56.0	2.7
Contractual services	48.1	57.2	21.5	(35.7)
General operating expenses	6 848.3	3 463.2	3 670.0	206.8
Supplies and materials	—	17.3	40.0	22.7
Furniture and equipment	87.0	16.2	70.0	53.8
<b>Total</b>	<b>11 870.3</b>	<b>9 028.3</b>	<b>9 897.0</b>	<b>868.7</b>

## **XIV. United Nations Youth Office**

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

#### **Overall orientation**

#### **Mandates and background**

- 1.365 The United Nations has long recognized that the imagination, ideals and energy of young people are vital for the continuing development of the societies in which they live. In 1965, in its resolution [2037 \(XX\)](#), the General Assembly acknowledged the Declaration on the Promotion among Youth of the Ideals of Peace, Mutual Respect and Understanding between Peoples. In 1995, the Assembly adopted the World Programme of Action for Youth to the Year 2000 and Beyond in its resolution [50/81](#), which provided a policy framework and practical guidelines to improve the situation of young people. In 2007, the Assembly adopted the Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond in its resolution [62/126](#), which provided further guidance on promoting the participation of young people in social and economic development. Since 2015, the Security Council, in its resolutions [2250 \(2015\)](#), [2419 \(2018\)](#) and [2535 \(2020\)](#), has called upon all relevant actors to increase the inclusive representation of young people in the prevention and resolution of conflict, including when negotiating and implementing peace agreements.
- 1.366 In 2013, the Secretary-General appointed the first Envoy on Youth. In 2018, to strengthen the coordination and accountability of the United Nations system with regard to its work on young people, the Secretary-General launched the United Nations Youth Strategy. The General Assembly, in its resolution [76/306](#), decided to establish the United Nations Youth Office as a dedicated office for youth affairs in the Secretariat, integrating the Office of the Secretary-General's Envoy on Youth. On 27 October 2023, the Secretary-General appointed the first-ever Assistant Secretary-General for Youth Affairs to lead the Office, representing the youngest serving Assistant Secretary-General in the history of the Organization. The mandate derives from the priorities established in relevant resolutions and decisions of the Assembly and the Security Council, including Assembly resolutions [50/81](#), [62/126](#), [76/306](#), [77/336](#) and [78/179](#) and Council resolutions [2250 \(2015\)](#), [2419 \(2018\)](#) and [2535 \(2020\)](#).

#### **Programme of work**

##### **Objective**

- 1.367 The objective, to which this programme contributes, is to ensure the meaningful engagement of young people in the work of the United Nations and accelerated action at the global, regional and country levels to empower young people around the world, to promote their rights and to address their needs.

#### **Strategy and external factors for 2025**

- 1.368 To contribute to the objective, the Office will:
- (a) Lead engagement and advocacy for the advancement of youth issues across the United Nations in the areas of peace and security, sustainable development and human rights, through engagement with Member State representatives, principals of United Nations organs and senior management of United Nations entities, and in close consultation with young people;

- (b) Promote meaningful, inclusive and effective engagement of young people and of youth-led and youth-focused organizations in the work of the United Nations, in close collaboration with United Nations system entities;
- (c) Encourage greater United Nations system-wide collaboration, coordination and accountability on the advancement of youth issues, including United Nations support to Member States, as appropriate and upon request, in promoting the effective and meaningful engagement, participation and empowerment of young people;
- (d) Engage with youth-focused envoys, representatives and offices of regional organizations on advancing youth issues;
- (e) Propose innovative approaches to advance multi-stakeholder initiatives on the engagement and empowerment of young people, for the consideration of Member States, including on quality and inclusive education, decent jobs, skills development, digital transformation and youth-led innovation and solutions;
- (f) Promote and facilitate intergenerational and intercultural dialogue, collaboration and solidarity by creating opportunities for young people to not only share and collaborate among one other, but also engage with Member States, the private sector, academia and the United Nations, including through intergovernmental policy forums;
- (g) Support efforts to enhance youth representation at the United Nations, including through increasing and improving the conditions of internships and employment opportunities for young people, especially for those from developing countries and with due regard to gender balance;
- (h) Support efforts towards the mobilization of financial and technical support and investment to promote and upscale quality and inclusive education and training, skills development, capacity-building and bridging the digital divide, in tandem with job creation, for young people and creating an enabling environment for harnessing their talents and abilities to contribute to their societies;
- (i) Conduct outreach to young people and to youth-led and youth-focused organizations, through innovative means, including the use of social media, narrative storytelling and audiovisual content, with an emphasis on the creation of multilingual assets and templates, where possible, for global dissemination through United Nations country teams and United Nations information centres.

1.369 The above-mentioned work is expected to result in:

- (a) Advancement of youth issues in the areas of peace and security, sustainable development and human rights;
- (b) Greater United Nations system-wide collaboration, coordination and accountability for the advancement of youth issues;
- (c) Action by Member States and regional organizations to ensure the effective and meaningful engagement, participation and empowerment of young people;
- (d) Amplified youth voices and increased opportunities for young people to contribute to the promotion of a peaceful, just and sustainable world;
- (e) Strengthened intergenerational and intercultural dialogue, collaboration and solidarity;
- (f) Multi-stakeholder initiatives on young people, including on quality and inclusive education and training, skills development, bridging the digital divide, job creation and the empowerment of young people;
- (g) Increased and improved youth representation at the United Nations.

- 1.370 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States continue to support the advancement of the situation of young people, including in the implementation of relevant international frameworks and agreements;
  - (b) Sustained recognition by the global community of the important role that young people play in the promotion of peace and security, sustainable development and human rights;
  - (c) There is adequate allocation of resources for action on young people and meaningful youth engagement across the United Nations system, national, regional and global institutions.
- 1.371 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will collaborate with regional and national youth envoys and regional organizations. It will also prioritize the forging of new relationships and the strengthening of existing ones with relevant youth organizations, civil society organizations, academia and the private sector.
- 1.372 With regard to inter-agency coordination and liaison, the Office will continue to mobilize United Nations entities and United Nations country teams for improved coordination, collaboration and accountability on youth work across the United Nations system. It will collaborate with the Department of Global Communications and other United Nations entities through the United Nations Youth Strategy communications group. It will also work with the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and other members of the Strategy task team to improve internships and employment opportunities across the United Nations system. The Office will partner with the Office of the Envoy of the Secretary-General on Technology, the United Nations Children's Fund, the International Telecommunication Union, the Department of Global Communications, the Department of Economic and Social Affairs and the Office of Information and Communications Technology to address digital transformation challenges for young people and reduce the digital divide. As part of the efforts to strengthen the youth, peace and security agenda, the Office will continue its collaboration with the Department of Political and Peacebuilding Affairs and the United Nations Population Fund, as well as with OHCHR and other relevant entities on young people's political participation and protection issues. The Office will also contribute regularly to the work of various inter-agency working groups and will provide secretariat support to the inter-agency high-level steering committee and joint working group responsible for advancing coherent action by the United Nations system on youth-related matters.
- 1.373 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, by ensuring the meaningful participation of girls and young women in United Nations processes and intergovernmental decision-making, facilitating intergenerational discussions on women's leadership, promoting the integration of a gender perspective into youth inclusion and youth-led action and by promoting discussions on sexual and reproductive health and rights as an integral part of the youth agenda.
- 1.374 In line with the United Nations Disability Inclusion Strategy and guided by Office's research findings and recommendations on young people with disabilities, the Office will advocate for meaningful participation of young persons with disabilities in the work of the United Nations and beyond. In consultation with young people with disabilities and their networks and organizations, the Office will mainstream disability inclusion into all aspects of its work, with the aim of ensuring accessibility to opportunities, information and events, to the greatest extent possible.

## Programme performance in 2023

### Young people and future generations recognized by Member States as one of the key elements in the scope of the Summit of the Future

- 1.375 Young people will inherit the consequences of all action (or inaction) taken today to address pressing global issues; however, there are limited opportunities for their engagement in public policymaking and decision-making at the global, regional, national and local levels. In 2023, the Office actively

engaged in high-level advocacy to bring to the forefront the importance of meaningful engagement of young people in policy and decision-making processes. The Office led the development of the Secretary-General's policy brief on meaningful youth engagement and engaged in consultations and advocacy with Member States, the United Nations system and youth-led and youth-focused organizations to facilitate more structured and meaningful participation of young people in decision-making, including in the context of preparations for the Summit of the Future. Those efforts contributed to the adoption by the General Assembly of decision 77/568, by which the Assembly decided that the scope of the Summit of the Future would encompass five elements and that those elements would be reflected in an outcome document, titled "A Pact for the Future", comprising a chapeau and five chapters, of which one chapter would be dedicated to young people and future generations.

1.376 Progress towards the objective is presented in the performance measure below (see table 1.171).

Table 1.171

**Performance measure**

2021 (actual)	2022 (actual)	2023 (actual)
—	—	Young people recognized by Member States as one the five elements of the scope of the Summit of the Future

**Planned results for 2025**

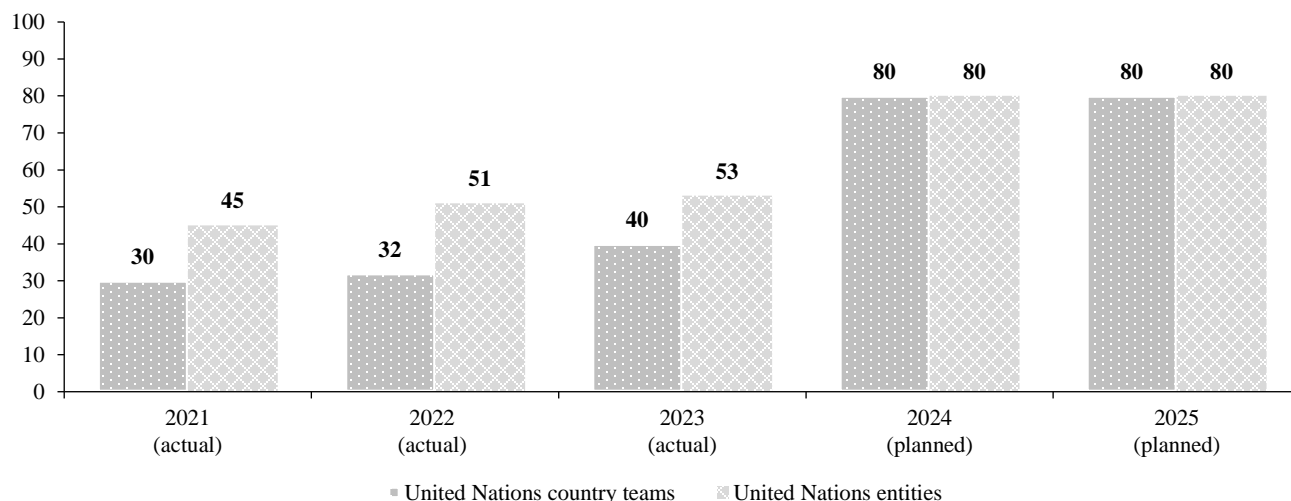
**Result 1: strengthened system-wide action for and with young people to address their needs, amplify their voices and advance their meaningful engagement**

**Programme performance in 2023 and target for 2025**

- 1.377 The Office's work contributed to 40 per cent of United Nations country teams and 53 per cent of United Nations entities achieving a "green" performance rating for at least 80 per cent of all key performance indicators in the United Nations Youth Strategy scorecard in 2023, which did not meet the planned target of 50 and 65 per cent, respectively. The targets were not met owing to a confluence of factors, including the lack of a dedicated marker for tracking funding for young people, as well as challenges in system-wide policy coherence on internships.
- 1.378 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXXIV).

Figure 1.XXXIV

**Performance measure: percentage of United Nations country teams and United Nations entities that achieved a “green” performance rating for at least 80 per cent of all key performance indicators in the United Nations Youth Strategy scorecard<sup>a</sup>**



<sup>a</sup> The scorecard covers 18 key performance indicators for United Nations entities and 19 for United Nations country teams relating to United Nations Youth Strategy priority areas. A “green” performance rating for a key performance indicator indicates achievement of the established milestone.

## **Result 2: youth engagement at all levels: moving from quantity to quality**

### **Proposed programme plan for 2025**

- 1.379 Notwithstanding the emergence of various youth engagement opportunities, young people exert minimal influence over key decision-making areas such as sustainable development, peace and security and human rights. The Office has forged strategic partnerships within the United Nations, Member States and other organizations, and led high-level advocacy and outreach to young people and youth-led and youth-serving organizations to further institutionalize mechanisms for the meaningful engagement of young people.

#### *Lessons learned and planned change*

- 1.380 The lesson for the Office was the need to focus its advocacy on pathways to improving mechanisms for meaningful youth engagement. Consultations with young people demonstrate that young people are not content with existing frameworks for their participation in decision-making. They view these arrangements, in particular in the multilateral sphere, as ineffective and, at times, tokenistic. Young people want their input to be taken seriously and seek meaningful engagement throughout the decision-making process. In applying the lesson, the Office will focus its efforts on ensuring that meaningful youth engagement is institutionalized by working across three levels of influence: (a) intergovernmental, through advocacy with Member States and the development of standards for meaningful youth engagement; (b) the United Nations system, by coordinating the next phase of the United Nations Youth Strategy, promoting policy coherence and operational improvements in internship programmes and supporting system-wide efforts for the rejuvenation of the workforce; and (c) internally, through the establishment of a youth advisory board and the development of protocols for youth engagement to protect young people and effectively address their concerns regarding safety and protection from reprisals.
- 1.381 Expected progress towards the objective is presented in the performance measure below (see table 1.172).



Table 1.172  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	United Nations entities and country teams track indicators on meaningful youth engagement in their accountability scorecards on an annual basis	Young people, Member States and United Nations system entities participate in consultations on the key principles for meaningful youth engagement	Member States consider global standard for meaningful youth engagement

## Legislative mandates

- 1.382 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

### General Assembly resolutions

50/81	World Programme of Action for Youth to the Year 2000 and Beyond	76/306	Establishment of the United Nations Youth Office
62/126	Policies and programmes involving youth: youth in the global economy – promoting youth participation in social and economic development	77/336 78/179	Model United Nations Policies and programmes involving youth

### Security Council resolutions

2250 (2015)	2535 (2020)
2419 (2018)	

## Deliverables

- 1.383 Table 1.173 lists all deliverables of the programme.

Table 1.173  
United Nations Youth Office: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	2	2	2	2
1. Report of the Secretary-General to the General Assembly on the activities of the United Nations Youth Office	1	1	1	1
2. Report of the Secretary-General to the Security Council on youth, peace and security	—	—	1	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	10	10	10	11
3. Economic and Social Council youth forum	6	6	6	6
4. Meetings of the Security Council	1	1	1	1

**Part I Overall policymaking, direction and coordination**

Category and subcategory		2023 planned	2023 actual	2024 planned	2025 planned
L	5. Meetings of the Conference of State Parties to the Convention on the Rights of Persons with Disabilities	1	1	1	1
	6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
	7. Meetings of the Fifth Committee	1	1	1	1
	8. Peacebuilding Commission	–	–	–	1
<b>B.</b>	<b>Generation and transfer of knowledge</b>				
	<b>Seminars, workshops and training events</b> (number of days)	<b>13</b>	<b>13</b>	<b>16</b>	<b>18</b>
	9. Training events for the Young Leaders for the Sustainable Development Goals	1	1	1	1
	10. Training and workshops on the United Nations Youth Strategy	12	12	15	15
	11. High-Level Global Conference on Youth-Inclusive Peace Process	–	–	–	2
	<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
	12. Progress report on the implementation of the United Nations Youth Strategy	1	1	1	1
	13. Research report on young people with disabilities	–	–	1	–
	14. Research report on political participation of young people	–	–	–	1
	<b>Technical materials</b> (number of materials)	<b>2</b>	<b>–</b>	<b>4</b>	<b>–</b>
	15. Guidance on scorecards for United Nations country teams and United Nations entities on the United Nations Youth Strategy	1	–	1	–
	16. Action guide for implementation of the United Nations Youth Strategy	1	–	1	–
	17. Guidance for monitoring system-wide efforts on young people	–	–	1	–
	18. Toolkit for young people briefers on engagement with United Nations bodies and mechanisms on peace and security	–	–	1	–
<b>C.</b>	<b>Substantive deliverables</b>				
	<b>Consultation, advice and advocacy:</b> 2 briefings for all Member States; 5 country visits and bilateral meetings with ministers responsible for young people and other high-level government officials; consultation with national and regional youth envoys; annual strategic meeting of the high-level steering committee of the United Nations Youth Strategy; and advocacy and policy round tables on enhancing youth representation at the United Nations.				
	<b>Databases and substantive digital materials:</b> United Nations Youth Strategy scorecard reporting system and dashboard; and United Nations Youth Strategy online toolkit platform.				
<b>D.</b>	<b>Communication deliverables</b>				
	<b>Outreach programmes, special events and information materials:</b> “Youth 2030 Pulse” monthly newsletter; commemoration of International Youth Day, including partner advocacy campaigns, World Youth Skills Day and other relevant international days and observances; launch events for new cohort of Young Leaders for the Sustainable Development Goals and for publications and reports of the United Nations Youth Office, and, on the road to the Summit of the Future, the curation and leading of an advocacy and communications campaign on meaningful youth engagement.				
	<b>Digital platforms and multimedia content:</b> United Nations Youth Office website and social media accounts with regular updates on issues relevant to young people; and social media takeover campaigns with youth and youth-led networks.				

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

### Overview

- 1.384 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.174 to 1.176.

Table 1.174

### Evolution of financial resources by object of expenditure

(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	251.2	1 901.0	—	—	—	—	—	—	1 901.0
Other staff costs	—	89.3	—	—	—	—	—	—	89.3
Hospitality	—	5.4	—	—	—	—	—	—	5.4
Consultants	89.0	110.6	—	—	—	—	—	—	110.6
Travel of staff	74.3	78.7	—	—	—	—	—	—	78.7
Contractual services	251.9	262.4	—	—	—	—	—	—	262.4
General operating expenses	8.7	33.9	—	—	—	—	—	—	33.9
Supplies and materials	0.3	8.1	—	—	—	—	—	—	8.1
Furniture and equipment	46.9	15.8	—	—	—	—	—	—	15.8
Grants and contributions	114.4	134.0	—	—	—	—	—	—	134.0
<b>Total</b>	<b>836.8</b>	<b>2 639.2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2 639.2</b>

Table 1.175

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	16	1 ASG, 1 D-1, 2 P-5, 5 P-3, 6 P-2/1, 1 GS (OL)
Proposed for 2025	16	1 ASG, 1 D-1, 2 P-5, 5 P-3, 6 P-2/1, 1 GS (OL)

Table 1.176

### Proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	2	—	—	—	—	2
P-3	5	—	—	—	—	5
P-2/1	6	—	—	—	—	6
Subtotal	15	—	—	—	—	15

**Part I Overall policymaking, direction and coordination**

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	1	—	—	—	—	1
Subtotal	1	—	—	—	—	1
Total	16	—	—	—	—	16

1.385 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.177 to 1.179 and figure 1.XXXV.

1.386 As reflected in tables 1.177 (1) and 1.178 (1), the overall resources proposed for 2025 amount to \$2,639,200 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.177

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	836.8	2 639.2	–	–	–	–	2 639.2
<b>Subtotal, 1</b>	<b>836.8</b>	<b>2 639.2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2 639.2</b>

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	–	742.9	(717.5)	(96.6)	25.4
<b>Subtotal, 2</b>	<b>–</b>	<b>742.9</b>	<b>(717.5)</b>	<b>(96.6)</b>	<b>25.4</b>
<b>Total (1+2)</b>	<b>836.8</b>	<b>3 382.1</b>	<b>(717.5)</b>	<b>(21.2)</b>	<b>2 664.6</b>

Table 1.178

**Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) *Regular budget*

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	16	–	–	–	–	16
<b>Subtotal, 1</b>	<b>16</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>16</b>

## (2) Extrabudgetary

Component	2024 estimate	Change	2025 estimate
Programme of work	3	(2)	1
<b>Subtotal, 2</b>	<b>3</b>	<b>(2)</b>	<b>1</b>
<b>Total (1+2)</b>	<b>19</b>	<b>(2)</b>	<b>17</b>

Table 1.179

**Evolution of financial and post resources**

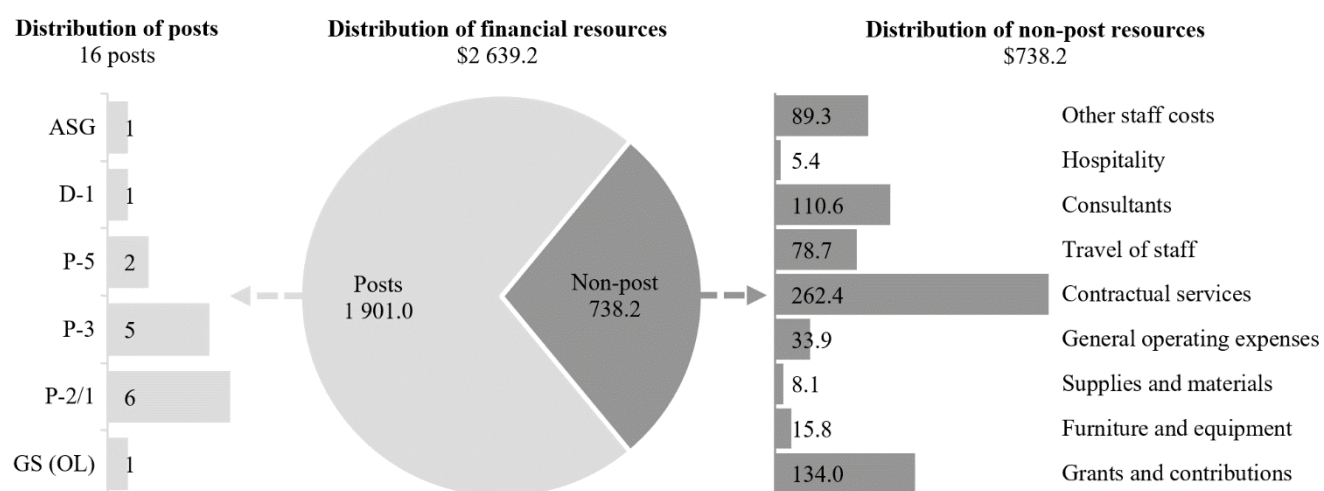
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	251.2	1 901.0	—	—	—	—	—	1 901.0
Non-post	585.6	738.2	—	—	—	—	—	738.2
Total	836.8	2 639.2	—	—	—	—	—	2 639.2
Post resources by category								
Professional and higher		15	—	—	—	—	—	15
General Service and related		1	—	—	—	—	—	1
Total		16	—	—	—	—	—	16

Figure 1.XXXV

**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



**Extrabudgetary resources**

- 1.387 As reflected in tables 1.177 (2) and 1.178 (2), extrabudgetary resources amount to \$25,400. The resources would complement regular budget resources and would be used mainly to provide for one post (P-3) for approximately one month in 2025, continuing from 2024, to support the Office in the advancement of the youth, peace and security agenda.
- 1.388 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.389 Information on the timely submission of documentation and advance booking of air travel is reflected in table 1.180.

Table 1.180

**Compliance rate**

(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	—	—	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	—	—	46	100	100

## **XV. Office of Data Protection and Privacy**

### **A. Proposed programme plan for 2025**

#### **Overall orientation**

##### **Mandates and background**

- 1.390 The Office of Data Protection and Privacy was established pursuant to General Assembly resolution [78/252](#) as an independent office responsible for assisting the Secretariat in ensuring respect for data protection and privacy in the use and processing of personal data by Secretariat entities, consistent with United Nations mandates. The right to privacy in contemporary international law is enshrined in multiple international frameworks, including article 12 of the Universal Declaration of Human Rights and article 17 of the International Covenant on Civil and Political Rights. The Assembly has continued to consider this issue actively, including through its resolution [77/211](#) and preceding resolutions, by which it reaffirmed the right to privacy in the digital age, and its resolution [78/265](#), in which it advocates for the safeguard of privacy and the protection of personal data as part of promoting safe, secure and trustworthy artificial intelligence systems.
- 1.391 In furtherance of relevant resolutions and decisions of the General Assembly, the Secretary-General promulgated a bulletin by which he established a data protection and privacy policy for the Secretariat ([ST/SGB/2024/3](#)). The Office contributes to the effective implementation of data protection and privacy standards, in line with that policy, and to fostering a culture of data protection and privacy awareness across the Secretariat.

#### **Programme of work**

##### **Objective**

- 1.392 The objective, to which the Office contributes, is to ensure that, when personal data are processed by United Nations Secretariat entities, such processing is consistent with United Nations mandates and in a manner that respects the rights of individuals and groups.

##### **Strategy and external factors for 2025**

- 1.393 To contribute to the objective, the Office will:
- (a) Provide independent and impartial advice and support to the Secretary-General and United Nations Secretariat entities on the measures to be taken to ensure compliance with the data protection and privacy rules, regulations, processes and policies of the Secretariat;
  - (b) Provide assistance to entities, for example, to fulfil requests made by individuals about their personal data to ensure implementation and compliance with relevant data protection and privacy rules, regulations, processes and policies in relation to personal data that are shared across entities, including through Secretariat-wide enterprise systems, or that otherwise relate to several entities;
  - (c) Establish and maintain a reporting mechanism for receiving and disseminating requests made by individuals about their personal data;
  - (d) Monitor and report to the Secretary-General on compliance with data protection and privacy rules, regulations, processes and policies of the Secretariat;
  - (e) Foster a culture of data protection and privacy awareness across the Organization.

- 1.394 The above-mentioned work is expected to result in:
- (a) A workplace culture that recognizes the importance of data protection and privacy across the Secretariat;
  - (b) Effective prevention, identification and mitigation of data protection and privacy risks across the Organization;
  - (c) Increased transparency and accountability in the Organization's data protection and privacy practices.
- 1.395 With regard to the external factors, the overall plan for 2025 is based on the following assumptions:
- (a) United Nations Secretariat entities adopt data protection and privacy standards, in line with the data protection and privacy policy;
  - (b) United Nations Secretariat entities build dedicated capacity to ensure that personal data are processed appropriately and respect the rights of individuals and groups.
- 1.396 With regard to inter-agency coordination and liaison, the Office will participate in inter-agency networks, as appropriate, to share best practices and advance common practices for data protection and privacy system-wide.
- 1.397 The Office integrates a gender perspective into its operational activities, deliverables and results. The Office will identify any systemic issues concerning gender inequality in the Organization's operations as regards data protection and privacy aspects. The Office will also provide gender statistics, where relevant and appropriate.
- 1.398 In line with the United Nations Disability Inclusion Strategy, the Office will ensure that it takes into account the needs of persons with disabilities, both in the accessibility of its services and in its support for the implementation of the data protection and privacy requirements within the Organization. The Office will, in particular, work to ensure that any relevant content, including information conveyed online such as through privacy notices and forms, contains accessibility features that benefit persons with disabilities.

## **Planned results for 2025**

### **Result 1: increased data protection and privacy across the Secretariat**

#### **Proposed programme plan for 2025**

- 1.399 The Office supports the strengthening the Organization's approaches to data protection and privacy, including the implementation of the Secretary-General's bulletin by which he established the data protection and privacy policy.

#### *Lessons learned and planned change*

- 1.400 The lesson for the Office was that data protection and privacy training and awareness-raising activities had been limited in scope in the Secretariat of the United Nations. Inadequate awareness among United Nations staff and related personnel on this matter increases the risk of data protection and privacy breaches. In applying the lesson, the Office will undertake various training and awareness-raising activities, including the development of training materials and the conduct of outreach activities to raise the awareness of personnel on data protection and privacy based on the new policy. The Office will also work to facilitate understanding by personnel of data protection and privacy considerations through the provision of practical resources on appropriate personal data handling.
- 1.401 Expected progress towards the objective is presented in the performance measure below (see table 1.181).



Table 1.181  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Promulgation of <a href="#">ST/SGB/2024/1</a> on data protection and privacy for the Secretariat of the United Nations	Personnel have access to additional information and resources regarding data protection and privacy in the Organization

### Legislative mandates

- 1.402 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

#### General Assembly resolutions

<a href="#">77/211</a>	The right to privacy in the digital age	<a href="#">78/265</a>	Seizing the opportunities for safe, secure and trustworthy artificial intelligence systems for sustainable development
<a href="#">78/252</a>	Questions relating to the proposed programme budget for 2024		

### Deliverables

- 1.403 Table 1.182 lists all deliverables of the programme.

Table 1.182

#### Office of Data Protection and Privacy: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	–	–	2	2
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1
2. Meetings of the Fifth Committee	–	–	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> expert advice, guidance and technical assistance to staff and non-staff personnel on data protection and privacy issues.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> Office of Data Protection and Privacy website.				

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

### Overview

- 1.404 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.183 to 1.185.

Table 1.183

### Evolution of financial resources by object of expenditure

(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	—	350.0	272.1	—	—		272.1	77.7	622.1
Other staff costs	—	—	—	—	—		—	—	—
Consultants	—	37.7	—	—	—		—	—	37.7
Travel of staff	—	25.4	—	—	—		—	—	25.4
Contractual services	—	132.5	—	—	—		—	—	132.5
General operating expenses	—	3.8	—	—	—		—	—	3.8
Supplies and materials	—	0.5	—	—	—		—	—	0.5
Furniture and equipment	—	3.4	—	—	—		—	—	3.4
<b>Total</b>	—	<b>553.3</b>	<b>272.1</b>	—	—		<b>272.1</b>	<b>49.2</b>	<b>825.4</b>

Table 1.184

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	3	1 D-1, 1 P-3, 1 P-2/1
Proposed for 2025	3	1 D-1, 1 P-3, 1 P-2/1

Table 1.185

### Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
<b>Professional and higher</b>							
D-1	1	—	—	—		—	1
P-3	1	—	—	—		—	1
P-2/1	1	—	—	—		—	1
<b>Total</b>	<b>3</b>	—	—	—		—	<b>3</b>

**Section 1 Overall policymaking, direction and coordination**

- 1.405 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.186 to 1.188 and figure 1.XXXVI.
- 1.406 As reflected in tables 1.186 and 1.187, the overall resources proposed for 2025 amount to \$825,400 before recosting, reflecting an increase of \$272,100 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.

Table 1.186

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

*Regular budget*

Component	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Programme of work	–	553.3	272.1	–	–	272.1	49.2	825.4
<b>Total</b>	–	<b>553.3</b>	<b>272.1</b>	–	–	<b>272.1</b>	<b>49.2</b>	<b>825.4</b>

Table 1.187

**Proposed posts for 2025 by source of funding and component**

(Number of posts)

*Regular budget*

Component	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Programme of work	3	–	–	–	–	3
<b>Total</b>	<b>3</b>	–	–	–	–	<b>3</b>

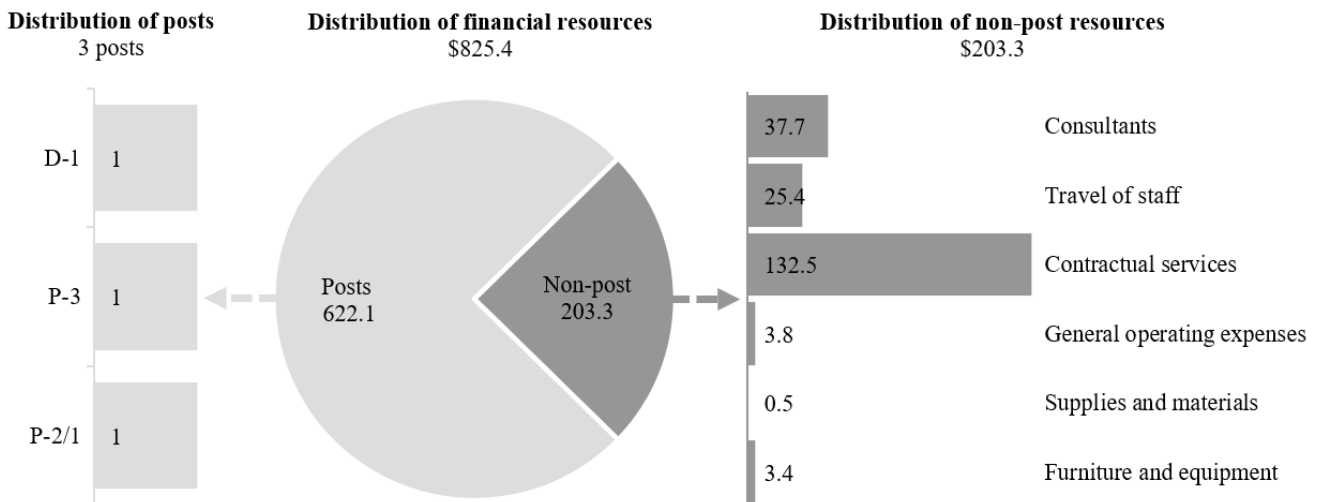
Table 1.188

**Evolution of financial and post resources**

(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								
Posts	—	350.0	272.1	—	—	272.1	—	622.1
Non-post	—	203.3	—	—	—	—	—	203.3
Total	—	553.3	272.1	—	—	272.1	—	825.4
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 1.XXXVI  
**Distribution of proposed resources for 2025 (before recosting)**  
(Number of posts/thousands of United States dollars)



**Explanation of variances by factor**

**Overall resource changes**

**Technical adjustments**

- 1.407 As reflected in table 1.186, resource changes reflect an increase of \$272,100, relating to the higher provision at continuing vacancy rates for the three posts (Chief Data Protection and Privacy Officer (D-1), Data Protection and Privacy Officer (P-3) and Associate Data Protection and Privacy Officer (P-2)) 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 newly established posts.
- 1.408 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.189.

Table 1.189  
**Compliance rate**  
(Percentage)

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

## **XVI. United Nations Sustainable Development Group System-wide Evaluation Office**

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

#### **Overall orientation**

#### **Mandates and background**

- 1.409 The United Nations Sustainable Development Group System-wide Evaluation Office is responsible for the provision of independent evaluation evidence to strengthen learning, transparency and accountability, to incentivize joint work and collective learning and to conduct and advance system-wide evaluation evidence on the United Nations development system's contribution to the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals.
- 1.410 In its resolution [70/1](#), the General Assembly called for transformative and collaborative action by the United Nations development system. To respond to that imperative, the Assembly, in its resolution [71/243](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, called for reform of the United Nations development system to support the achievement of the Sustainable Development Goals. The Assembly also underscored "the importance of strengthening a high-quality, independent and impartial system-wide evaluation mechanism of operational activities for development that enhances coherence and interdependence in the overall evaluation architecture of the United Nations development system".
- 1.411 The Secretary-General, in his 2017 report titled "Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet" ([A/72/684-E/2018/7](#)), set out proposals to the General Assembly for the repositioning of the United Nations development system, including the establishment of an independent, system-side evaluation office. The Assembly, in its resolution [72/279](#), welcomed the strengthening of independent system-wide evaluation measures by the Secretary-General, including improving capacities. The Assembly, in its resolution [75/233](#), further emphasized the need to ensure the independence, credibility and effectiveness of the system-wide evaluation office. Subsequently, in its resolution [76/4](#), the Assembly requested the Secretary-General to provide Member States with the information needed to fully support and facilitate the establishment and functioning of an independent and well-resourced evaluation office as a critical accountability tool. The Secretary-General has provided this information in his regular reports to the Assembly and the Economic and Social Council on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system ([A/73/63-E/2018/8](#), [A/74/73-E/2019/14](#), [A/75/79-E/2020/55](#), [A/76/75-E/2021/57](#) and [A/77/69-E/2022/47](#)). In 2019, a transition arrangement was established that saw the launch of the work of the Office, including to produce a small number of evaluations. In 2023, the Secretary-General appointed the first Executive Director of the Office, reporting directly to the Secretary-General, and efforts have been redoubled to consolidate the foundational elements of the Office to deliver the full range of expected functions, including finalization of the system-wide evaluation policy. The Council, in its resolution [2023/31](#), noted the establishment of the Office and looked forward to updates on its functioning and work. The proposal contained in the present report is for the conversion of post and non-post resources for the Office previously funded from extrabudgetary resources to regular budget funding. The proposed conversion follows a review of the current funding arrangements, including the anticipated decrease in extrabudgetary resources and the need to ensure more predictable and stable funding to underpin two core design features of the Office: independence and transparency.

## Programme of work

### Objective

- 1.412 The objective, to which this Office contributes, is to advance the collective contribution of the United Nations development system to accelerate the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals.

### Strategy and external factors for 2025

- 1.413 To contribute to the objective, the Office will:
- (a) Conduct relevant, timely, credible and high-quality system-wide evaluations of development system results and performance to complement the evaluation work of United Nations entities, focused on activities that cannot be adequately addressed through existing accountability mechanisms, taking into consideration a gender perspective, disability inclusion, non-discrimination, human rights and environmental dimensions, as appropriate;
  - (b) Manage the evaluation of pooled funds and joint initiatives (in which several United Nations entities are working towards a common objective);
  - (c) Promote increased collaboration on joint and system-wide evaluation, including by mapping the availability of evaluation evidence, in cooperation with the United Nations Evaluation Group, to inform the development of a multi-year rolling system-wide evaluation plan;
  - (d) Enhance collective knowledge-sharing and learning among the United Nations development system entities on using system-wide evaluation evidence to inform programme planning and the achievement of results across the United Nations development system;
  - (e) Prepare guidance to support effective system-wide evaluation, including the development of appropriate evaluation designs and data collection methods, and by developing and implementing community of practice workshops, seminars and other capacity-strengthening measures;
  - (f) Implement systems to ensure efficient and effective evaluation management and follow-up, including to support evaluation quality and adherence to United Nations Evaluation Group norms and standards;
  - (g) Work with the United Nations Evaluation Group and other partners to contribute to the strengthening of national evaluation capacities for country-led evaluation and the generation and use of evidence to inform national progress towards the achievement of the Sustainable Development Goals in line with the role of evaluation envisaged in the 2030 Agenda.
- 1.414 The above-mentioned work is expected to result in:
- (a) Increased learning and accountability of development activities at the national, regional and global levels, to contribute to consistent implementation of system-wide priorities, policies and approaches across United Nations sustainable development system entities;
  - (b) Strengthened capacities and use of system-wide evaluation evidence to inform programme planning and the achievement of results across United Nations development system entities.
- 1.415 With regard to the external factors, the overall plan for 2025 is based on the assumption that adequate voluntary contributions are available to complement regular budget resources to carry out the activities of the Office.
- 1.416 With regard to cooperation with other entities at the global, regional national and local levels, the Office will develop collaboration opportunities with other international evaluation entities.

- 1.417 With regard to inter-agency coordination and liaison, the Office will coordinate its work with OIOS, the Joint Inspection Unit and the Board of Auditors and will participate as a member of the United Nations Evaluation Group. The Office will cooperate with the United Nations System Staff College and the “evaluation practitioners exchange” seminars of the Evaluation Group, which also involve members of international, regional and national evaluation communities.
- 1.418 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including implementing guidance on mainstreaming a gender perspective into activities.
- 1.419 In line with the United Nations Disability Inclusion Strategy, the Office will integrate a perspective on the inclusion and empowerment of persons with disabilities into its work processes, including implementing guidance on disability inclusion in the Office’s activities.

## Programme performance in 2023

### System-wide evaluation evidence informs system-wide learning and investment decisions

- 1.420 In the report of the Secretary-General on the implementation of General Assembly resolution [75/233](#) on the quadrennial comprehensive policy review of operational activities for developing of the United Nations system ([A/78/72-E/2023/59](#)), the results and lessons learned from the first two evaluations conducted by the Office, namely the evaluation of the Joint Sustainable Development Goals Fund and the evaluation of the United Nations development system’s socioeconomic response to the coronavirus disease (COVID-19), were published. The evaluations made recommendations on strengthening aspects of United Nations development system reform, including greater integration of reform actions in entities’ strategic plans and on governance, management and the design of projects, and synergy across pooled funds. Management responses were published for both evaluations. In 2023, the Office completed a scoping and evaluability assessment of the Spotlight Initiative to end violence against women and girls, followed by the launch of an independent evaluation that will be completed in 2024 to meet accountability and learning needs relating to gender-based violence and development system reform.

Table 1.190  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Availability of results and lessons from 2 evaluations conducted by the Office to inform system-wide learning and investment decisions

## Planned results for 2025

### Result 1: increased availability and use of system-wide evaluation results

#### Proposed programme plan for 2025

- 1.421 The issuance of timely system-wide evaluation reports with relevant and targeted recommendations is intended to strengthen learning and accountability for development system results and performance and to improve collaboration and alignment of United Nations development system entities. The effectiveness of recommendations requires robust mechanisms that ensure not only the tracking of their implementation, but also the assessment of their impact on achieving desired outcomes within the United Nations development system.

*Lessons learned and planned change*

- 1.422 The lesson for the Office was the need to have a systematic and transparent approach to ensure effective planning and management of system-wide evaluations and to track and report on the implementation of recommendations issued by the Office. In applying the lesson, the Office will develop a multi-year system-wide evaluation rolling workplan and a database and reporting system to track the implementation of system-wide evaluation recommendations. This will enable effective conduct, follow-up and reporting to ensure that the recommendations of system-wide evaluations have meaningful impact.
- 1.423 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.191).

Table 1.191  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	—	—	A multi-year rolling workplan and a database and reporting system to track system-wide evaluation recommendations in use system-wide

**Legislative mandates**

- 1.424 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

*General Assembly resolutions*

69/237	Building capacity for the evaluation of development activities at the country level	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	77/283	Strengthening voluntary national reviews through country-led evaluation
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system		

*Economic and Social Council resolution*

2023/31	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
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## Deliverables

1.425 Table 1.192 lists all deliverables of the programme.

Table 1.192

**United Nations Sustainable Development Group System-wide Evaluation Office: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	–	–	–	<b>1</b>
1. Annual report of the United Nations Sustainable Development Group System-wide Evaluation Office	–	–	–	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	–	–	<b>2</b>	<b>2</b>
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1
3. Meetings of the Fifth Committee	–	–	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	–	–	<b>2</b>	<b>4</b>
4. System-wide evaluation reports and synthesis/summary reports	–	–	2	4
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> system-wide evaluation database and reporting system and interactive maps showcasing evaluation evidence system-wide.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> Content on communications platforms, guidance, memorandums, briefings and presentations of system-wide evaluation results and follow-up; and learning events to promote the use of system-wide evaluation results in conjunction with the United Nations system and other evaluation and evidence partners.				

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

### Overview

- 1.426 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.193 to 1.195.

Table 1.193

### Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Changes			2025 estimate (before recosting)
					Other	Total	Percentage	
Posts	—	—	—	—	850.0	850.0	—	850.0
Consultants	—	—	—	—	871.1	871.1	—	871.1
Travel of staff	—	—	—	—	124.1	124.1	—	124.1
Contractual services	—	—	—	—	841.4	841.4	—	841.4
General operating expenses	—	—	—	—	1.4	1.4	—	1.4
Supplies and materials	—	—	—	—	0.8	0.8	—	0.8
Furniture and equipment	—	—	—	—	29.0	29.0	—	29.0
<b>Total</b>	—	—	—	—	<b>2 717.8</b>	<b>2 717.8</b>	—	<b>2 717.8</b>

Table 1.194

### Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	—	
Conversion	4	1 D-2, 1 P-5, 1 P-3, 1 GS (PL)
Proposed for 2025	4	1 D-2, 1 P-5, 1 P-3, 1 GS (PL)

Table 1.195

### Proposed posts by category and grade

(Number of posts)

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

**Section 1 Overall policymaking, direction and coordination**

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
<b>General Service and related</b>						
GS (PL)	–	–	–	1	1	1
<b>Subtotal</b>	–	–	–	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total</b>	–	–	–	<b>4</b>	<b>4</b>	<b>4</b>

1.427 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.196 to 1.198 and figure 1.XXXVII.

1.428 As reflected in tables 1.196 (1) and 1.197 (1), the overall resources proposed for 2025 amount to \$2,717,800 before recosting, reflecting an increase of \$2,717,800 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.

Table 1.196

**Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Programme of work	–	–	–	–	2 717.8	2 717.8	–
<b>Subtotal, 1</b>	–	–	–	–	<b>2 717.8</b>	<b>2 717.8</b>	–

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	432.6	1 429.2	(751.3)	(52.6)	677.9
<b>Subtotal, 2</b>	<b>432.6</b>	<b>1 429.2</b>	<b>(751.3)</b>	<b>(52.6)</b>	<b>677.9</b>
<b>Total (1+2)</b>	<b>432.6</b>	<b>1 429.2</b>	<b>1 966.5</b>	<b>137.6</b>	<b>3 395.7</b>

Table 1.197  
**Proposed posts for 2025 by source of funding and component**  
 (Number of posts)

(1) *Regular budget*

Component	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	–	–	–	4	4	4
<b>Subtotal, 1</b>	–	–	–	<b>4</b>	<b>4</b>	<b>4</b>

(2) *Extrabudgetary*

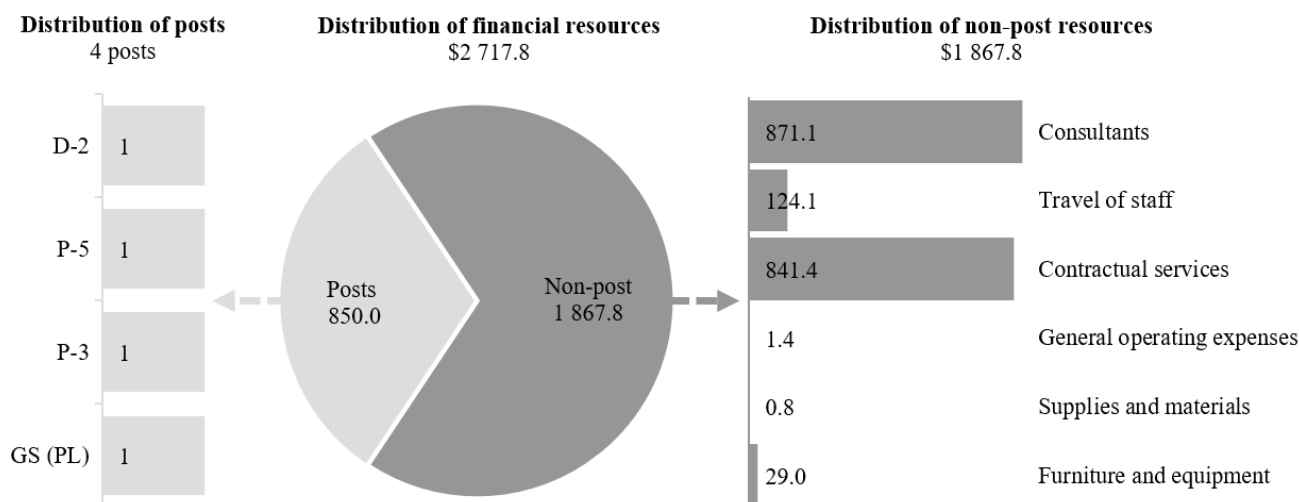
Component	2024 estimate	Change	2025 estimate
Programme of work	4	(4)	–
<b>Subtotal, 2</b>	<b>4</b>	<b>(4)</b>	–
<b>Total (1+2)</b>	<b>4</b>	–	<b>4</b>

Table 1.198  
**Evolution of financial and post resources**  
 (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								
Posts	—	—	—	—	850.0	850.0	—	850.0
Non-post	—	—	—	—	1 867.8	1 867.8	—	1 867.8
Total	—	—	—	—	2 717.8	2 717.8	—	2 717.8
Post resources by category								
Professional and higher		—	—	—	3	3	—	3
General Service and related		—	—	—	1	1	—	1
Total		—	—	—	4	4	—	4

Figure 1.XXXVII  
**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor

### Overall resource changes

#### Other changes

- 1.429 As reflected in tables 1.196 (1) and 1.197 (1), the resource changes reflect an increase of \$2,717,800 owing to the proposed conversion of four posts (D-2, P-5, P-3 and General Service (Principal level)) and relevant non-post resources for the Office that were previously funded from extrabudgetary resources (see annex II to the present report). The proposed conversion follows a review of the current funding arrangements, including the anticipated decrease in extrabudgetary resources and the need to ensure more predictable and stable funding to underpin two core design features of the Office, namely, independence and transparency.

#### Extrabudgetary resources

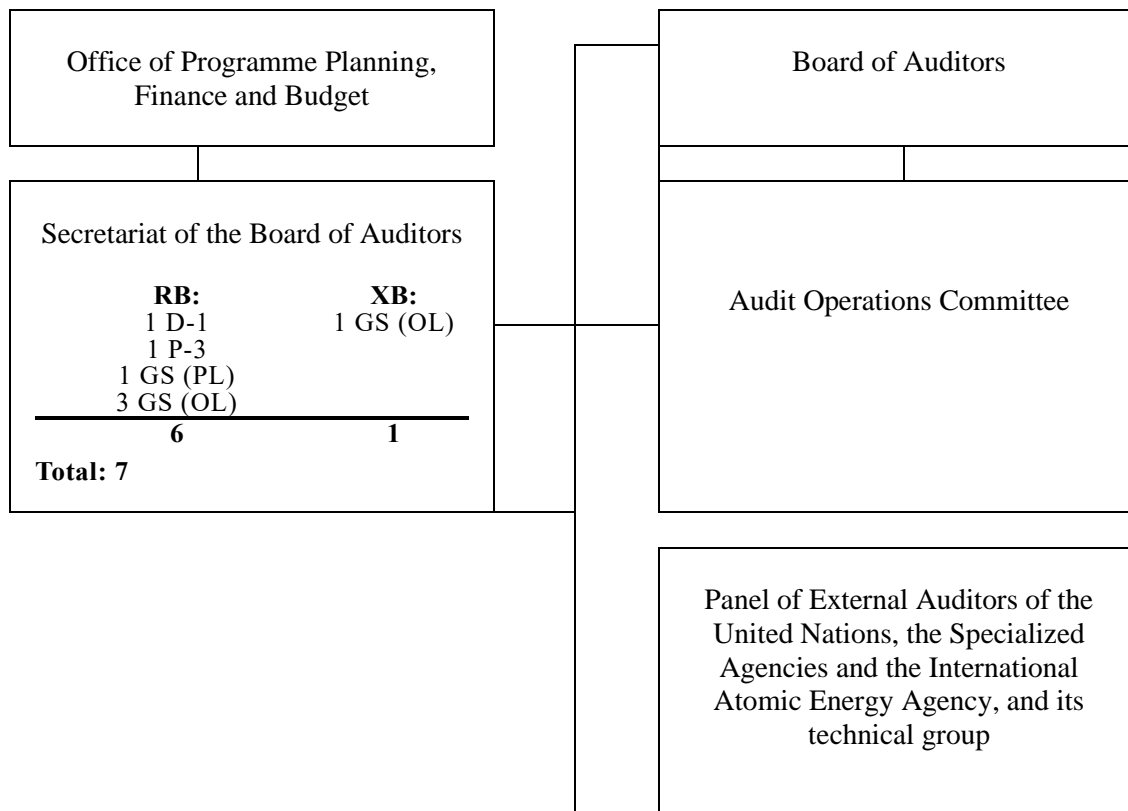
- 1.430 As reflected in tables 1.196 (2) and 1.197 (2), extrabudgetary resources amount to \$677,900. The non-post resources would complement regular budget resources and would be used mainly to conduct system-wide evaluations of joint programmes and initiatives funded from extrabudgetary resources (i.e., funded through multi-donor trust funds) and/or the conduct of system-wide evaluation activities coordinated by the Office, supported by additional funding from the evaluation offices of development system entities.
- 1.431 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.432 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.199.

Table 1.199

**Compliance rate**

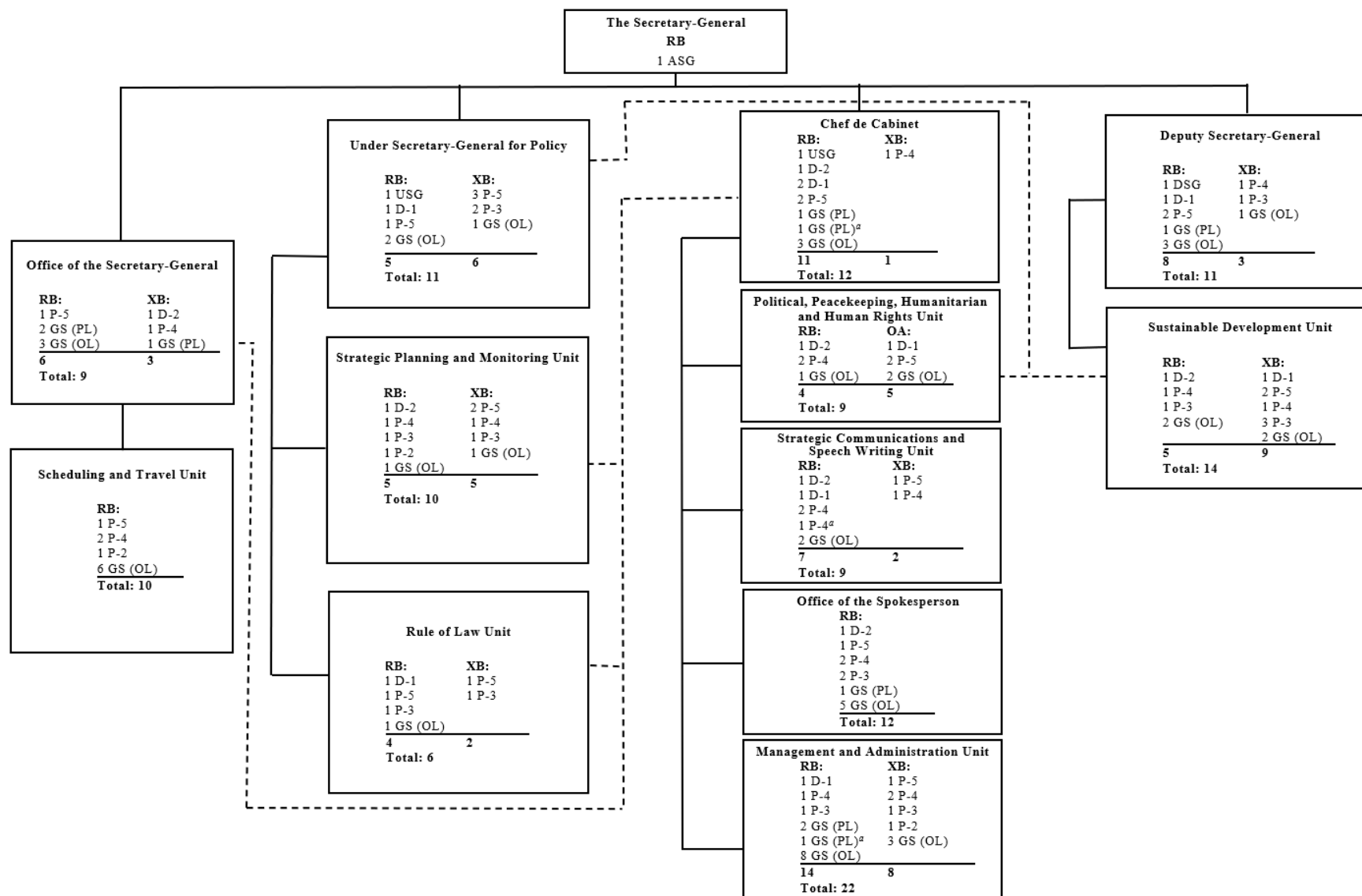
(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	—	—	—	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	—	—	66	100	100

**Annex I****Organizational structure and post distribution for 2025****A. Board of Auditors**

*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; XB, extrabudgetary.

## B. Secretary-General and Executive Office of the Secretary-General

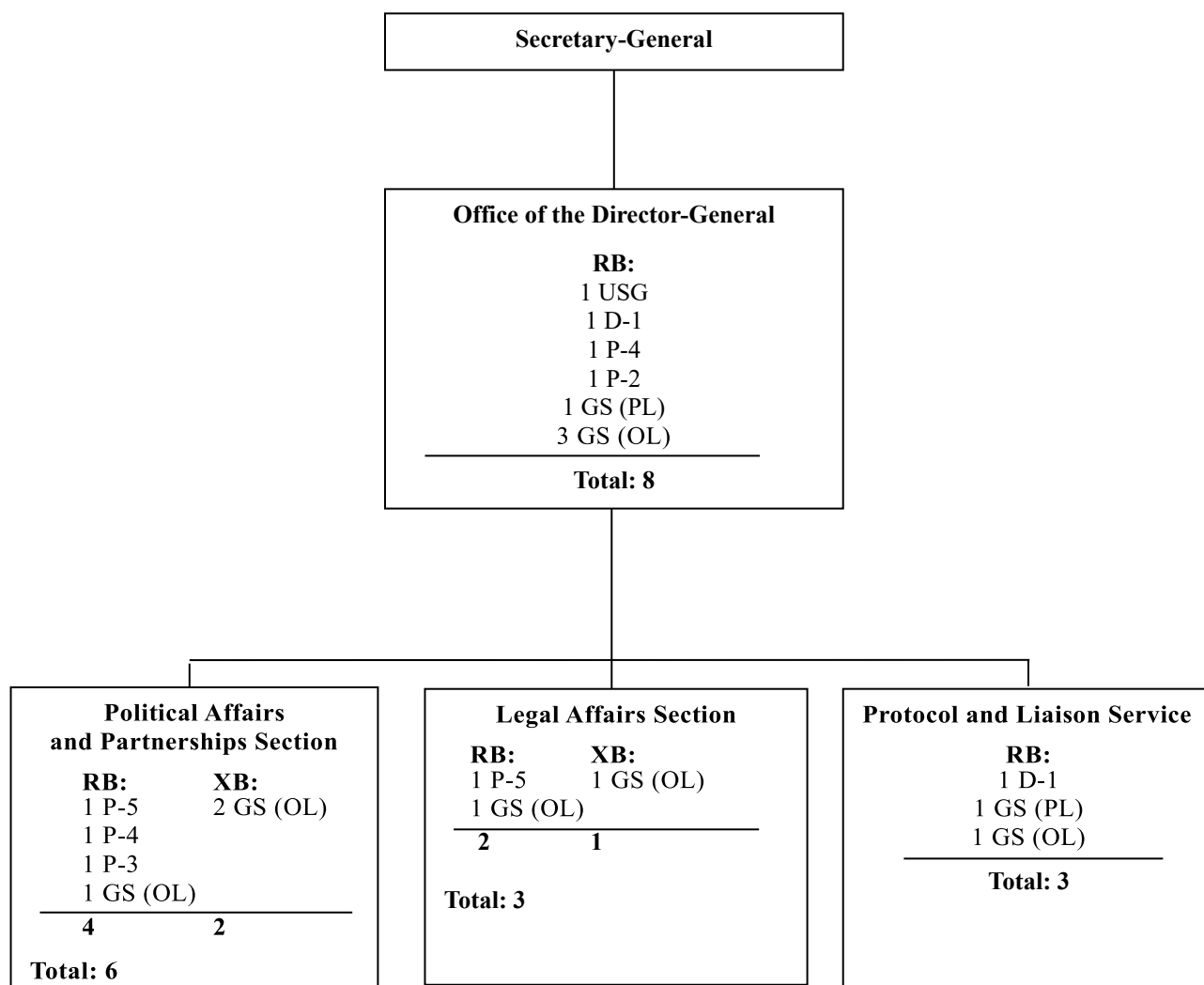


*Abbreviations:* ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

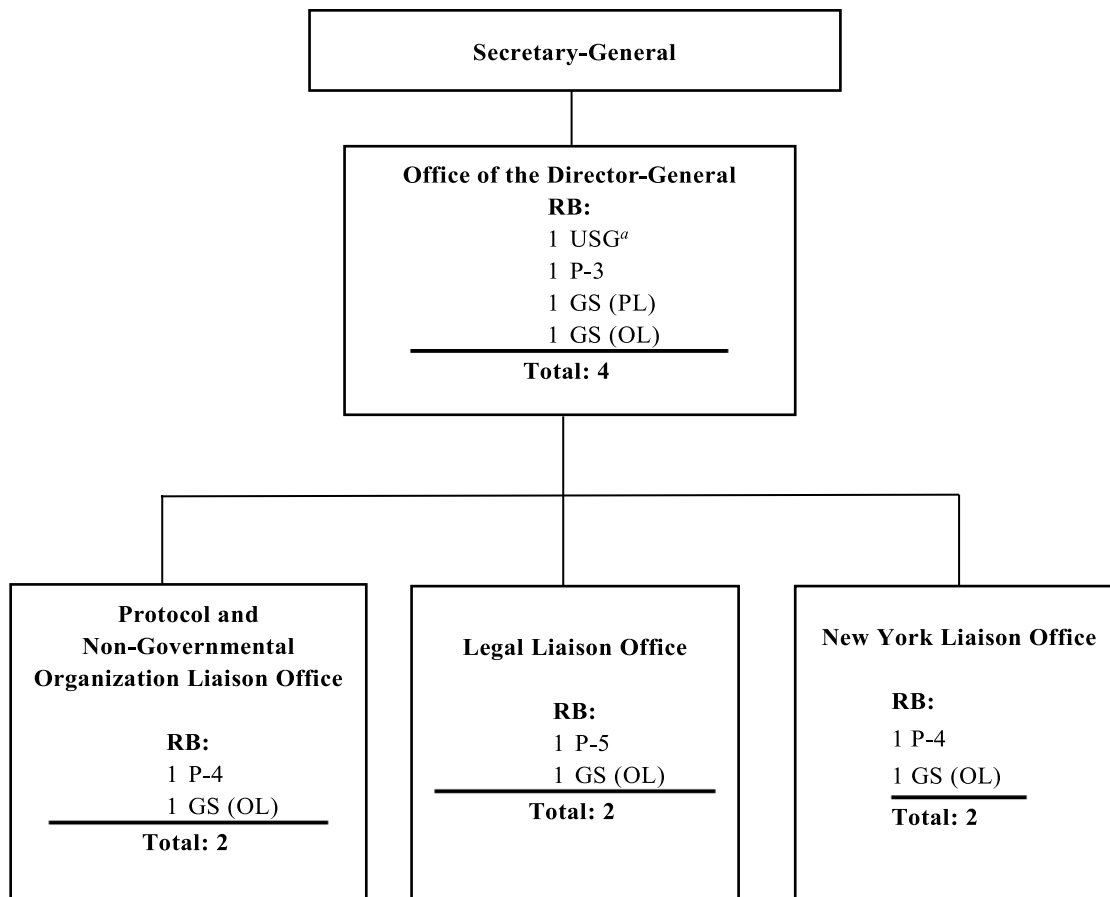
<sup>a</sup> Reclassification.



## C. Office of the Director-General, United Nations Office at Geneva



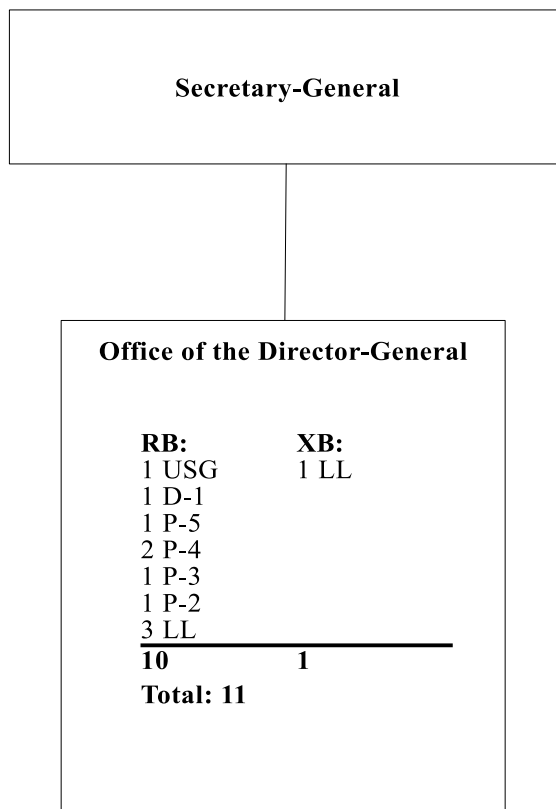
*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

**D. Office of the Director-General, United Nations Office at Vienna**

*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General.

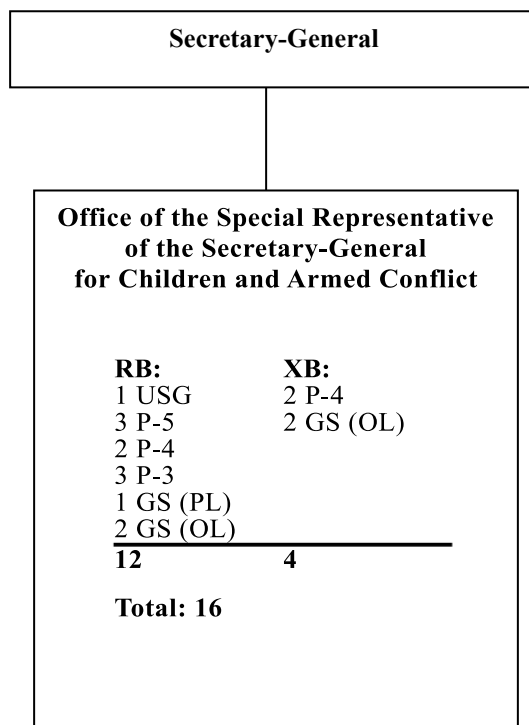
<sup>a</sup> Reflected under the staffing complement of the United Nations Office on Drugs and Crime (sect. 16).

**E. Office of the Director-General, United Nations Office at Nairobi**



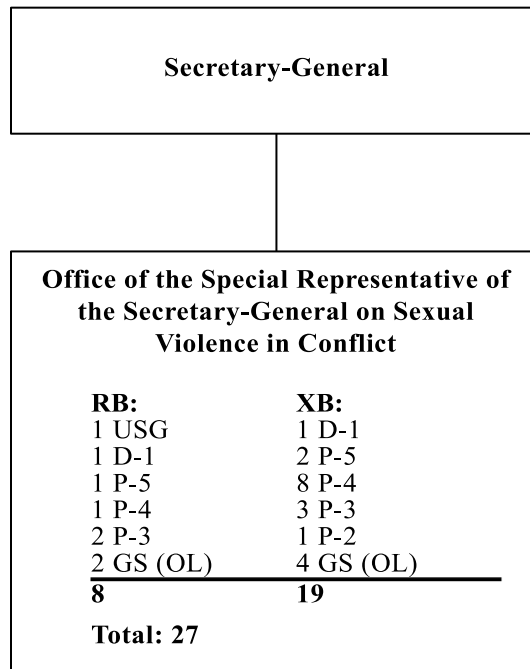
*Abbreviations:* LL (Local level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

## F. Office of the Special Representative of the Secretary-General for Children and Armed Conflict



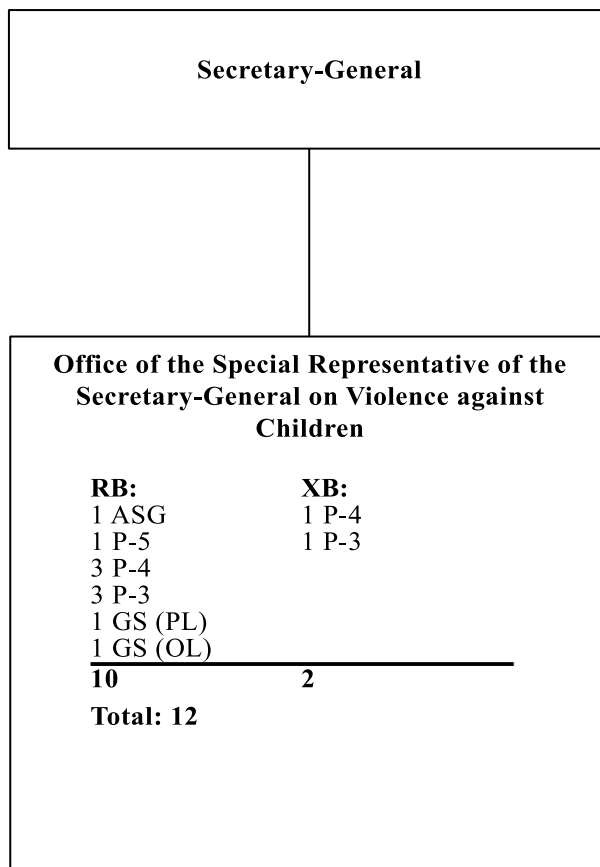
*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

## G. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict



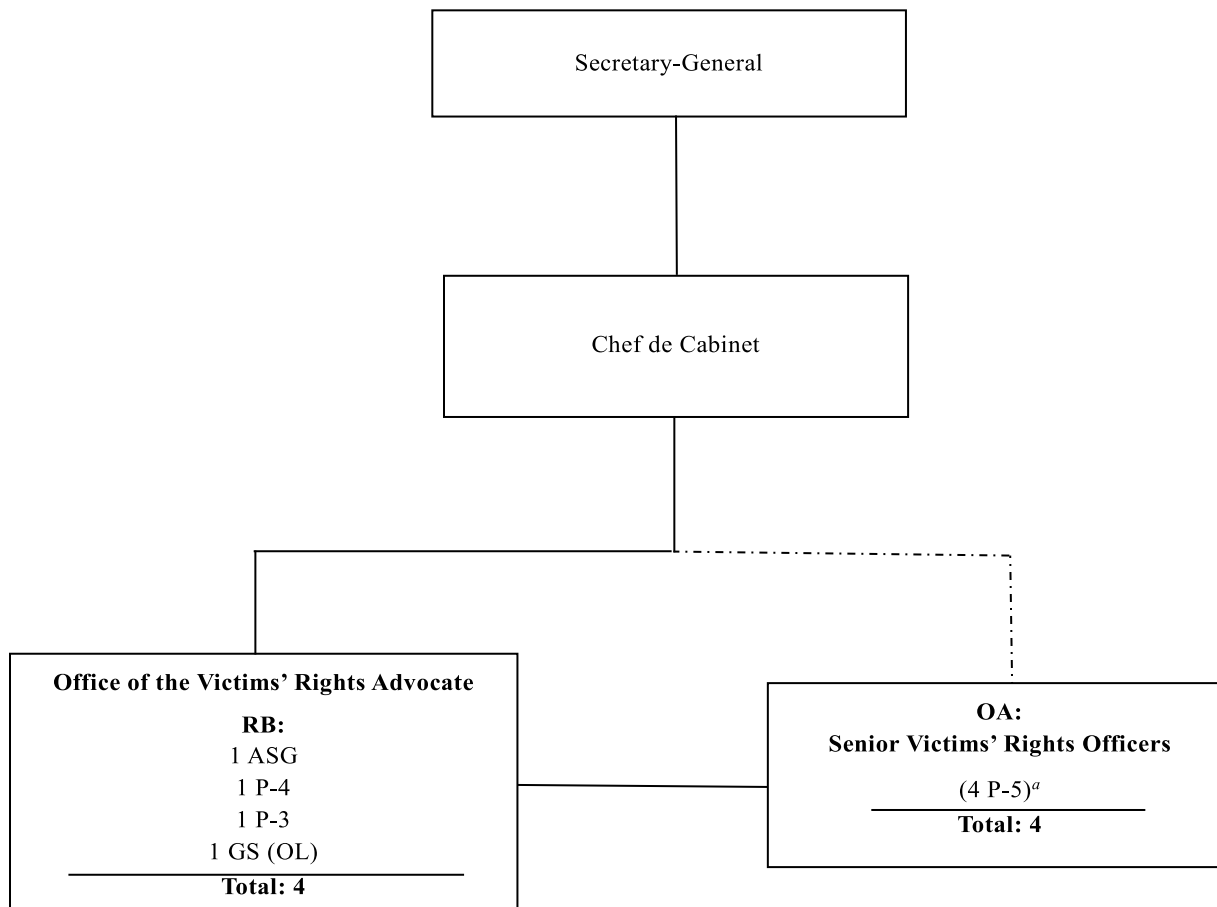
*Abbreviations:* GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

## H. Office of the Special Representative of the Secretary-General on Violence against Children



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; XB, extrabudgetary.

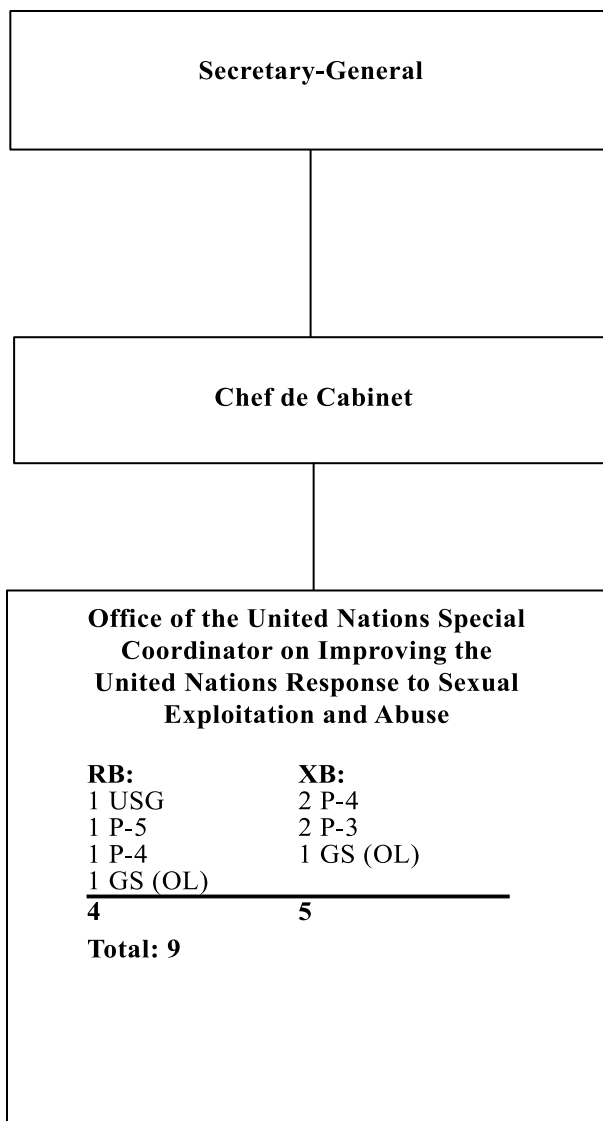
## I. Office of the Victims' Rights Advocate



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); OA, Other assessed; RB, regular budget.

<sup>a</sup> Four Senior Victims' Rights Officer posts/positions, reflected under the following individual peacekeeping and special political missions: the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; the United Nations Mission in South Sudan; the United Nations Integrated Office in Haiti; and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic.

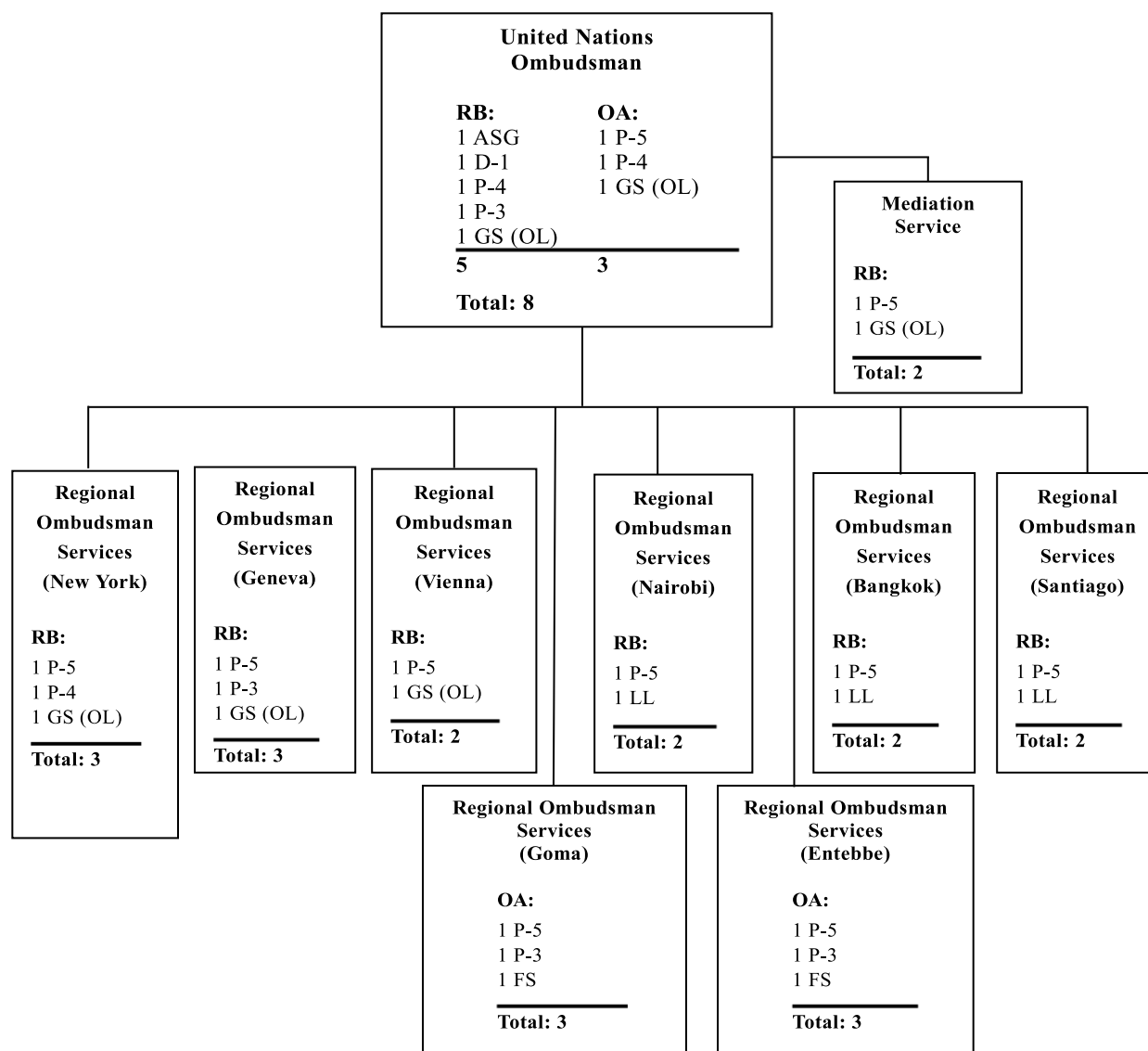
## J. Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse



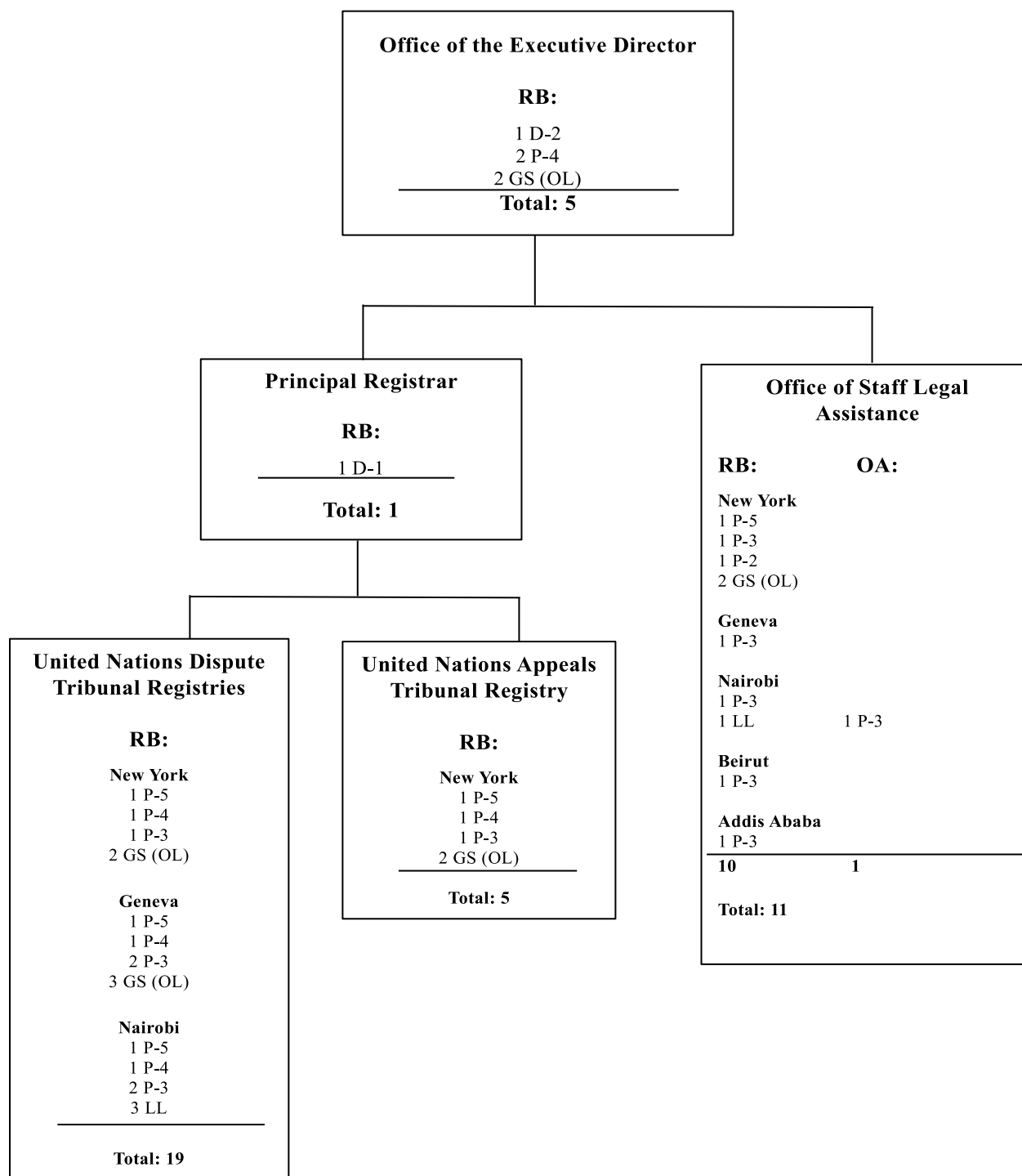
*Abbreviations:* GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.



## K. Office of the United Nations Ombudsman and Mediation Services

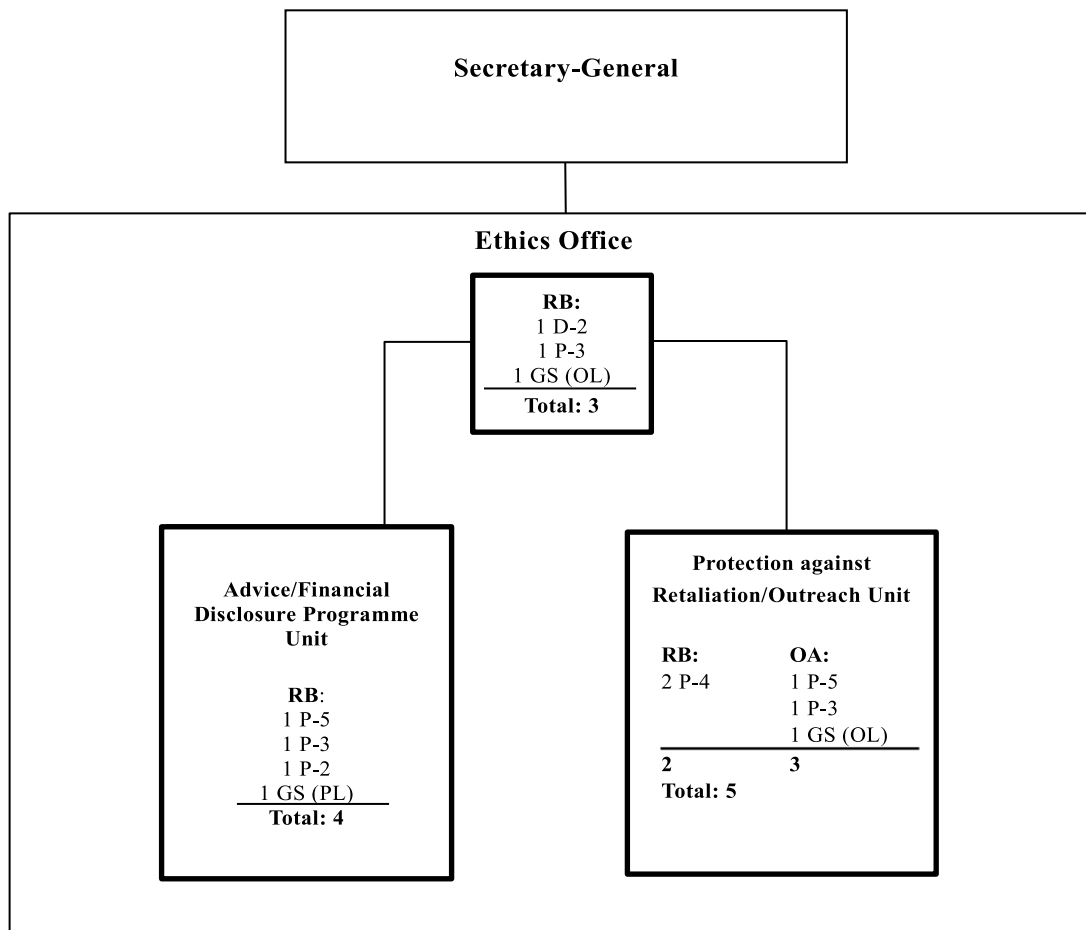


*Abbreviations:* ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget.

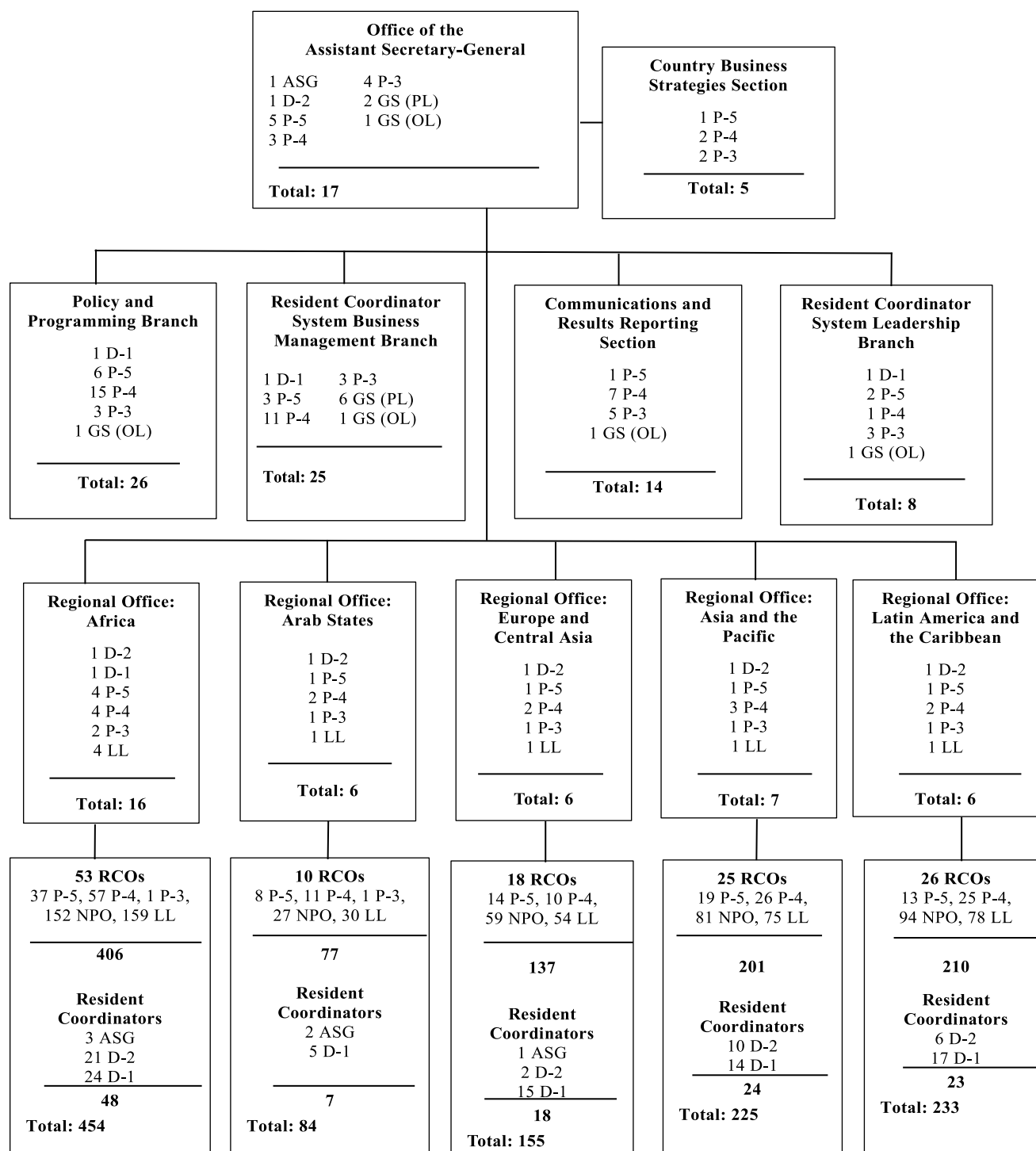
**L. Office of Administration of Justice**

*Abbreviations:* GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget.

## M. Ethics Office



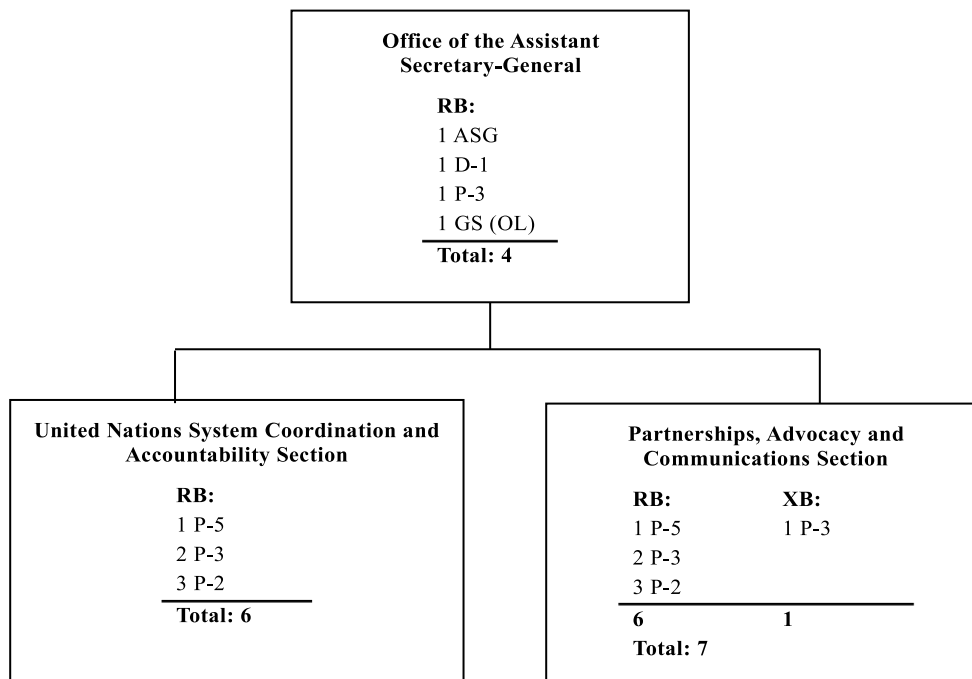
*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); OA, other assessed; RB, regular budget.

**N. Resident coordinator system<sup>a</sup>**

*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RCO, resident coordinator office.

<sup>a</sup> The chart reflects only posts to be funded through the special purpose trust fund for the resident coordinator system during 2025. All posts at the D-1 level and above are subject to concurrence of the Advisory Committee on Administrative and Budgetary Questions.

## O. United Nations Youth Office



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level),  
RB, regular budget; XB, extrabudgetary.

**P. Office of Data Protection and Privacy**

Office of Data Protection and Privacy	
<b>RB:</b>	
1 D-1	
1 P-3	
1 P-2	
<hr/>	
<b>Total:</b>	<b>3</b>

*Abbreviation:* RB, regular budget.

**Q. United Nations Sustainable Development Group System-wide Evaluation Office**

United Nations Sustainable Development Group System-wide Evaluation Office	
<b>RB:</b>	
1 D-2 <sup>a</sup>	
1 P-5 <sup>a</sup>	
1 P-3 <sup>a</sup>	
1 GS (PL) <sup>a</sup>	
<hr/>	
<b>Total: 4</b>	

*Abbreviations:* GS (PL), General Service (Principal level); RB, regular budget.

<sup>a</sup> Conversion.

## Annex II

## Summary of proposed changes in established and temporary posts, by component

<i>Component</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive Office of the Secretary-General	(1)	P-3	<b>Reclassification</b> of 1 post of Communications Officer (P-3) to Speechwriter (P-4)	The proposed upward reclassification relates to the need to address the increased complexity and activities of the Strategic Communication and Speech Writing Unit in producing complex and numerous speeches for the Secretary-General and the Deputy Secretary-General in the delivery of their functions. The proposed reclassification will attract profiles of candidates with the necessary acumen and practical experience in drafting quality input, incorporating diverse perspectives from a wide range of complex topics, expected at the higher-level functions.
	1	P-4		
	(1)	GS (OL)	<b>Reclassification</b> of 1 post of Information Management Assistant (GS (OL)) to Senior Information Management Assistant (GS (PL))	The proposed upward reclassification relates to the need to strengthen and respond to the increased and complex activities of the Central Records Unit and ensure the effective continuous delivery and management of all the incoming correspondence submitted to the attention of the Secretary-General and the Executive Office.
	1	GS (PL)		
	(1)	GS (OL)	<b>Reclassification</b> of 1 post of Staff Assistant (GS (OL)) to Administrative Assistant (GS (PL))	The proposed upward reclassification relates to the need to respond to the increased and complex activities of the Office of the Chef de Cabinet. The reclassification will address the requirement through the provision of technical support, from a broad range of work processes specific to the Office and units submitting input for the approval of the Chef de Cabinet or the Secretary-General, following the review of the Chef de Cabinet.
	1	GS (PL)		
United Nations Sustainable Development Group System-wide Evaluation Office	4	1 D-2, 1 P-5, 1 P-3 and 1 GS (PL)	<b>Conversion</b> of 4 posts, comprising 1 post of Executive Director (D-2), 1 post of Senior Evaluation Officer (P-5), 1 post of Evaluation Officer (P-3) and 1 post Senior Administrative Assistant (GS (PL))	The proposed conversion of four posts, previously funded from extrabudgetary resources to the regular budget, follows a review of the current funding arrangements, the anticipated decrease in extrabudgetary resources and the need to ensure a more transparent and sustainable funding arrangement to underpin two core design features of the Office: independence and transparency. The role played by the Executive Director and her Office incentivizes joint work and collective learning among United Nations development system entities. The Office conducts and advances system-wide evaluative evidence on the United Nations development system's contribution to the implementation of the 2030 Agenda.
	1	D-2		
			Executive Director	The incumbent would provide leadership and strategic guidance for the system-wide evaluation function. Functions would include developing, managing and administering the programme of work of the Office; implementing systems to support evaluation quality and utility; enhancing capacities and promoting collective knowledge-sharing and learning; and ensuring coordination with United Nations oversight bodies and other entities.



## Section 1 Overall policymaking, direction and coordination

<i>Component</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
	1	P-5	Senior Evaluation Officer	The incumbent would support the Executive Director and oversee the conduct of system-wide evaluations, providing guidance to staff and consultants, ensuring timeliness, credibility and utility, managing and conducting evaluations and leading evaluation teams, as necessary, supervising the drafting of evaluation reports and providing second-level assurance, as required.
	1	P-3	Evaluation Officer	The incumbent would be responsible for managing and conducting system-wide evaluations, including planning and design; collecting, researching, analysing and interpreting data; and drafting inception papers, terms of reference and evaluation reports.
	1	GS (PL)	Senior Administrative Assistant	The incumbent would support the Office and be the focal point for the provision of administrative services necessary for the successful functioning of all required office systems, including the management of information.

*Abbreviation:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

## Annex III

## Overview of financial and post resources, by component and funding source

(Thousands of United States dollars/number of posts)

		<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
		<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
<b>Financial resources</b>													
I.	Polycymaking organs												
1.	General Assembly												
(a)	Travel of representatives of Member States that are least developed countries	1 554.1	1 554.1	—	—	—	—	—	—	—	1 554.1	1 554.1	—
(b)	Presidents of the General Assembly	259.7	253.5	(6.2)	—	—	—	2 837.2	2 837.2	—	3 096.9	3 090.7	(6.2)
(c)	Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly	1 779.5	1 779.5	—	—	—	—	—	—	—	1 779.5	1 779.5	—
2.	Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	7 499.2	7 499.2	—	837.0	862.7	25.7	—	—	—	8 336.2	8 361.9	25.7
3.	Committee on Contributions	489.5	398.7	(90.8)	—	—	—	—	—	—	489.5	398.7	(90.8)
4.	Board of Auditors (including its secretariat)	4 123.1	4 107.8	(15.3)	4 056.9	4 056.9	—	6 619.1	6 619.1	—	14 799.1	14 783.8	(15.3)
5.	Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	5 304.0	5 304.0	—	—	—	—	3 234.5	3 234.5	—	8 538.5	8 538.5	—
6.	Committee for Programme and Coordination	634.8	634.8	—	—	—	—	—	—	—	634.8	634.8	—
7.	Independent Audit Advisory Committee	677.7	677.7	—	—	—	—	—	—	—	677.7	677.7	—
<b>Subtotal, polycymaking organs</b>		<b>22 321.6</b>	<b>22 209.3</b>	<b>(112.3)</b>	<b>4 893.9</b>	<b>4 919.6</b>	<b>25.7</b>	<b>12 690.8</b>	<b>12 690.8</b>	<b>—</b>	<b>39 906.3</b>	<b>39 819.7</b>	<b>(86.6)</b>

		<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
		<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
II.	Secretary-General	967.0	967.0	—	—	—	—	—	—	—	967.0	967.0	—
III.	Executive direction and management												
1.	Executive Office of the Secretary-General	18 720.1	18 840.7	120.6	1 280.0	1 323.8	43.8	33 601.9	32 450.6	(1 151.3)	53 602.0	52 615.1	(986.9)
2.	Office of the Director-General, United Nations Office at Geneva	3 357.4	3 357.4	—	—	—	—	533.2	533.2	—	3 890.6	3 890.6	—
3.	Office of the Director-General, United Nations Office at Vienna	1 268.3	1 268.3	—	—	—	—	—	—	—	1 268.3	1 268.3	—
4.	Office of the Director-General, United Nations Office at Nairobi	1 404.9	1 670.0	265.1	—	—	—	221.5	221.5	—	1 626.4	1 891.5	265.1
<b>Subtotal, executive direction and management</b>		<b>25 717.7</b>	<b>26 103.4</b>	<b>385.7</b>	<b>1 280.0</b>	<b>1 323.8</b>	<b>43.8</b>	<b>34 356.6</b>	<b>33 205.3</b>	<b>(1 151.3)</b>	<b>61 354.3</b>	<b>60 632.5</b>	<b>(721.8)</b>
IV.	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	2 904.2	2 904.2	—	—	—	—	2 605.6	2 605.6	—	5 509.8	5 509.8	—
V.	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	2 090.4	2 090.4	—	—	—	—	6 510.7	6 510.7	—	8 601.1	8 601.1	—
VI.	Office of the Special Representative of the Secretary-General on Violence against Children	3 120.2	3 120.2	—	—	—	—	576.6	576.6	—	3 696.8	3 696.8	—
VII.	Office of the Victims' Rights Advocate	1 032.5	1 032.5	—	50.6	50.6	—	142.7	56.3	(86.4)	1 225.8	1 139.4	(86.4)
VIII.	Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	1 152.6	1 152.6	—	56.0	56.0	—	1 631.9	1 633.9	2.0	2 840.5	2 842.5	2.0
IX.	Office of the United Nations Ombudsman and Mediation Services	4 433.1	4 433.1	—	2 490.5	2 860.4	369.9	60.0	60.0	—	6 983.6	7 353.5	369.9
X.	Office of Administration of Justice	11 037.1	11 037.1	—	232.2	218.7	(13.5)	2 216.5	2 277.3	60.8	13 485.8	13 533.1	47.3
XI.	Ethics Office	1 817.3	2 476.5	659.2	1 097.4	1 097.4	—	1 464.1	1 464.1	—	4 378.8	5 038.0	659.2
XII.	Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	122.0	—	(122.0)	—	—	—	—	—	—	122.0	—	(122.0)

		<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
		<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
XIII.	Resident coordinator system	13 442.5	13 442.5	–	–	–	–	276 792.2	276 792.2	–	290 234.7	290 234.7	–
XIV.	United Nations Youth Office	2 639.2	2 639.2	–	–	–	–	742.9	25.4	(717.5)	3 382.1	2 664.6	(717.5)
XV.	Office of Data Protection and Privacy	553.3	825.4	272.1	–	–	–	–	–	–	553.3	825.4	272.1
XVI.	United Nations Sustainable Development Group System-wide Evaluation Office	–	2 717.8	2 717.8	–	–	–	1 429.2	677.9	(751.3)	1 429.2	3 395.7	1 966.5
<b>Subtotal, programme of work</b>		<b>44 344.4</b>	<b>47 871.5</b>	<b>3 527.1</b>	<b>3 926.7</b>	<b>4 283.1</b>	<b>356.4</b>	<b>294 172.3</b>	<b>292 679.9</b>	<b>(1 492.4)</b>	<b>342 443.4</b>	<b>344 834.5</b>	<b>2 391.1</b>
<b>Total</b>		<b>92 383.7</b>	<b>96 184.2</b>	<b>3 800.5</b>	<b>10 100.6</b>	<b>10 526.5</b>	<b>425.9</b>	<b>341 219.7</b>	<b>338 576.0</b>	<b>(2 643.7)</b>	<b>443 704.0</b>	<b>445 286.7</b>	<b>1 582.7</b>
<b>Post resources</b>													
I.	Policymaking organs												
1.	Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	12	–	3	3	–	–	–	–	15	15	–
2.	Board of Auditors (including its secretariat)	6	6	–	–	–	–	1	1	–	7	7	–
3.	Independent Audit Advisory Committee	2	2	–	–	–	–	–	–	–	2	2	–
<b>Subtotal, policymaking organs</b>		<b>20</b>	<b>20</b>	<b>–</b>	<b>3</b>	<b>3</b>	<b>–</b>	<b>1</b>	<b>1</b>	<b>–</b>	<b>24</b>	<b>24</b>	<b>–</b>
II.	Executive direction and management												
1.	Executive Office of the Secretary-General	92	92	–	5	5	–	37	39	2	134	136	2
2.	Office of the Director-General, United Nations Office at Geneva	17	17	–	–	–	–	3	3	–	20	20	–
3.	Office of the Director-General, United Nations Office at Vienna	9	9	–	–	–	–	–	–	–	9	9	–
4.	Office of the Director-General, United Nations Office at Nairobi	107	10	–	–	–	–	1	1	–	11	11	–
<b>Subtotal, executive direction and management</b>		<b>128</b>	<b>128</b>	<b>–</b>	<b>5</b>	<b>5</b>	<b>–</b>	<b>41</b>	<b>43</b>	<b>2</b>	<b>174</b>	<b>176</b>	<b>2</b>

		<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
		<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
IV.	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	12	12	1	—	—	—	4	4	—	15	16	1
V.	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	8	8	—	—	—	—	19	19	—	27	27	—
VI.	Office of the Special Representative of the Secretary-General on Violence against Children	10	10	—	—	—	—	2	2	—	12	12	—
VII.	Office of the Victims' Rights Advocate	4	4	—	—	—	—	—	—	—	4	4	—
VIII.	Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	4	4	—	—	—	—	5	5	—	9	9	—
IX.	Office of the United Nations Ombudsman and Mediation Services	21	21	—	9	9	—	—	—	—	30	30	—
X.	Office of Administration of Justice	40	40	—	1	1	—	—	—	—	41	41	—
XI.	Ethics Office	9	9	—	3	3	—	—	—	—	12	12	—
XII.	Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	—	—	—	—	—	—	—	—	—	—	—	—
XIII.	Resident coordinator system	—	—	—	—	—	—	1 285	1 287	2	1 285	1 287	2
XIV.	United Nations Youth Office	16	16	—	—	—	—	3	1	(2)	19	17	(2)
XV.	Office of Data Protection and Privacy	3	3	—	—	—	—	—	—	—	3	3	—
XVI.	United Nations Sustainable Development Group System-wide Evaluation Office	—	4	4	—	—	—	4	—	(4)	4	4	—
<b>Subtotal, programme of work</b>		<b>127</b>	<b>131</b>	<b>4</b>	<b>13</b>	<b>13</b>	<b>—</b>	<b>1 322</b>	<b>1 318</b>	<b>(4)</b>	<b>1 462</b>	<b>1 462</b>	<b>—</b>
<b>Total</b>		<b>275</b>	<b>279</b>	<b>4</b>	<b>21</b>	<b>21</b>	<b>—</b>	<b>1 364</b>	<b>1 362</b>	<b>(2)</b>	<b>1 660</b>	<b>1 662</b>	<b>2</b>