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Proposed programme budget for the biennium 2014-2015*

Part VIII

Common support services

Section 29A

Office of the Under-Secretary-General for Management

(Programme 25 of the biennial programme plan for the period 2014-2015)**

Contents

	<i>Page</i>
Overview	3
Overall orientation	4
Overview of resources	6
Other information	10
A. Executive direction and management	10
B. Programme of work	13
Component 1: Management services	14
Component 2: Enterprise resource planning project	19
Component 3: Management evaluation component of the administration of justice	21
Component 4: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	23
C. Programme support	25

* A summary of the approved programme budget will be issued as A/68/6/Add.1.

** A/67/6/Rev.1.



Annexes***

I. Organizational structure and post distribution for the biennium 2014-2015	28
II. Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies.	29

*** The present report does not contain an annex on outputs included in the biennium 2012-2013 not to be delivered in 2014-2015, given that there are no discontinued outputs.

Overview

Table 29A.1 **Financial resources**

(United States dollars)

Approved resources for 2012-2013 ^a	15 902 000
Technical adjustments (delayed impact and removal of non-recurrent requirements)	(301 100)
Inter-component changes	155 800
Changes reflected in the Secretary-General's report on the budget outline for 2014-2015 ^b	(663 800)
Total resource change for the Office of the Under-Secretary-General for Management	(809 100)
Proposal for the Office of the Under-Secretary-General for Management for 2014-2015	15 092 900
New mandates (Secretariat regular budget share for the enterprise resource planning project)	35 927 900
Proposal of the Secretary-General for 2014-2015 ^a	51 020 800

^a At 2012-2013 revised rates.

^b A/67/529 and Corr.1.

Table 29A.2 **Post resources**

	<i>Number</i>	<i>Level</i>
<i>Regular budget</i>		
Approved for the biennium 2012-2013	52	1 USG, 2 D-2, 4 D-1, 9 P-5, 6 P-4, 2 P-3, 2 P-2/1, 4 GS (PL), 22 GS (OL)
Redeployments	3	1 GS (OL) from executive direction and management, Section 29E, Office of Information and Communications Technology to programme support, Section 29A, Office of the Under-Secretary-General for Management Within the Office of the Under-Secretary-General for Management: 1 P-5 from component 1 (Management services) to programme support 1 P-4 from programme support to component 1 (Management services)
Abolishments	(4)	1 P-2, 3 GS (OL) under: component 1 (Management services) (1 P-2 and 2 GS (OL)); and programme support (1 GS (OL))
Proposed for the biennium 2014-2015	49	1 USG, 2 D-2, 4 D-1, 9 P-5, 6 P-4, 2 P-3, 1 P-2/1, 4 GS (PL), 20 GS (OL)

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Overall orientation

- 29A.1 The Department of Management is responsible for the implementation of the programme of work under section 29A. The activities programmed under this section fall under programme 25, Management and support services, of the biennial programme plan for the period 2014-2015.
- 29A.2 The Department will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Member States, as reflected in the resolutions and decisions of the General Assembly, as well as relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance on and more effective support for results-based management approaches, including regular and systematic monitoring and self-evaluation practices, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results-oriented.
- 29A.3 The Department will closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed. Furthermore, it will provide substantive support to the Management Performance Board, in the context of the monitoring of the senior managers' compacts, and to the Management Committee, in the context of monitoring compliance with recommendations of oversight bodies by departments and offices of the Secretariat.
- 29A.4 Recognizing the importance of promoting accountability, implementation of a systematic approach to risk management and internal control in the United Nations in accordance with General Assembly resolution 67/253, the Department of Management will continue its efforts on measures to accelerate implementation of results-based management and achievement of overall implementation of an effective risk management and control framework through the Secretariat. The framework will enhance the governance and management practices of the Secretariat, strengthen the focus on objectives and increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization. With the support of a proactive communications strategy, the Department will ensure that Member States, managers and staff are fully informed and participate in the efforts to ensure a more effective and results-oriented Organization.
- 29A.5 The implementation of the enterprise resource planning project, known as Umoja, will continue under the coordinating and oversight function of the Department of Management through the Enterprise Resource Planning Steering Committee. The Department will ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling a more efficient and effective management of resources (people, money and materials). The Department will ensure implementation of various functionalities of the system while minimizing the burden of change on the Organization and its resources and mitigating organizational and managerial risks. In synchronization with the new enterprise resource planning project, the Department will ensure further development and documentation of accounting policies, guidance and procedures that are compliant with International Public Sector Accounting Standards (IPSAS).
- 29A.6 The management evaluation, as the first step in the formal process of administration of justice, provides management with an opportunity to correct decisions that do not comply with internal law. It complements the efforts of the Department of Management to improve management practices and strengthen accountability. The Department, through its management evaluation function, and within prescribed time limits, will strive to improve decision-making and to reduce

the number of cases proceeding to formal litigation. In addition, the Department will establish and implement effective measures to increase transparency and managerial accountability.

- 29A.7 Human resources reform efforts aimed at the development of a more productive, flexible and results-oriented Organization will continue through strengthened workforce planning, including: the recruitment of high-quality staff; enhanced human resources systems; strengthened performance management and development; support of inter- and intra-organizational mobility; promotion of staff health and provision of medical clearances and medical advice to United Nations facilities worldwide; and monitoring of delegated authority throughout the global Secretariat. The talent management information system will be enhanced to include recruitment, learning management and performance management. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and increased female representation and to identifying high-quality candidates. The Department of Management will continue to support and strengthen the integration of the gender perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.
- 29A.8 The Department of Management will oversee the completion of the historic renovation of the United Nations Headquarters, known as the capital master plan. The Secretariat and Conference Buildings were completed in the prior biennium, but the renovation of the General Assembly Building, as well as additional landscaping, security and contract close-out activities, will be completed in late 2014. Specific security enhancements will likely extend to early 2015. In addition, the Department will prepare the comprehensive information, as requested by the General Assembly in its resolution 67/246, on the long-term accommodation requirements at Headquarters. These projects are managed by the component offices of the Department of Management, including the Office of the Capital Master Plan and the Office of Central Support Services, with strategic guidance provided by the Office of the Under-Secretary-General for Management.
- 29A.9 The Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee of the General Assembly, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.
- 29A.10 In compliance with General Assembly resolution 67/254, the Secretary-General will: (a) submit a progress report to the Assembly at its sixty-eighth session on the measures taken to address the priorities identified by the Board in its report, in particular with regard to the implementation of the enterprise resource planning project, Umoja, and information technology security; (b) provide, in the context of the proposed programme budget for the biennium 2014-2015 (under section 29E), an update on the status of implementation of the actions taken to address information security issues, including measures taken to guard against any threats of cyber attack (under section 29E); and (c) propose a revised information and communication technology strategy, including lessons learned, by no later than the sixty-ninth session of the General Assembly, bearing in mind that the purpose of information and communication technology is to support the work of the Organization.
- 29A.11 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services, and expand and develop new ones among United Nations entities when such services would be more efficient and cost-effective than existing arrangements.

Overview of resources

29A.12 The overall resources proposed for the biennium 2014-2015 under this section amount to \$51,020,800 before recosting. As illustrated in table 29A.1 above, the total resource change for the Office of the Under-Secretary-General for Management reflects a reduction of \$809,100, giving rise to proposed resource requirements of \$15,092,900. In addition, the proposal in respect of the Secretariat's regular budget share of the enterprise resource planning project (Umoja) in the biennium 2014-2015 amounts to \$35,927,900. The aggregate resource change is \$35,118,800 for section 29A, as reflected in table 29A.3.

29A.13 The distribution of resources is reflected in tables 29A.3 to 29A.5 below.

Table 29A.3 Financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2010-2011 expenditure	2012-2013 resources at revised rates	Resource changes						Total before recosting	Recosting	2014-2015 estimate
			Technical adjustment (delayed impact and non-recurrent)	New mandates and inter- component changes	In line with resolution 67/248	Reflected in budget outline report ^a	Total	Percentage			
A. Executive direction and management	2 454.1	2 617.2	—	—	—	(10.8)	(10.8)	(0.4)	2 606.4	79.1	2 685.5
B. Programme of work											
1. Management services	5 360.7	5 670.8	—	—	—	(593.1)	(593.1)	(10.5)	5 077.7	152.1	5 229.8
2. Enterprise resource planning project ^b	11 186.0	—	—	35 927.9	—	—	35 927.9	—	35 927.9	—	35 927.9
3. Management evaluation component of the administration of justice	2 026.9	2 126.7	(301.1)	—	—	(0.2)	(301.3)	(14.2)	1 825.4	60.6	1 886.0
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 552.6	1 511.6	—	—	—	—	—	—	1 511.6	45.4	1 557.0
Subtotal, B	20 126.2	9 309.1	(301.1)	35 927.9	—	(593.3)	35 033.5	376.3	44 342.6	258.1	44 600.7
C. Programme support	3 803.9	3 975.7	—	155.8	—	(59.7)	96.1	2.4	4 071.8	145.5	4 217.3
Subtotal, 1	26 384.2	15 902.0	(301.1)	36 083.7	—	(663.8)	35 118.8	220.8	51 020.8	482.7	51 503.5

(2) *Other assessed^c*

	2010-2011 expenditure	2012-2013 estimate	2014-2015 estimate
B. Programme of work	115 543.6	59 489.1	42 516.8
C. Programme support	53 670.1	59 965.9	63 793.4
Subtotal, 2	169 213.7	119 455.0	106 310.2

(3) *Extrabudgetary^d*

	2010-2011 expenditure	2012-2013 estimate	2014-2015 estimate
A. Executive direction and management	–	21 .2	–
B. Programme of work	37 632.6	28 187.3	7 924.1
C. Programme support	3 191.8	2 435.2	2 435.1
Subtotal, 3	40 824.4	30 643.7	10 359.2
Total	236 422.3	166 000.7	168 172.9

^a A/67/529 and Corr.1.

^b As reflected in table 10 of the fourth progress report of the Secretary-General on the enterprise resource planning project (A/67/360). The provision of \$35,927,900 has been included pursuant to resolution 67/246, section III, paragraph 26, in which the General Assembly approved the revised plan and recalled that the budgetary implications of the project would be considered in the context of the proposed programme budget for the biennium 2014-2015.

^c Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project.

^d Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

Table 29A.4 **Post resources**

Category	Established regular budget		Temporary						Total	
			Regular budget		Other assessed ^a		Extrabudgetary ^b			
	2012- 2013	2014- 2015	2012- 2013	2014- 2015	2012- 2013	2014- 2015	2012- 2013	2014- 2015	2012- 2013	2014- 2015
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
D-2	2	2	–	–	–	–	–	–	2	2
D-1	4	4	–	–	1	1	–	–	5	5
P-5	9	9	–	–	–	–	–	–	9	9
P-4/3	8	8	–	–	6	6	1	1	15	15
P-2/1	2	1	–	–	–	–	–	–	2	1
Subtotal	26	25	–	–	7	7	1	1	34	33

Category	Established regular budget		Temporary						Total	
			Regular budget		Other assessed ^a		Extrabudgetary ^b			
	2012- 2013	2014- 2015	2012- 2013	2014- 2015	2012- 2013	2014- 2015	2012- 2013	2014- 2015	2012- 2013	2014- 2015
General Service										
Principal level	4	4	–	–	–	–	–	–	4	4
Other level	22	20	–	–	1	1	2	2	25	23
Subtotal	26	24	–	–	1	1	2	2	29	27
Total	52	49	–	–	8	8	3	3	63	60

Note: In addition to the posts funded from other assessed and extrabudgetary resources identified in table 29A.4 above, there are 90 temporary posts, endorsed by the General Assembly in its resolutions 64/243 and 65/260, in the enterprise resource planning project funded through the jointly funded fund, consisting of regular budget, support account for peacekeeping operations and extrabudgetary resources.

^a Resource requirements financed exclusively by the support account for peacekeeping operations.

^b Resource requirements financed from extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes.

Table 29A.5 Distribution of resources by component

(Percentage)

	Regular budget	Other assessed	Extrabudgetary
A. Executive direction and management	5.0	–	–
B. Programme of work			
1. Management services	10.0	3.3	4.7
2. Enterprise resource planning project	70.4	36.4	71.8
3. Management evaluation component of the administration of justice	3.6	–	–
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	3.0	0.3	–
Subtotal, B	87.0	40.0	76.5
C. Programme support	8.0	60.0	23.5
Total	100.0	100.0	100.0

Technical adjustments

- 29A.14 Resource changes reflect the removal of non-recurrent requirements totalling \$301,100 in respect of general temporary assistance approved for the biennium 2012-2013 pursuant to General Assembly resolution 66/247 in respect of the administration of justice.

Inter-component and other changes

29A.15 Resources in the amount of \$36,083,700 have been provided for: (a) the regular budget share in the biennium 2014-2015 of the enterprise resource planning project (\$35,927,900) pursuant to resolution 67/246, section III, paragraph 26, in which the General Assembly approved the revised plan and recalled that the budgetary implications of the project would be considered in the context of the proposed programme budget for the biennium 2014-2015; and (b) redeployment of one General Service (Other level) post from the Office of Information and Communications Technology (Section 29E) to the Executive Office under programme support (\$155,800), pursuant to paragraph 104 of General Assembly resolution 66/246, to place the Office of Information and Communications Technology under the Department of Management.

29A.16 Reductions in line with the Secretary-General's budget outline amount to \$663,800. The primary areas of reductions in the amount of \$550,800 are outlined in table 29A.6 below.

Table 29A.6 **Primary areas of resource changes in line with the report of the Secretary-General on the budget outline**

<i>Item</i>	<i>Net reductions in inputs</i>	<i>Description</i>	<i>Reductions in the volume of outputs</i>	<i>Reductions in performance targets</i>
1	Programme of work	Increased synergies between the Management Support Service and Umoja	—	—
	<i>Component 1</i>	Total reduction: \$395,000		
	Abolishment:			
	1 P-2 Associate Programme Management Officer	The enterprise resource planning project and the Management Support Service have many complementary activities, including leading change management activities, improving management practices, and re-engineering business processes. The Management Support Service focuses upon improved administrative processes and support to programmatic initiatives, and the enterprise resource planning project focuses upon improved administrative processes and support activities to align the United Nations Secretariat with leading practices as supported by a global enterprise resource planning solution. The complementary activities would be aligned.		
	1 GS (OL) Management Analysis Assistant			
2	Programme of work	Increased efficiency by streamlining of workflows	—	—
	<i>Component 1</i>	Total reduction: \$155,800		
	Abolishment:			
	1 GS (OL) Administrative Assistant	Support for two functions of the Policy and Oversight Coordination Service, institutional accountability and personal accountability, which are closely related, and a reorganization of responsibilities has enabled the Office of the Under-Secretary-General to reduce one General Service (Other level) post.		

Other assessed and extrabudgetary resources

- 29A.17 For the biennium 2014-2015, regular budget resources will be complemented by other assessed contributions of \$106,310,200. This comprises \$38,723,600 in respect of the enterprise resource planning project and \$67,586,600 from the support account for peacekeeping operations, in the areas of substantive and technical services provided to the Fifth Committee and the Committee for Programme and Coordination, and management support services and secretariat services provided to the Headquarters Committee on Contracts and the Headquarters Property Survey Board. The projected level in other assessed resources represents a decrease of \$13,144,800, compared with the biennium 2012-2013, and reflects the reduced requirements under the enterprise resource planning project during the biennium 2014-2015.
- 29A.18 In addition, there are estimated extrabudgetary resources of \$10,359,200, including \$7,439,600 in respect of the enterprise resource planning project, from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities and from technical cooperation reimbursement resources. The amount of \$7,439,600, reflecting a decrease of \$20,262,500, represents the extrabudgetary share for the enterprise resource planning project in the biennium 2014-2015, as shown in table 10 of the fourth progress report of the Secretary-General on the enterprise resource planning project (A/67/360), as most of the requirements were already transferred to the special account for the enterprise resource planning project in the prior bienniums.

Other information

- 29A.19 Pursuant to General Assembly resolution 58/269, resources in the amount of \$109,300 have been identified under the regular budget within the available capacity of the Office of the Under-Secretary-General for Management under subprogramme 1 (of programme 25 of the biennial programme plan for the period 2014-2015), for monitoring and evaluation activities in the amount of \$86,700, comprising four work-months at the Professional level and three work-months at the General Service level, and \$22,600 for consultancy services to administer the ethical behaviour self-assessment survey and the Department of Management's survey as established in the senior managers' compacts.

A. Executive direction and management***Resource requirements (before recosting): \$2,606,400***

- 29A.20 The Under-Secretary-General for Management is responsible for the formulation of the Organization's management policies and has overall responsibility for the management of the financial, human, physical and information and communications technology resources of the Organization. He or she formulates policies and provides policy guidance, coordination and direction on management reform issues. He or she also represents the Secretary-General on management matters in relation to governing bodies, agencies in the common system and administrative advisory bodies, and monitors emerging management issues throughout the Secretariat. In addition, the Under-Secretary-General is responsible for maintaining close liaison with host-country authorities and Member States on all substantive aspects of financial, budgetary, personnel, common support services and information and communication technology matters. Moreover, he or she provides strategic guidance and management oversight concerning the implementation of the enterprise resource planning project (Umoja) and the capital master plan project. The secretariat of the Fifth Committee of the General Assembly and the Committee for

Programme and Coordination, which provides substantive and technical secretariat support to those Committees, and the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, which supports the work of the Headquarters Committee and the Board, both report to the Under-Secretary-General for Management. The Under-Secretary-General also directs and manages the activities of the Department of Management.

- 29A.21 In discharging the foregoing responsibilities, the Under-Secretary-General is supported by the Director of the Office of the Under-Secretary-General, who undertakes mid- and long-term planning, develops and coordinates management strategies and policies, oversees the implementation of reform initiatives and serves as the focal point for information and for the integration of all aspects of the work of the Department. The Office also provides support to the Under-Secretary-General in inter-agency meetings, such as the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB), and coordinates intradepartmental activities, including liaison with other offices, funds and programmes on matters of common concern. The Director oversees the activities of the front office, the Policy and Oversight Coordination Service, the Management Support Service, the Management Evaluation Unit and the Executive Office.

Table 29A.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the full implementation of legislative mandates and compliance with United Nations policies and procedures in order to provide an effective management culture throughout the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The programme of work is effectively managed	<p>(a) Improved management performance and timely delivery of outputs and services</p> <p><i>Performance measures</i></p> <p>(Percentage of respondents providing a positive assessment on the timeliness of the services rendered by the Department of Management)</p> <p>2010-2011: 26 per cent</p> <p>Estimated 2012-2013: 28 per cent</p> <p>Target 2014-2015: 30 per cent</p> <p>(Percentage of respondents providing a positive assessment on client focus by the Department of Management)</p> <p>2010-2011: 29 per cent</p> <p>Estimated 2012-2013: 31 per cent</p> <p>Target 2014-2015: 55 per cent</p>

(b) Enhanced policy coherence in the management of the activities of the United Nations

(b) Improved communication and information-sharing among senior management and administrative officials in all duty stations

Performance measures

(Number of meetings per year between the Office of the Under-Secretary-General for Management and executive officers)

2010-2011: 21 meetings per year

Estimated 2012-2013: 21 meetings per year

Target 2014-2015: 21 meetings per year

(Number of meetings per year between the Office of the Under-Secretary-General for Management and managers)

2010-2011: 19 meetings per year

Estimated 2012-2013: 19 meetings per year

Target 2014-2015: 19 meetings per year

External factors

- 29A.22 The objectives and expected accomplishments under executive direction and management are anticipated to be accomplished on the assumption that all stakeholders will extend their full cooperation and support to the Department in implementing management improvements.

Outputs

- 29A.23 During the biennium 2014-2015, the following outputs will be delivered (regular budget):
- (a) Representation of the Secretary-General at meetings of the United Nations intergovernmental bodies on various administrative and financial issues, as and when required;
 - (b) Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management, including contributions to meetings of the CEB High-level Committee on Management;
 - (c) Liaison with the host Government, non-governmental organizations and other external entities on management and other resource-related issues;
 - (d) Monitoring and coordination of departmental activities to ensure the efficient functioning of the Office and the Department;
 - (e) Strategic guidance and management oversight concerning the implementation of the capital master plan and the enterprise resource planning project.
- 29A.24 The distribution of resources for executive direction and management is reflected in table 29A.8 below.

Table 29A.8 Resource requirements: executive direction and management

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015 (before recosting)	2012-2013	2014-2015
A. Regular budget				
Post	2 454.8	2 454.8	7	7
Non-post	162.4	151.6	—	—
Subtotal	2 617.2	2 606.4	7	7
B. Extrabudgetary	21.2	—	—	—
Total	2 638.4	2 606.4	7	7

29A.25 Resources amounting to \$2,606,400 will provide for the continuation of seven posts (1 Under-Secretary-General, 1 D-2, 1 D-1, 1 P-4, 3 General Service (Other level)) (\$2,454,800) and operational requirements (\$151,600), such as under other staff costs, travel of staff, contractual services and other operating expenses. The reduction of \$10,800, as compared with the biennium 2012-2013, is largely due to a lower provision for the right-to-use cost charged by the Office of Information and Communications Technology for each landline telephone.

B. Programme of work¹

29A.26 The distribution of resources by component is reflected in table 29A.9 below.

Table 29A.9 Resource requirements by component

	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015 (before recosting)	2012-2013	2014-2015
A. Regular budget				
1. Management services	5 670.8	5 077.7	18	15
2. Enterprise resource planning project ^d	—	35 927.9	—	—
3. Management evaluation component of the administration of justice	2 126.7	1 825.4	6	6
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 511.6	1 511.6	5	5
Subtotal	9 309.1	44 342.6	29	26

¹ Subprogramme 1 of programme 25 of the biennial programme plan for the period 2014-2015.

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2012-2013</i>	<i>2014-2015 (before recosting)</i>	<i>2012-2013</i>	<i>2014-2015</i>
B. Other assessed ^b	59 489.1	42 516.8	7	7
C. Extrabudgetary ^c	28 187.3	7 924.1	2	2
Total	96 985.5	94 783.5	38	35

^a As reflected in table 10 of the fourth progress report of the Secretary-General on the enterprise resource planning project (A/67/360). The provision of \$35,927,900 has been included pursuant to resolution 67/246, section III, paragraph 26, in which the General Assembly approved the revised plan and recalled that the budgetary implications of the project would be considered in the context of the proposed programme budget for the biennium 2014-2015.

^b Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project.

^c Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

Component 1 Management services

Resource requirements (before recosting): \$5,077,700

- 29A.27 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. It will be implemented in accordance with the strategy detailed under component 1, Management services, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2014-2015.

Table 29A.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
---	---------------------------

(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations

(a) (i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff

Performance measures

2010-2011: 100 per cent

Estimated 2012-2013: 100 per cent

Target 2014-2015: 100 per cent

(ii) Increased implementation rate of recommendations issued by the oversight bodies to the Secretariat

Performance measures

2010-2011: 60 per cent

Estimated 2012-2013: 63 per cent

Target 2014-2015: 65 per cent

(b) Strengthened accountability throughout the Secretariat

(b) (i) Senior managers' annual performance assessments completed for review by the Management Performance Board

Performance measures

(Percentage completed on time)

2010-2011: 100 per cent

Estimated 2012-2013: 100 per cent

Target 2014-2015: 100 per cent

(ii) Timely delivery on institutional performance (programme performance report) for review by the Management Performance Board and intergovernmental bodies

Performance measures

(Percentage completed on time)

2010-2011: 100 per cent

Estimated 2012-2013: 100 per cent

Target 2014-2015: 100 per cent

(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations

(c) (i) Maintenance of the number of days required for the processing of Headquarters Committee on Contracts cases

Performance measures

2010-2011: 5.8 days

Estimated 2012-2013: 7.5 days

Target 2014-2015: 7.5 days

- (ii) Maintenance of the average number of cases handled by the Headquarters Property Survey Board

Performance measures

2010-2011: 794 cases

Estimated 2012-2013: 510 cases

Target 2014-2015: 510 cases

External factors

- 29A.28 The objective and expected accomplishments are expected to be achieved on the assumption that management policies and related reform proposals will be approved by Member States and that they will continue to be implemented by offices throughout the Secretariat.

Outputs

- 29A.29 During the biennium 2014-2015, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget and other assessed):
 - (i) Substantive servicing of meetings: approximately seven formal meetings and 30 informal consultations of the Fifth Committee of the General Assembly; approximately three formal meetings and six informal consultations of the Committee for Programme and Coordination; and approximately five meetings of the Advisory Committee on Administrative and Budgetary Questions;
 - (ii) Parliamentary documentation: approximately 20 reports to the General Assembly, including notes by the Secretary-General commenting on reports and recommendations of the Joint Inspection Unit (10); reports of the Secretary-General concerning the review of the efficiency of the administrative and financial functioning of the United Nations (2); reports on the implementation of recommendations of the Board of Auditors (4); biennial report on United Nations system-wide management improvement (1); report on standards of accommodation for air travel (1);
- (b) Administrative support services (regular budget, other assessed and extrabudgetary):
 - (i) Oversight support: consolidated reports to the oversight bodies on the status of their recommendations (approximately 10); consolidated responses to draft reports and management letters (40); consolidated comments of the Secretary-General to CEB on the implementation of the recommendations of the Joint Inspection Unit (approximately 10); semi-annual reports to the Management Performance Board and the Oversight Committee (8); responses to requests for exceptions to the standards of accommodation for air travel (approximately 250);
 - (ii) Tracking and following up on the recommendations of the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit;
 - (iii) Implementation of change management, business process and continuous management improvement initiatives, and identification of best practices in management and administration;

- (iv) Organization of client surveys, review and analysis of data from client surveys, and development of measures to achieve progress in attaining greater client orientation in the design and delivery of administrative services;
- (v) Field assistance missions (6) to monitor the functioning of the local committees on contracts;
- (vi) Substantive and technical servicing of the Headquarters Committee on Contracts through the review of over 700 proposed procurement awards annually and the provision of recommendations to the Under-Secretary-General;
- (vii) Training of members of the local committees on contracts;
- (viii) Substantive and technical servicing of the Headquarters Property Survey Board through the review of approximately 500 property survey cases;
- (ix) Substantive backstopping for the Management Performance Board regarding the senior management compacts, the preparation of substantive recommendations on the format and indicators to be contained in the compacts and the preparation of annual assessments of actual performance compared with targets contained in the compacts for submission to the Board;
- (x) Substantive backstopping for the Management Committee regarding the monitoring of compliance within the Secretariat with the recommendations of oversight bodies.

29A.30 The distribution of resources for component 1 is reflected in table 29A.11 below.

Table 29A.11 **Resource requirements: management services**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015 (before recosting)	2012-2013	2014-2015
A. Regular budget				
Post	5 500.7	4 887.0	18	15
Non-post	170.1	190.7	–	–
Subtotal	5 670.8	5 077.7	18	15
B. Other assessed ^a	3 166.1	3 476.6	6	6
C. Extrabudgetary ^b	485.2	484.5	2	2
Total	9 322.1	9 038.8	26	23

^a Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project.

^b Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

29A.31 Resources amounting to \$5,077,700 would provide for the continuation of nine posts (1 D-1, 3 P-5, 2 P-4, 1 General Service (Principal level), 2 General Service (Other level)) in the Policy and Oversight Coordination Service; two posts (1 D-1, 1 P-5) in the Management Support Service; and four posts (1 P-5, 1 P-3, 2 General Service (Other level)) in the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board (\$4,887,000). The non-post

resources (\$190,700) relate to various operating requirements, notably, consultants, official travel, contractual services, and supplies and materials.

- 29A.32 The net decrease of \$593,100, partially reflected in table 29A.6, items 1 and 2, of the present report, as compared with the biennium 2012-2013, is mainly due to the proposed abolishment of one General Service (Other level) post in the Policy and Oversight Coordination Service, and two posts (1 P-2 and 1 General Service (Other level)) in the Management Support Service (as detailed below), partially offset by an increase under contractual services.
- 29A.33 The reduced requirement under posts arises from the combined effect of the following: (a) proposed outward redeployment of a P-5 post to the Executive Office under programme support, with the simultaneous inward redeployment of a P-4 post from the Executive Office. The P-5 post is required to strengthen the budget and finance capacity in the Executive Office to support all offices of the Department of Management in addition to other offices in the Secretariat. The P-4 post would create a dedicated focused capacity for enterprise risk management within the Policy and Oversight Coordination Service, pursuant to General Assembly resolution 64/259 regarding accountability, results-based management, enterprise risk management and internal controls; (b) proposed abolishment of one P-2 post and one General Service (Other level) post in the Management Support Service.² The enterprise resource planning project and the Management Support Service have many complementary activities, including leading change management activities, improving management practices, and re-engineering business processes. The Management Support Service focuses upon improved administrative processes and support to programmatic initiatives, and the enterprise resource planning project focuses upon improved administrative processes and support activities to align the United Nations Secretariat with leading practices as supported by a global enterprise resource planning solution. Although these complementary approaches are both capable of achieving the intended results, synergies can be realized through closer collaboration between the two; and (c) proposed abolishment of one General Service (Other level) post in the Policy and Oversight Coordination Service³ by reorganization of closely related responsibilities of institutional accountability and personal accountability without adversely affecting its mandate delivery.
- 29A.34 The net increase of \$20,600 in non-post requirements mainly reflects the combined effect of the reduction of posts, offset by increases in contributions to support central data-processing services for the gift registry system and the UN 21 Awards system.
- 29A.35 The regular budget resources are complemented by other assessed resources from the support account for peacekeeping operations in the amount of \$3,476,600, including the continuation of six temporary posts and operational costs (four posts in the secretariat of the Headquarters Committee on Contracts and the Property Survey Board and two posts in the Management Support Service). The increase in the other assessed resources of \$310,500, as compared with the previous biennium, reflects increased requirements under operational costs. In addition, an amount of \$484,500 from extrabudgetary resources will provide for the continuation of two temporary posts in the Policy and Oversight Coordination Service and their related operational requirements.

² In line with the report of the Secretary-General on the budget outline for 2014-2015, as reflected in table 29A.6, item 1.

³ In line with the report of the Secretary-General on the budget outline for 2014-2015, as reflected in table 29A.6, item 2.

Component 2 Enterprise resource planning project

Resource requirements (before recosting): \$35,927,900

- 29A.36 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. It will be implemented in accordance with the strategy detailed under component 2, Enterprise resource planning project, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2014-2015.

Table 29A.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the management of the Organization's resources	
Expected accomplishments of the Secretariat	Indicators of achievement
(a) All business processes for management of resources and programme performance have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	<p>(a) (i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures</p> <p><i>Performance measures</i></p> <p>(Percentage of business processes designed and released for acceptance)</p> <p>2010-2011: 72 per cent of 317 Umoja "to-be" processes</p> <p>Estimated 2012-2013: 100 per cent of Umoja Foundation and Umoja Extension 1</p> <p>Target 2014-2015: 100 per cent of Umoja Extension 2</p> <p>(ii) Increased percentage of business processes built and tested in the areas of human resources, finance and supply chain and central support services</p>

Performance measures

(Percentage of business processes built and tested)

2010-2011: 0 per cent

Estimated 2012-2013: 100 per cent of Umoja Foundation and Umoja Extension 1

Target 2014-2015: 100 per cent

(b) Technological systems are fully in place

(b) Not to exceed 10-second response time per transaction step from user perspective in high-bandwidth environment

Performance measures

(System performance testing results)

2010-2011: not applicable

Estimated 2012-2013: better than 10-second response time per transaction step from user perspective in high-bandwidth environment

Target 2014-2015: better than 10-second response time per transaction step from user perspective in high-bandwidth environment

External factors

29A.37 The objective and expected accomplishments are expected to be achieved on the assumption that all vendors meet all contractual requirements in a timely manner and the software and technological systems meet all performance requirements.

Outputs

29A.38 During the biennium 2014-2015, the following outputs will be delivered (regular budget, other assessed and extrabudgetary):

- (a) Umoja system (Umoja Foundation and Umoja Extension 1) deployed and functioning efficiently in the pilot site(s);
- (b) Umoja system (Umoja Foundation and Umoja Extension 1) deployed and functioning efficiently in 100 per cent of the rest of the Organization.

29A.39 The distribution of resources for component 2 is reflected in table 29A.13 below.

Table 29A.13 Resource requirements: enterprise resource planning project

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
		(before recosting)		
A. Regular budget				
Non-post	–	35 927.9 ^c	–	–
Subtotal	–	35 927.9	–	–
B. Other assessed ^a	56 006.4	38 723.6	–	–
C. Extrabudgetary ^b	27 702.1	7 439.6	–	–
Total	83 708.5	82 091.1	–	–

^a Peacekeeping support account share of funding of the enterprise resource planning project.

^b Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

^c As reflected in table 10 of the fourth progress report of the Secretary-General on the enterprise resource planning project (A/67/360). The provision of \$35,927,900 has been included pursuant to resolution 67/246, section III, paragraph 26, in which the General Assembly approved the revised plan and recalled that the budgetary implications of the project would be considered in the context of the proposed programme budget for the biennium 2014-2015.

29A.40 The provision of \$35,927,900 under grants and contributions would provide for the regular budget share for the biennium 2014-2015 of the enterprise resource planning project costs. This constitutes part of the total revised requirements for the project, of which the regular budget's share is \$52,220,800, as presented in tables 3 and 10 of the fourth progress report of the Secretary-General on the enterprise resource planning project (A/67/360).

29A.41 The estimated non-regular budget share in the biennium 2014-2015 for the enterprise resource planning project costs, amounting to \$46,163,200, comprises other assessed resources of \$38,723,600 and extrabudgetary resources of \$7,439,600. Those amounts and their proportional share of the total resource requirements for the project have most recently been presented in tables 3 and 10 of the fourth progress report of the Secretary-General on the enterprise resource planning project.

Component 3

Management evaluation component of the administration of justice

Resource requirements (before recosting): \$1,825,400

29A.42 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. It will be implemented in accordance with the strategy detailed under component 3, Management evaluation component of the administration of justice, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2014-2015.

Table 29A.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure greater personal accountability for decision-making	
Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	<p>(a) All management evaluation requests are responded to within the prescribed 30- and 45-day time limits</p> <p><i>Performance measures</i></p> <p>2010-2011: 90 per cent</p> <p>Estimated 2012-2013: 92 per cent</p> <p>Target 2014-2015: 94 per cent</p>
(b) Improved accountability in management-related decisions	<p>(b) Reduced percentage of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat</p> <p><i>Performance measures</i></p> <p>2010-2011: 14 per cent</p> <p>Estimated 2012-2013: 13 per cent</p> <p>Target 2014-2015: 12 per cent</p>
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	<p>(c) Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation</p> <p><i>Performance measures</i></p> <p>(Remedy found or original decision overturned)</p> <p>2010-2011: 37 per cent</p> <p>Estimated 2012-2013: 39 per cent</p> <p>Target 2014-2015: 41 per cent</p>

External factors

- 29A.43 The objective and expected accomplishments are expected to be achieved on the assumption that there will be no significant increase in the number of evaluation requests and improper or incorrect decisions.

Outputs

- 29A.44 During the biennium 2014-2015, the following outputs will be delivered (regular budget and other assessed):
- (a) Administrative support services: provision of recommendations on requests for management evaluation of contested administrative decisions as to whether the requests are receivable and,

if so, whether the contested administrative decisions are in accordance with the applicable internal rules and jurisprudence of the Organization; provision of recommendations on requests for suspension of action submitted to the Secretary-General in cases involving separation from service of staff members; identification and provision of recommendations on systemic issues in respect of managerial decision-making authority; tracking of managerial compliance with responsibilities in the Organization's system of administration of justice and identification of circumstances in which delegated managerial authority may be withdrawn or referred for investigation; and provision of guidance to decision makers in the form of periodic lessons learned guides;

- (b) Other substantive activities: provision of inputs to the report of the Secretary-General on the administration of justice.

29A.45 The distribution of resources for component 3 is reflected in table 29A.15 below.

Table 29A.15 **Resource requirements: management evaluation component of the administration of justice**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015 (before recosting)	2012-2013	2014-2015
Regular budget				
Post	1 604.0	1 604.0	6	6
Non-post	522.7	221.4	—	—
Subtotal	2 126.7	1 825.4	6	6
Total	2 126.7	1 825.4	6	6

29A.46 Resource requirements in the amount of \$1,825,400 would provide for the continuation of six posts (1 P-5, 2 P-4, 3 General Service (Other level)) in the Management Evaluation Unit (\$1,604,000) and non-post requirements (\$221,400) relating to, inter alia, other staff costs, contractual services and other operating costs. The net decrease of \$301,300, as compared with the biennium 2012-2013, mainly reflects the removal of non-recurrent general temporary assistance related to the administration of justice.

Component 4

Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Resource requirements (before recosting): \$1,511,600

29A.47 This component of the subprogramme is the responsibility of the secretariat of the Fifth Committee and the Committee for Programme and Coordination. It will be implemented in accordance with the strategy detailed under component 4, Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2014-2015.

Table 29A.16 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	<p>(i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat in order to allow simultaneous publication in all official languages</p> <p><i>Performance measures</i></p> <p>(Percentage of final reports of the committees submitted by established deadlines)</p> <p>2010-2011: 100 per cent</p> <p>Estimated 2011-2012: 100 per cent</p> <p>Target 2013-2014: 100 per cent</p> <p>(ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services</p> <p><i>Performance measures</i></p> <p>2010-2011: zero complaints</p> <p>Estimated 2012-2013: zero complaints</p> <p>Target 2014-2015: zero complaints</p>

External factors

- 29A.48 The objective and expected accomplishments are expected to be achieved on the assumption that: (a) meetings and sessions will be held as planned, and proposals from Member States with regard to the agreed programme of work, including calls for participation by the Committee secretariat in informal meetings and requests for documentation will be received in a timely and coordinated manner; and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee during formal meetings as well as during informal and informal consultations.

Outputs

- 29A.49 During the biennium 2014-2015, the following final outputs will be delivered (regular budget and other assessed):

- (a) Servicing the Fifth Committee of the General Assembly and the Committee for Programme and Coordination:
- (i) Substantive and/or technical services for formal meetings and informal consultations of the Fifth Committee of the General Assembly (approximately 640 meetings and consultations) and the Committee for Programme and Coordination (approximately 80 meetings and consultations) for the effective delivery of their mandates;
 - (ii) Planning and organization of activities and services related to sessions of the Committees;
 - (iii) Provision of advice to the Chairs and bureaux of the Committees, and to Member States;
 - (iv) Notes on the programme of work and on the status of documentation; 160 procedural notes for the Chairs (80 procedural notes for the Chair of the Fifth Committee of the General Assembly and 80 procedural notes for the Chair of the Committee for Programme and Coordination); substantive summaries of the meetings as required; and working and background papers, as required;
- (b) Other substantive activities: maintenance and update of the websites of the Committees.

29A.50 The distribution of resources for component 4 is reflected in table 29A.17 below.

Table 29A.17 **Resource requirements: services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015 (before recosting)	2012-2013	2014-2015
A. Regular budget				
Post	1 482.8	1 482.8	5	5
Non-post	28.8	28.8	–	–
Subtotal	1 511.6	1 511.6	5	5
B. Other assessed	316.6	316.6	1	1
Total	1 828.2	1 828.2	6	6

- 29A.51 Resources amounting to \$1,511,600 would provide for the continuation of five posts (1 D-2, 1 P-5, 1 P-2, 2 General Service (Other level)) in the secretariat of the Fifth Committee and the Committee for Programme and Coordination (\$1,482,800), and non-post requirements (\$28,800), such as other staff costs, contractual services and furniture and equipment.
- 29A.52 The regular budget resources are complemented by other assessed resources of \$316,600 from the support account for peacekeeping operations, for the continuation of one post (P-3) in the secretariat of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination under the support account for peacekeeping operations.

C. Programme support

Resource requirements (before recosting): \$4,071,800

- 29A.53 The Executive Office of the Department of Management provides central administrative services, support and advice for the Department as a whole, namely, the Office of the Under-Secretary-

General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services, the Office of Information and Communications Technology (pursuant to General Assembly resolution 66/246), the Office of the Capital Master Plan, and the enterprise resource planning project team, in the areas of human resources, finance and general administration. The Executive Office also provides similar administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors, the Independent Audit Advisory Committee, the United Nations System Chief Executives Board for Coordination, the Global Compact Office, the United Nations Office for Partnerships, and the liaison offices of the United Nations Office on Drugs and Crime, the United Nations Convention to Combat Desertification and the United Nations Institute for Training and Research in New York. In addition, the Executive Office provides administration of official travel for the members of the Committee for Programme and Coordination, the Independent Audit Advisory Committee and the Committee on Contributions, and for the representatives from least developed countries. Furthermore, it centrally administers the provisions for the rental of premises and alterations for the United Nations Secretariat at Headquarters as a whole.

29A.54 The distribution of resources for programme support is reflected in table 29A.18 below.

Table 29A.18 **Resource requirements: programme support**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015 (before recosting)	2012-2013	2014-2015
A. Regular budget				
Post	3 740.5	3 803.4	16	16
Non-post	235.2	268.4	–	–
Subtotal	3 975.7	4 071.8	16	16
B. Other assessed ^a	59 965.9	63 793.4	1	1
C. Extrabudgetary ^b	2 435.2	2 435.1	1	1
Total	66 376.8	70 300.3	18	18

^a Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole.

^b Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, and from technical cooperation reimbursement resources.

29A.55 The resources of \$4,071,800 would provide for the continuation of 16 posts (1 D-1, 2 P-5, 1 P-4, 1 P-3, 3 General Service (Principal level), 8 General Service (Other level)) in the Executive Office (\$3,803,400) and non-post requirements (\$268,400) relating mainly to contractual services, general operating expenses and furniture and equipment. A net increase of \$96,100, as compared with the biennium 2012-2013, is the combined effect of an increase in post requirements of \$62,900 and a decrease in non-post requirements of \$33,200.

29A.56 The increase in post requirements is the combined result of the following: (a) net effect of the proposed simultaneous inward redeployment of a P-5 post from Management Services and an outward redeployment of a P-4 post to Management Services (see para. 29A.33) owing to the increased need for strengthening the budget and finance capacity in the Executive Office;

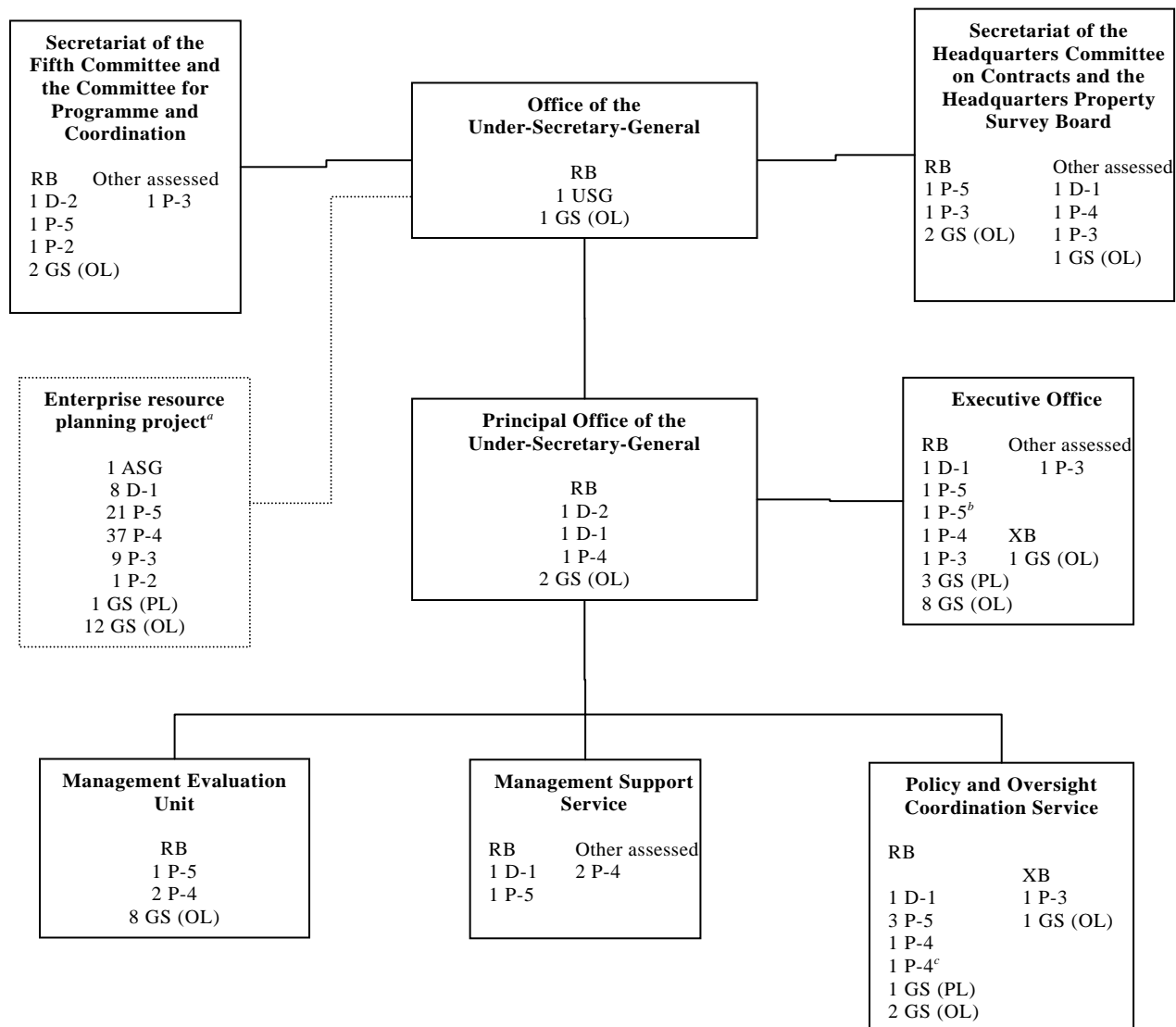
(b) proposed abolishment of one General Service (Other level) post as part of the efforts to enhance the cost-effectiveness and efficiency of service delivery in administrative and programme support; and (c) pursuant to General Assembly resolution 66/246, the Office of Information and Communications Technology was placed under the Department of Management. As a result, one General Service (Other level) post is proposed for redeployment back to the Executive Office to reverse the historical outward redeployment of this post to the Office of Information and Communications Technology during the biennium 2010-2011 with the purpose of providing administrative support to the then newly established Office. The increase in non-post requirements is principally due to: increased general temporary assistance of \$37,900 equivalent to three months of General Service (Other level) for sick leave, maternity leave and extended leave as well as for peak times of workload, offset by a reduction of \$5,800 in the provision for the costs for communications.

- 29A.57 The regular budget resources are complemented by: (a) other assessed resources in the amount of \$63,793,400, including the continuation of one post (P-3), and overall operational costs managed by the Executive Office of the Department of Management funded from the support account for peacekeeping operations; and (b) extrabudgetary resources of \$2,435,100 for the operational costs associated with the extrabudgetary posts being managed by the Executive Office of the Department from the extrabudgetary funding derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, and from technical cooperation reimbursement resources.

Annex I

Organizational structure and post distribution for the biennium 2014-2015

Office of the Under-Secretary-General for Management



^a Temporary posts funded jointly from the regular budget, the peacekeeping support account and extrabudgetary resources.

^b Redeployment from the Policy and Oversight Coordination Service.

^c Redeployment from the Executive Office.

Annex II

Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies

*Brief description
of the recommendation*

*Action taken to implement
the recommendation*

Board of Auditors

(A/67/5 (Vol. I) and Corr.1 and 2, chap. II)

The Board recommended that the Administration include an executive summary in its programme performance report, or produce one as a separate document, in order to give a concise summary of the key issues which the data evidences (para. 153).

The Administration did not accept this recommendation. The programme performance report is submitted for the consideration of the Committee for Programme and Coordination as one report, and the Administration does not see the need to prepare a separate document to provide a concise summary of key issues. That would result in an additional document to be considered by the intergovernmental bodies with no added value. Had the Committee considered that a summary of this nature was needed, it would have requested one in a report submitted to the General Assembly for its approval.

In addition, the programme performance report already provides an overview of key results achieved by the United Nations as well as a summary on delivery of outputs and resource utilization which serve the same purpose as an executive summary.

In the report on its fifty-second session, the Committee for Programme and Coordination stated: "Special mention was made of section II of the report, since it provided a good overview of the accomplishments of the Secretariat" (A/67/16, para. 26).

The Board recommended that the Administration consider how it could better integrate financial and performance reporting, at all levels in the Organization, and build that into its thinking about the design and implementation of the new enterprise resource planning system (Umoja), and as part of realizing the benefits from both Umoja and the improved information that would be provided through the adoption of IPSAS (para. 155).

The Administration did not accept this recommendation. It should be noted that, in line with its terms of reference, the Committee for Programme and Coordination is mandated to review programme performance but not financial performance, and the Advisory Committee on Administrative and Budgetary Questions is mandated to review financial performance but not programme performance. The consolidation of both the programme performance and financial performance reports will require an amendment to the existing

*Brief description
of the recommendation*

*Action taken to implement
the recommendation*

The Administration agreed with the Board's recommendation that it assign specific responsibility for the successful implementation of results-based management methodology throughout the Secretariat to a relevant member of the senior management team (para. 157).

The Board recommended that, to provide assurance that the system of internal control is understood and operating as expected, the Administration: (a) document the internal control framework; and (b) consider developing a management assurance system which requires managers at all levels to periodically provide senior management assurance on the effectiveness of internal controls in their sphere of control to test both understanding and compliance at all levels (para. 171).

terms of reference for both Committees. By extension, if financial performance is provided in the programme performance, then the proposed biennial programme plan should also include the related budget estimates, which would also run counter to General Assembly resolution 58/269. It should also be noted that the Secretary-General, in his report on strengthening of the United Nations: an agenda for further change (A/58/395 and Corr.1), proposed, inter alia, to link estimated resource requirements at the planning stage. The Assembly did not agree with the inclusion of the budget outline as part of the strategic framework in its resolution 58/269, as concerns were expressed that the proposal to link the plan to the budget outline would amount to imposing, at the planning stage, budget ceilings on programme requirements (see A/C.5/58/SR.18).

In the second progress report on the accountability system in the United Nations Secretariat (A/67/714), the Secretary-General assigned the responsibility for results-based management to the Under-Secretary-General for Management.

In response to the report of the Secretary-General entitled "Towards an accountability system in the United Nations Secretariat" (A/64/640), which contained a detailed proposal for the adoption of a comprehensive enterprise risk management (ERM) and internal control framework for the Organization, the General Assembly, in paragraph 31 of resolution 64/259, provided a clear mandate to enhance "the current capabilities in the Secretariat responsible for risk assessment and mitigation and internal control".

Following an extensive consultation process, on 25 May 2011 the Management Committee approved a policy that outlines the purpose, governance mechanisms and principles that will guide the adoption of the ERM and internal control framework. A detailed methodology describing the activities to be performed for the effective implementation of the framework has

*Brief description
of the recommendation*

*Action taken to implement
the recommendation*

also been defined, based on best international standards and practices, adopting elements and recommendations from both the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM framework and the International Organization for Standardization (ISO) 31000 standards.

Based on the policy and the report of the Secretary-General on progress towards an accountability system in the United Nations Secretariat (A/66/692), as noted by the Board, the Under-Secretary-General for Management will serve as the high-level official responsible for leading the ERM effort in the Secretariat, and the Management Committee will act as the senior management Enterprise Risk Management Committee. Responsibility for the effective implementation of risk management and internal control practices for their respective areas will remain with the heads of department, who will annually confirm, through a certification report, their responsibilities for the proper application of the principles and requirements of the approved framework, and the maintenance of a strong internal control environment resulting from the risk assessment process.

Within the limited dedicated resources currently available, the Secretariat is proceeding with the gradual implementation of ERM practices in selected departments of the Organization representing its different functional areas of activity, according to a phased approach. Preliminary tests of the methodology were carried out at the Economic and Social Commission for Latin America and the Caribbean (ECLAC) and the Procurement Division at Headquarters. Most recently, full implementation of an effective ERM and internal control framework is currently under way at the Office for the Coordination of Humanitarian Affairs and the Economic and Social Commission for Western Asia (ESCWA).

*Brief description
of the recommendation*

*Action taken to implement
the recommendation*

While the Secretariat will continue with the progressive detailed implementation of ERM practices in selected departments of the Organization, according to a phased approach, the Under-Secretary-General for Management, who is acting as the Risk Champion in the Secretariat, will coordinate the implementation of the ERM and internal control framework at entity-level, identifying the top risks facing the Organization, and developing regular reporting on the current status of the risks and associated mitigating strategies to the Management Committee, and then reporting annually to the General Assembly at a high level.

Annex I, “Components of the accountability system in the United Nations Secretariat”, of the Secretary-General’s report (A/64/640) already contained a detailed description of the system of internal control in place in the Organization, and the Secretariat is currently working on a document that would describe for managers the overall risk and internal control framework of the Secretariat. The document will be finalized in close consultation with the oversight bodies.

Implementation of the ERM and internal control framework — where comprehensive risk treatment and response plans will outline the main controls management has already established, and the additional control and treatment strategies management plans to introduce to further mitigate risks, defining detailed action plans, and identifying risk treatment owners — will critically contribute to the establishment of an effective internal control framework throughout the Organization, at a very operational level.

On a final note, fully aware of the importance of the communication efforts needed to support the effective implementation of the framework, the Secretariat: (a) established an ERM Community of Practice, endorsed by the High-level Committee on Management in September 2011, to share knowledge and experience and build a network of ERM practitioners (over 40 practitioners are currently members system-

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>The Administration agreed with the Board's recommendation that, in support of existing work on developing risk management in the United Nations, the Management Committee: (a) periodically identify the top risks facing the Organization and communicate that information to all managers; and (b) develop high-level and regular (monthly) reporting on the current status of the risks and associated mitigating strategies (A/67/5 (Vol. I), para. 176).</p>	<p>wide); (b) has created a dedicated ERM website in iSeek; and (c) has been working on the definition of a tailored e-learning ERM programme that will be available to all staff members.</p> <p>Same as above.</p>
<p>The Administration agreed with the Board's recommendation that United Nations senior management set out an action plan addressing the key lessons identified by the Board on business transformation, to demonstrate and track how it is developing and implementing a more strategic and holistic grip on the direction and delivery of the business transformation programmes (para. 183).</p>	<p>The Administration agrees with this recommendation and is now developing an action plan to address the issues identified by the Board.</p>
<p>Committee for Programme and Coordination (A/67/16)</p>	
<p>The Committee recommended that the General Assembly request the Secretary-General to include in future programme performance reports comprehensive information on the impact of the reduction in the number of printed documents on the intergovernmental decision-making process in United Nations conferences and meetings (para. 42).</p>	<p>The Department for General Assembly and Conference Management has been advised to provide, as part of its submission to the programme performance report, comprehensive information on the impact of the reduction in the number of printed documents on the intergovernmental decision-making process in United Nations conferences and meetings. All future programme performance reports will include this information provided by the Department.</p>

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>The Committee recommended that the General Assembly request the Secretary-General to fully explain in future programme performance reports the termination or postponement of outputs and activities owing to vacancies of posts funded under the regular budget (para. 44).</p>	<p>All departments/offices of the Secretariat have been advised of the requirement of fully explaining in their submissions to the programme performance report, the termination or postponement of outputs and activities owing to vacancies of posts funded under the regular budget. This information will be compiled and presented in all future programme performance reports, as recommended by the Committee.</p>
