



# Economic and Social Council

Distr.: Limited  
12 June 2025

Original: English

---

## Committee for Programme and Coordination

Sixty-fifth session

New York, 12 May–13 June 2025

### Draft report

*Rapporteur:* Mr. Rodrigue Edgar Tchoffo Mongou (Cameroon)

### Addendum

## Programme questions: proposed programme budget for 2026

(Item 3 (a))

### Programme 25 Management and support services

1. At its 14th and 15th meetings, on 20 and 21 May 2025, the Committee considered programme 25, Management and support services, of the proposed programme plan for 2026 and programme performance in 2024 ([A/80/6 \(Sect. 29\)](#), [A/80/6 \(Sect. 29A\)](#), [A/80/6 \(Sect. 29B\)](#), [A/80/6 \(Sect. 29C\)](#), [A/80/6 \(Sect. 29D\)](#), [A/80/6 \(Sect. 29E\)](#) and [A/80/6 \(Sect. 29F\)](#)).

### Discussion

2. A delegation expressed appreciation to the Department of Management Strategy, Policy and Compliance for the valuable support that the Director of the Programme Planning and Budget Division and his team provided the Committee, as well as to the Committee secretariat for its support throughout the process.

3. A delegation highlighted the important role of the Department in managing the Organization by assuming crucial functions such as enterprise resource planning, programme planning, finance and budget, human resources, business transformation and accountability. Delegations expressed hope that the Department would continuously enhance performance management and promote quality and efficiency in its management. Another delegation welcomed the Department's integral role in providing policy and leadership and promoting a management system that was transparent and accountable and delivered effectively in line with its mandate, committing to continuous improvement and driving results-based management practices and policies in the Organization.



4. A delegation welcomed the Department's efforts on strengthening the exercise of delegation of authority, which empowered managers and brought decision-making closer to the point of mandate delivery. The delegation expressed appreciation for the planned results relating to the greater use of data analytics and requested further information on the next steps for supporting data-driven decision-making.

5. A delegation welcomed the Department's effort to integrate a gender perspective into its operational activities, deliverables and results as well as continued efforts to achieve gender parity, and highlighted the Department's leadership in driving the Secretary-General's system-wide strategy on the future of work. The idea of paid internships to account for interns as a valued resource of the Organization was also mentioned.

6. A delegation expressed its support for the Department's core role in leading the efficiency strand of the UN80 initiative, while another delegation enquired about the measures that would be taken by the Department. A delegation looked forward to continued collaboration as the Department worked to enhance management capabilities while ensuring the most effective and efficient use of limited financial resources. While welcoming initiatives such as automated business continuity planning and the enterprise risk management module now used by 51 entities, the same delegation encouraged quantifying cost savings and efficiencies from those efforts, noting that strong risk management should identify opportunities to eliminate duplication and streamline processes and that sunset provisions for underperforming initiatives should be implemented to redirect resources to programmes with a demonstrated impact. Delegations indicated that changes should be made in a way that considered all Member States and in an inclusive and transparent manner so that Member States were sufficiently informed about reform measures that might fundamentally reshape the Organization.

7. A delegation enquired about the duration of the current hiring freeze and asked about long-term solutions to the financial constraints. Drawing attention to the Secretary-General's austerity measures, another delegation once again requested that the Secretary-General comply with paragraph 6 of section VII of General Assembly resolution [77/263](#) A and that the Department be guided exclusively by the relevant Assembly resolutions. The importance of Assembly resolutions and the texts agreed by the Assembly was reiterated by another delegation in the context of the Secretary-General's bulletin on the values and behaviours of staff. The delegation requested that future policy frameworks and administrative bulletins be based on wording that had been duly negotiated and adopted by Member States through intergovernmental mandates.

8. On external factors, a delegation asked for further information, as the narrative in the programme plan was brief.

9. On subprogramme 1, component 1, a delegation commended the Secretariat for the successful implementation of Umoja enhancement package 8 and the transition to Umoja Analytics described in paragraph 29A.19. Noting that those upgrades represented important milestones in the Organization's digital transformation journey to enhance data-driven decision-making capabilities, the delegation requested further information on how those enhancements were being leveraged across the Organization, particularly in field settings, as well as on efficiency gains and cost reductions as a result of their implementation. On utilizing the Umoja enterprise solution outside the Secretariat, the delegation's view was that expansion could potentially achieve significant economies of scale and standardization of business processes across the United Nations system, while reducing overall costs to Member States.

10. On subprogramme 1, component 3, a delegation was of the view that resolution [76/274](#) should be included in the list of mandates, as paragraphs 60 to 69 of the resolution provided instructions for the Secretary-General, including, first and foremost, the need to comply with the four main procurement principles when organizing tenders and making decisions on the procurement of goods and services.
11. On the performance measure for result 2 under subprogramme 2, component 1, a delegation noted that the planned number of individual clients using debit cards and digital wallets as a preferred mode of payment for 2026 was very high compared with 2024, and requested background information on the high objective.
12. Under subprogramme 2, component 3, in paragraph 29A.84, it was indicated that the proposed programme budget included estimated resource requirements related to the mandates to be renewed by the Human Rights Council during the year. A delegate enquired whether that practice had been mandated by the General Assembly, and about the reason for presuming that the Council would adopt certain resolutions.
13. On the strategy of subprogramme 3, component 1, referenced in para. 29A.95 (d), a delegation requested further information on the concrete steps that would be taken to implement the United Nations System Mental Health and Well-being Strategy across the United Nations system. Another delegation expressed support for merit-based workforce planning that prioritized effectiveness while maintaining budget discipline, and indicated that it looked forward to seeing how the new staff selection system referenced in paragraph 29A.95 (f) would secure qualified personnel efficiently. Another delegation sought an explanation of the adoption of new approaches that incorporated new values and behaviours into talent management also referenced in that paragraph. In addition, the Department of Management Strategy, Policy and Compliance was advised by a delegation to take concrete measures to reduce the number of unrepresented and underrepresented Member States within the system of desirable ranges.
14. On subprogramme 3, component 2, a delegation expressed strong support for the Organization's work to strengthen accountability in matters related to conduct and discipline, and to work to prevent sexual harassment through a holistic, system-wide and victim-centred approach. On paragraph 29A.112, another delegate asked whether the roll-out of the ClearCheck database on sexual harassment across the United Nations system had been mandated in any General Assembly resolution.
15. On subprogramme 4, a delegation expressed appreciation for the efforts made to foster greater transparency and accountability in order to engender greater credibility and trust in the capabilities of the United Nations as an organization, as well as efforts to accelerate the culture shift required to implement in full the new management paradigm of increased delegation of authority, transparency and accountability. Another delegation expressed support for the work of the subprogramme, insisting that the Business Transformation and Accountability Division must enable the Department to exercise its role as the second line of defence, as required in paragraph 64 of resolution [79/257](#). Regarding the management dashboard mentioned under paragraph 29A.133, further information was sought by the same delegation on how that tool would help to identify redundancies and opportunities for cost savings across departments, and whether a potential cost reduction metric could be explored.
16. Delegations welcomed and expressed support for the objective of subprogramme 5 and the contributions the subprogramme made towards ensuring a workplace free from racism and racial discrimination, in which every staff member felt valued and respected and was treated with dignity, as well as strengthening

accountability mechanisms. A delegation enquired how the Anti-Racism Office attached equal importance to other forms of discrimination, such as antisemitism. Another delegation stated that the States Members of the United Nations could be very proud that they had finally found agreement on a resolution addressing that very important issue, and enquired about the current urgent challenges the subprogramme saw in the field and how Member States could help to deliver on the important mandate.

17. On paragraph 29A.2 (i) and the reference therein to ensuring racial diversity, equity and inclusion, delegations noted that the Secretary-General had a mandate only to address racism and racial discrimination and sought information on the intergovernmental mandate granting the authority to address racial diversity, equity and inclusion. A delegation expressed surprise to see the term “racial diversity, equity and inclusion” reflected in the programme plan, and another delegation requested that the choice of terminology be judicious, diplomatic and deliberate with regard to the functions to be carried out by the subprogramme. On paragraph 29A.137 (b), in which the empowerment and equitable racial representation of staff at all levels and categories within the Organization is mentioned, an explanation was sought by the delegation of how the Secretary-General intended to achieve it.

18. Delegations thanked the Department of Operational Support for the presentation of the proposed programme plan for 2026 and expressed support for the important work of the Department. However, it was observed that much work remained to be done to ensure that solutions delivered to Secretariat entities were consistently cost-effective and demonstrated measurable value for Member States’ resources.

19. A delegation reiterated the role of the Department as the second line of defence in ensuring that work in the field ran efficiently and correctly, including making sure that the decisions made supported the best interests of the Organization.

20. The Department’s approach to embracing technology and innovation and employing foresight methodologies was welcomed. Information was sought on concrete metrics, demonstrating how that approach translated into resource savings and operational efficiencies. Clarification was also sought on efforts to enhance the Organization’s capabilities in innovation, data analytics, digital transformation, strategic foresight and behavioural science, reflecting the agreement in resolution [79/1](#), entitled “The Pact for the Future”.

21. On paragraph 29B.7, while the advancement of gender equality was recognized, it was, however, stressed that the approach followed in the selection of vendors should be based on the principles of procurement, including professional qualities.

22. Clarification was sought on measures taken to increase procurement from developing countries and the need to consider increasing the procurement of new energy vehicles from a country with advanced technology and an outstanding cost advantage, in order to realize cost reductions and efficiency gains.

23. Recognizing the important contributions of troop- and police-contributing countries, a delegation expressed the hope that the Department would continue its excellent work in reimbursing those countries and in safeguarding their rights and interests.

24. On the drawdown and closure of the United Nations Multidimensional Integrated Stabilization Mission in Mali, a delegation noted the importance of maintaining rigorous financial accounting for all assets and resources during mission closures. The views of the Secretariat were sought on how efficiency and effectiveness could be promoted if drawdowns were to proceed at short notice. Clarification was also sought on lessons learned regarding the movement of assets in

the context of a drawdown. It was emphasized that lessons learned should be systematically applied to future mission transitions to prevent unnecessary costs and delays.

25. With regard to result 2 of subprogramme 1, component 1, a delegation welcomed efforts made to enhance performance management across the Secretariat.

26. On result 3 of subprogramme 1, component 1, it was emphasized that the work to implement a new approach to roster building and management should prioritize merit-based selection, with the identification of the most qualified personnel. The success of that initiative should be measured by improved recruitment time frames and reduced operational costs.

27. On paragraph 29B.26 (c), a delegation stated that it valued the intention to broaden both the scope and content of training programmes and learning resources to improve multilingualism. Clarification was sought regarding the feasibility of the initiatives.

28. On paragraph 29B.52 (a), efforts to improve the alignment of the Secretariat supply chain with the 2030 Agenda for Sustainable Development were welcomed. The view was expressed that the Sustainable Development Goals should not be pursued separately or in a manner that was divorced from the real working conditions of peacekeeping operations. A question was raised as to how the end-to-end supply chain planning incorporated cost containment measures, and what benchmarks were used to evaluate procurement efficiency.

29. With regard to paragraph 29B.60, while noting the need to supplement commercial arrangements, a delegation expressed its view that it would be wise to consider the possibility of adopting a more flexible approach to aviation security matters.

30. On paragraph 29B.83, a delegation took note of the joint African Union-United Nations road map and looked forward to seeing operational frameworks that clearly delineated responsibilities and established accountability for results while minimizing the duplication of efforts, as the work advanced.

31. On paragraph 29B.85, a question was raised as to how the operational support monitoring tool would identify opportunities for cost reductions during mission transitions.

32. Support was expressed for the strategy set out in paragraph 29B.92 (c). However, a delegation called for particular attention to be paid to the practical auditing of expenditures and the cost-quality relationship.

33. Regarding paragraph 29B.94, a question was raised as to what cost savings and efficiency metrics were being tracked to measure the return on investment for the automation of the staff separation payment process.

34. On paragraph 29B.100 relating to the introduction of flexible working arrangements, the view was expressed that such decisions needed to be adopted in a selective way, where they were genuinely justified.

35. With regard to the Office of Information and Communications Technology, a delegation expressed appreciation for the Office's proposed strategy for 2026, while another delegation took note of the Office's important role in the delivery of resilient and secure global network systems for the Secretariat, stressing the importance of a balanced approach to the introduction of new technologies in order to avoid additional risks to the United Nations. A delegation commended the Office for having consolidated secretarial functions in an effort to reduce costs and improve efficiency.

A delegation drew attention to the need to supplement paragraph 29C.13 with a reference to section IV of General Assembly resolution [79/258](#) B.

36. A delegation indicated that artificial intelligence technology was developing rapidly and that advanced technologies should be selected to make the Secretariat's work more efficient while significantly reducing the financial burden, and requested information on the decision-making process for selecting artificial intelligence technologies and on whether there would be any outreach to vendors. Another delegation asked how the artificial intelligence initiatives described in paragraphs 29C.21 to 29C.27 would incorporate feedback mechanisms from users to ensure that they addressed operational needs.

37. A delegation noted the critical role that the United Nations Office for Project Services and the United Nations International Computing Centre played in providing shared information and communications technology services across the United Nations system and called on the Office of Information and Communications Technology to rely more on those system-wide support functions, avoiding the duplication of functions and capacities. The delegation asked how the Office would help to ensure that the International Computing Centre maintained its customer-focused governance model and direct accountability to the organizations it served.

38. The same delegation noted the strategic shift by the Office towards hybrid cloud-based services that could offer significant benefits in terms of scalability, operational resilience and access to advanced technology capabilities with the potential to enhance the Organization's ability to respond to changing operational requirements. It enquired about the criteria used to determine the necessity for retaining on-premises data storage capabilities and what cost-benefit analysis was used to justify duplicative investments.

39. The same delegation also commended the successful implementation of Umoja enhancement package 8 and the transition to Umoja Analytics and sought information on how those enhancements were being leveraged across the Organization, particularly in field settings. Regarding the expanding information and communications technology security challenges described in paragraph 29C.5, the same delegation supported the Office's proactive approach to improving information security and was of the view that continued investment in that area was prudent, though it would welcome more details on how existing capacities within the United Nations system, including the services offered by the International Computing Centre, would be availed of.

40. With regard to paragraph 29C.31 (f), which referred to improving access, including remote access, for participation in intergovernmental meetings, a delegation requested clarification as to whether the reference was about ensuring the remote participation only of Secretariat staff or also of representatives of Member States.

41. Delegations expressed support for all good governance, streamlining and efficiency efforts undertaken by the organizations, commending the work of the offices, and noted the importance of the overarching administrative and financial management of those duty stations. At the United Nations Offices at Geneva, Nairobi and Vienna, discussions had centred on the Secretary-General's UN80 initiative and the concept of staff and service relocation. A delegation noted that, in the context of the liquidity constraints, any additional construction work that might be required to host relocated staff and entities should be considered by the Committee.

42. With regard to the United Nations Offices at Geneva, Nairobi and Vienna, a delegation stated that across all three offices it would not support any wording referencing diversity, equity or inclusion precepts, programmes or initiatives. The delegation declared its opposition to any policy or programme including any form or

reference to diversity, equity and inclusion frameworks or gender ideology, as it believed that those concepts often conflicted with merit-based approaches to staffing and operations.

43. A delegation noted the high level of administrative services and logistical support provided by the United Nations Office at Nairobi and emphasized the need to ensure sufficient funding from the regular budget to maintain its status as a centre for multilateral engagement and coordination on the African continent.

44. Regarding the Kenya Common Back Office, a delegation commended the United Nations Office at Nairobi for its exemplary support for the common back office operating model in Kenya. It noted that the model was a template and standard for future common back offices and demonstrated how administrative functions had been consolidated to reduce duplication, streamline operations and deliver better value for Member States' contributions. The same delegation enquired about the capacity of the United Nations Office at Nairobi to host additional staff and requested comparative cost data for other duty stations to understand the financial implications of potential relocations. The Chair emphasized that matters related to parts of the programme dealing with resources were not within the mandate of the Committee and called on the Committee to focus the discussion on part A of the programme.

45. A delegation noted that the United Nations Office at Nairobi had grown exponentially and emphasized that the relocation of services away from high-cost duty stations had brought the entities closer to their target populations in Africa and the global South. It expressed appreciation for Member States' capital investment at the Office and emphasized the complementary infrastructure support of \$967 million by the Government of Kenya. Another delegation enquired about partnerships with the Government and municipal authorities regarding local infrastructure upgrades to assist in evaluating the sustainability and long-term viability of expanded operations at the Office.

46. Regarding paragraph 29D.63, a delegation requested that the Office provide a status update on how many countries had provided expressions of support and an assessment of where the Office foresaw the expression of support by July 2025.

47. A delegation noted the achievement by the United Nations Office at Geneva of the goals of subprogramme 2, result 2, which were aimed at helping staff and external applicants to better understand the United Nations recruitment process and make informed career-related decisions. Regarding paragraph 29E.31 (b), the delegation asked what was meant by an inclusive work culture and whether there was an intergovernmental mandate for the activity.

48. With regard to paragraph 29E.73, a delegation enquired about the cost savings resulting from the closure of the library and museum for three months in 2024. It reiterated that there was no mandate regarding holding events in hybrid or virtual formats and sought clarification on the difference between blended and hybrid meetings.

49. A delegation highlighted issues related to the strategic heritage plan, including noisy renovation work, and urged the Secretariat to refrain from additional cost-saving measures that had a negative impact on delegations. Another delegation expressed concern that the plan was behind schedule, noting that it had incurred significant expenditure and experienced electrical issues in a newly renovated building, and requested an update on what urgent measures had been taken to address these issues. Another delegation reinforced its expectation that the plan remained on time and within budget.



50. A delegation commended the Office for its efforts to improve and promote equitable geographical representation and requested further information on the efforts made to improve the representation of staff from developing countries. A delegation commended the Office for its provision of procurement and other central support services, noting that the consolidation of common functions represented practical reforms that enhanced effectiveness while respecting budgetary constraints. The delegation commended subprogramme 5 on the digitalization of historical documents.

51. Regarding paragraph 29E.44 (c), a delegation requested more information on the Common Procurement Activities Group and requested clarification as to whether cost-recovery services provided to non-Secretariat entities included the cost of staff time. The delegation enquired about the percentage of meetings that offered hybrid participation and requested an update on how liquidity was affecting the Office's capacity to support mandated and non-mandated intergovernmental meetings and the measures taken to prioritize essential functions.

52. With regard to the United Nations Office at Vienna, in particular table 29F.4, a delegation enquired whether the United Nations Office on Drugs and Crime planned to switch from a biennial to an annual budget. Referring to paragraph 29F.27 (d), the same delegation requested additional information on any United Nations System Chief Executives Board for Coordination initiatives that the Office had implemented. Lastly, regarding paragraph 29F.29, the delegation requested that human resources videos be shared with the Committee.

53. A delegation expressed its opposition to any undue expansion of support functions that could come at the expense of the core functional and programmatic components of international organizations based in Vienna. It emphasized that administrative support structures should serve the substantive work of those organizations, not overshadow or impede it. The delegation also noted its concern regarding the potential micromanagement of functional and programmatic components by the Office's Division for Management, and emphasized that the operational units must retain appropriate autonomy to execute their mandates effectively and that the relationship between administrative and substantive departments should be one of facilitation rather than control. The delegation reinforced the expectation that efficiency and effectiveness were the guiding principles of administrative support services and that efforts to streamline the work of functional and programmatic components should reduce bureaucratic barriers, not create additional unnecessary ones.

54. A delegation sought clarification on the Office's local approach to enhancing geographical representation and emphasized that General Assembly resolutions and the general principles of the Charter of the United Nations were still applicable and in force, and that any innovation in that area required a political mandate. Another delegation enquired about the taxonomy being utilized to enhance geographical representation and requested clarity on the group memberships.

### **Conclusions and recommendations**

55. **The Committee recommended that the plenary or the relevant Main Committee or Main Committees of the General Assembly, in line with Assembly resolution 79/247, consider the programme plan for programme 25, Management and support services, of the proposed programme budget for 2026 under the agenda item entitled "Programme planning" at the eightieth session of the Assembly.**