



# General Assembly

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Item 137 of the preliminary list\*\*

### Proposed programme budget for 2020

## Proposed programme budget for 2020

### Part I

#### Overall policymaking, direction and coordination

### Section 1

#### Overall policymaking, direction and coordination

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\* Reissued for technical reasons on 7 June 2019.

\*\* [A/74/50](#).

\*\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for consideration of the General Assembly.



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\*\*\*\* The part consisting of the proposed programme plan for 2020 is submitted for consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 13 of resolution [72/266 A](#).

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## Overview of resources for the regular budget

- 1.1 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in annex II. Further details are provided under the respective components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

## Policymaking organs

- 1.2 The component would provide for requirements relating to the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the Board of Auditors, the United Nations Joint Staff Pension Fund (United Nations share), the Committee for Programme and Coordination and the Independent Audit Advisory Committee. Table 1.1 provides information and related resource requirements under the regular budget. Further details are provided under the relevant components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

## I. Policymaking organs

Table 1.1  
Policymaking organs

	Mandate	Description	Membership			Resource requirements (thousands of United States dollars)	
			Governments	Experts	Number of sessions in 2020	2019 appropriation	2020 estimate (before recosting)
1. General Assembly							
(a) Travel of representatives of Member States that are least developed countries	General Assembly resolutions 1798 (XVII) and <a href="#">41/213</a>	Provides for the travel (excluding subsistence allowance) of up to five representatives of each of the Member States that are considered least developed countries when attending a regular session of the General Assembly and one representative or alternate representative to attend a special or emergency session of the Assembly	47	–	1: Seventy-fourth resumed and seventy-fifth main sessions	1 233.4	1 233.4
(b) Presidents of the General Assembly	General Assembly resolutions <a href="#">52/220</a> , <a href="#">32/214</a> and <a href="#">54/249</a> , and the report of the Secretary-General ( <a href="#">52/303</a> , para. IB.10)	Supplements the level of support provided to the President of the General Assembly and ensures that the President shall have full authority to use funds provided in the budget for the Office	–	–	2: Seventy-fourth resumed and seventy-fifth main sessions	324.6	324.6
(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly	General Assembly resolutions <a href="#">58/126</a> , <a href="#">59/313</a> , <a href="#">68/246</a> and <a href="#">72/261</a>	Provides for general temporary assistance and overtime to cover additional direct support provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly. The resources would provide for the continuation of five positions (2 D-2, 1 D-1, 1 P-5 and 1 GS (OL)), as well as for an overlap period of one month for each of the four positions (2 D-2, 1 D-1 and 1 P-5) to maximize the use of the transition period for incoming Presidents. Three posts (1 P-4, 1 P-3 and 1 P-2) would be made available from within the existing establishment of the Department in support of the Presidents	–	–	2: Seventy-fourth resumed and seventy-fifth main sessions	1 134.1	1 352.2

	Mandate	Description	Membership			Resource requirements (thousands of United States dollars)	
			Governments	Experts	Number of sessions in 2020	2019 appropriation	2020 estimate (before recosting)
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	General Assembly resolution 14 (I) and rules 155 to 157 of the rules of procedure of the Assembly	Responsible for the examination of and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of the secretariat of the Advisory Committee on Administrative and Budgetary Questions include the provision of substantive, technical and administrative advice and support to the Committee on issues of policy and/or procedures	–	16	2: Seventy-fourth resumed and seventy-fifth main sessions	4 461.9	4 465.5
3. Committee on Contributions	General Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly	Provides advice to the General Assembly on the apportionment of the expenses of the Organization among its members, in accordance with Article 17, paragraph 2, of the Charter of the United Nations. The Committee on Contributions also provides advice to the Assembly on the assessments to be fixed for new members, on appeals by members for a change of assessment, on action to be taken if members default on their contributions and on any action to be taken with regard to the application of Article 19 of the Charter	–	18	1: Eightieth session	315.4	315.4
4. United Nations Board of Auditors (including its secretariat)	General Assembly resolution 74 (I), as amended pursuant to resolution <a href="#">55/248</a>	Performs the audit of the accounts of the United Nations and its funds and programmes, including all its trust funds and special accounts, and submits the related reports to the General Assembly for its consideration  The secretariat of the Board of Auditors provides substantive, technical and administrative support to the Board, its Audit Operations Committee and the Panel of External Auditors and its Technical Group, including research and analysis of documentation relevant to their activities	–	3	4: Seventy-fourth regular Board of Auditors, fiftieth special Board of Auditors, sixty-first Panel of External Auditors and thirty-sixth Technical Group sessions	3 520.1	3 629.1

	Mandate	Description	Membership			Resource requirements (thousands of United States dollars)	
			Governments	Experts	Number of sessions in 2020	2019 appropriation	2020 estimate (before recosting)
5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	General Assembly resolution 248 (III)	Reimburses the United Nations Joint Staff Pension Fund in accordance with arrangements agreed upon by the two parties and provides other services to the Fund free of charge, such as staff payroll processing and training, personnel and procurement functions and other miscellaneous services, as required. The resources would provide for travel and for the regular budget share of the cost of the central secretariat	–	33 <sup>a</sup>	1: Sixty-seventh session of the United Nations Joint Staff Pension Fund Board	7 225.9	7 225.9
6. Committee for Programme and Coordination	General Assembly decision 42/450 and resolution 31/93	Payment of travel expenses (economy class airfare) and subsistence allowance (at the standard rate established for Secretariat officials plus 15 per cent) to the members of the Committee for Programme and Coordination as a special exception to the basic principles contained in paragraph 2 of General Assembly resolution 1798 (XVII)	34	–	1: Sixtieth session	404.5	404.5
7. Independent Audit Advisory Committee	General Assembly resolutions 60/248 and 61/275 and decision 62/413	Responsible for advising the General Assembly on the scope, results and effectiveness of audit and other oversight functions and on measures to ensure the compliance of management with audit and other oversight recommendations  The secretariat of the Independent Audit Advisory Committee provides substantive, technical and administrative support to the Committee, including research and analysis of documentation relevant to its activities	–	5	4: Forty-ninth, fiftieth, fifty-first and fifty-second sessions	535.8	535.8
<b>Total</b>						<b>19 155.7</b>	<b>19 486.4</b>

<sup>a</sup> Members appointed by the United Nations Staff Pension Committee and by the staff pension committees of other member organizations.

## 1. General Assembly

### B. Proposed post and non-post resource requirements for 2020

#### Travel of representatives of Member States that are least developed countries

- 1.3 The proposed regular budget resources for 2020 amount to \$1,233,400 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in annex II and table 1.2.

Table 1.2

#### General Assembly (travel of representatives of Member States that are least developed countries): evolution of financial resources

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Non-post	–	–	–	–	–	–	–	–	–	–
Travel of representatives	1 270.7	1 233.4	–	–	–	–	–	1 233.4	19.7	1 253.1
<b>Total</b>	<b>1 270.7</b>	<b>1 233.4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 233.4</b>	<b>19.7</b>	<b>1 253.1</b>

#### Presidents of the General Assembly

- 1.4 The proposed regular budget resources for 2020 amount to \$324,600 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in annex II, table 1.3 and figure 1.I.

Table 1.3

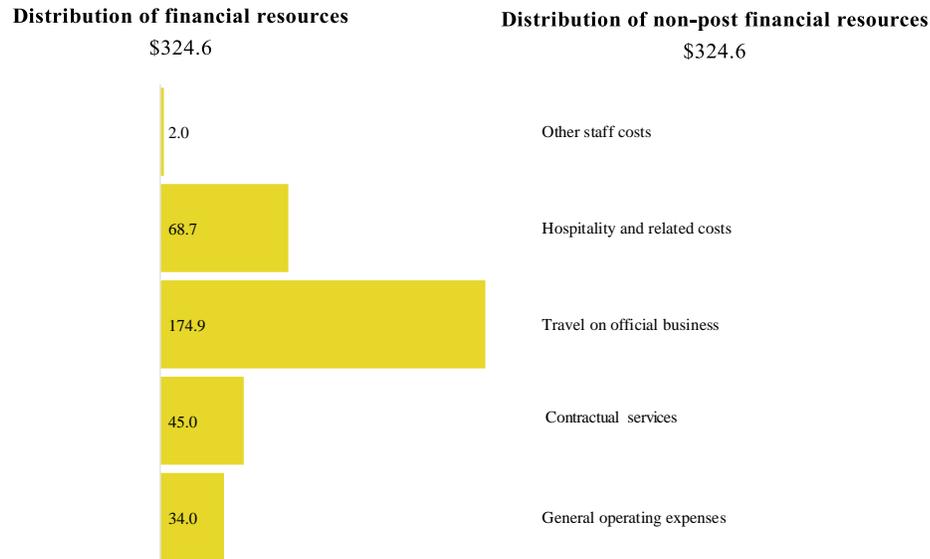
#### General Assembly (Presidents of the General Assembly): evolution of financial resources

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Non-post	321.7	324.6	–	–	–	–	–	324.6	5.1	329.7
<b>Total</b>	<b>321.7</b>	<b>324.6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>324.6</b>	<b>5.1</b>	<b>329.7</b>

Figure 1.I  
**General Assembly (Presidents of the General Assembly): distribution of proposed resources for 2020 (before recosting)**

(Thousands of United States dollars)



1.5 The Office of the President of the General Assembly is supported by extrabudgetary resources (\$1,681,700), as reflected in annex II. The resources would complement the other resources available to the Office and to carry out various activities, including the provision of additional capacity through general temporary assistance.

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

1.6 The proposed regular budget resources for 2020 amount to \$1,352,200 and reflect a net increase of \$218,100 compared with the appropriation for 2019. Additional details are reflected in annex II and table 1.4.

Table 1.4  
**General Assembly (Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly): evolution of financial resources**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes				Total	Percentage	2020	Recosting	2020
			Technical adjustments	New/ expanded mandates	Other	estimate (before recosting)			estimate (after recosting)		
<b>Financial resources by main category of expenditure</b>											
Non-post											
Other staff costs	1 243.4	1 134.1	–	–	218.1	218.1	19.2	1 352.2	21.6	1 373.8	
<b>Total</b>	<b>1 243.4</b>	<b>1 134.1</b>	<b>–</b>	<b>–</b>	<b>218.1</b>	<b>218.1</b>	<b>19.2</b>	<b>1 352.2</b>	<b>21.6</b>	<b>1 373.8</b>	

1.7 The variance of \$218,100 reflects mainly the proposed establishment of one additional P-5 position to be managed by the Department for General Assembly and Conference Management to support the

Office of the President of the General Assembly to manage the continuity and transfer of knowledge between Presidents and sessions, as well as to assist in the preparation of the President’s end-of-presidency report and in the handover briefing for the President and/or the Office.

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

### B. Proposed post and non-post resource requirements for 2020

- 1.8 The proposed regular budget resources for 2020 amount to \$4,465,500 and reflect a net increase of \$3,600 compared with the appropriation for 2019. Additional details are reflected in annex II, table 1.5 and figures 1.II and 1.III.

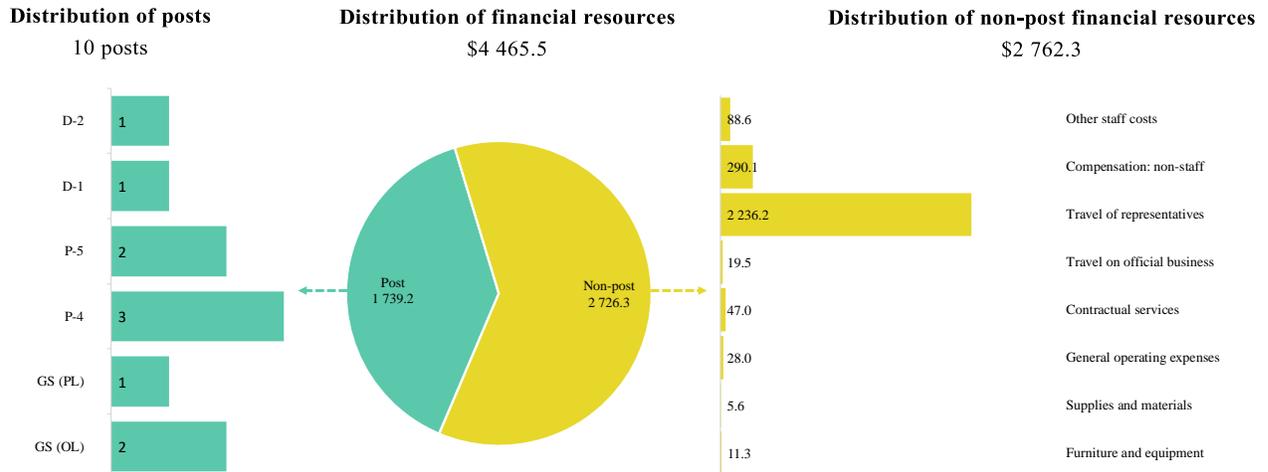
Table 1.5  
**Advisory Committee on Administrative and Budgetary Questions (including its secretariat): evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	1 878.0	1 739.2	–	–	–	–	–	1 739.2	82.2	1 821.4
Non-post	2 979.0	2 722.7	–	–	3.6	3.6	0.1	2 726.3	39.1	2 765.4
<b>Total</b>	<b>4 856.9</b>	<b>4 461.9</b>	<b>–</b>	<b>–</b>	<b>3.6</b>	<b>3.6</b>	<b>0.1</b>	<b>4 465.5</b>	<b>121.3</b>	<b>4 586.8</b>
<b>Post resources by category</b>										
Professional and higher		7	–	–	–	–	7	–	–	–
General Service and related		3	–	–	–	–	3	–	–	–
<b>Total</b>		<b>10</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>10</b>	<b>–</b>	<b>–</b>

Figure 1.II  
**Advisory Committee on Administrative and Budgetary Questions (including its secretariat): distribution of proposed resources for 2020 (before recosting)**

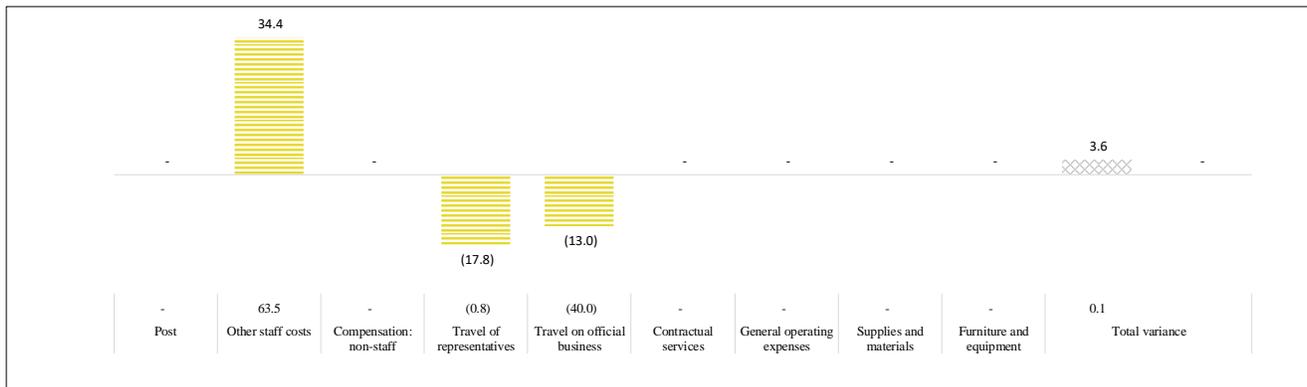
(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 1.III  
**Advisory Committee on Administrative and Budgetary Questions (including its secretariat): variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



1.9 The net variance of \$3,600 reflects the additional temporary assistance to better support the Chair and the Advisory Committee on Administrative and Budgetary Questions in the implementation of the annual programme budgets. The increase is offset in part by reduced resources under travel of representatives and travel on official business.

1.10 The Advisory Committee is supported by other assessed resources (\$468,200), as reflected in annex II, in matters related to peacekeeping operations. The other assessed resources would provide for two posts. The increase of \$35,000 reflects the adjustment of standard salary costs.

### 3. Committee on Contributions

#### B. Proposed post and non-post resource requirements for 2020

- 1.11 The proposed regular budget resources for 2020 amount to \$315,400 and reflect no resource change. Additional details are reflected in annex II and table 1.6.

Table 1.6  
**Committee on Contributions: evolution of financial resources**  
 (Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	2020 estimate (after recosting)		
			Technical adjustments	New/ expanded mandates	Other	Total			Percentage	
<b>Financial resources by main category of expenditure</b>										
Non-post	–	–	–	–	–	–	–	–	–	–
Travel of representatives	321.9	315.4	–	–	–	–	315.4	5.0	320.4	
<b>Total</b>	<b>321.9</b>	<b>315.4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>315.4</b>	<b>5.0</b>	<b>320.4</b>	

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

#### B. Proposed post and non-post resource requirements for 2020

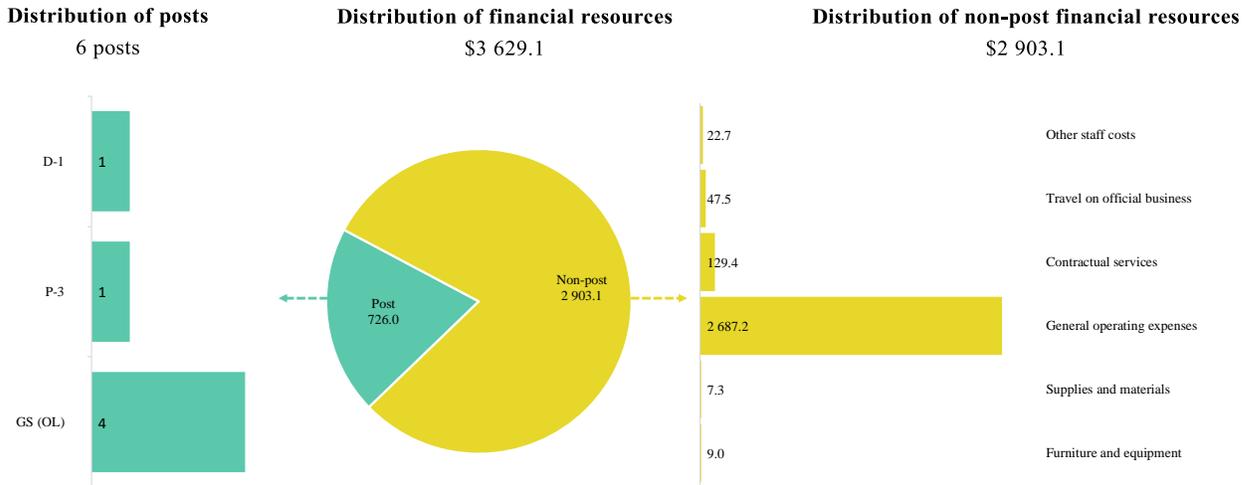
- 1.12 The proposed regular budget resources for 2020 amount to \$3,629,100 and reflect a net increase of \$109,000 compared with the appropriation for 2019. Additional details are reflected in annex II, table 1.7 and figure 1.IV.

Table 1.7  
**United Nations Board of Auditors (including its secretariat): evolution of financial and post resources**  
 (Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	2020 estimate (after recosting)		
			Technical adjustments	New/ expanded mandates	Other	Total			Percentage	
<b>Financial resources by main category of expenditure</b>										
Post	651.1	726.0	–	–	–	–	726.0	28.5	754.5	
Non-post	2 545.8	2 794.1	–	–	109.0	109.0	2 903.1	46.4	2 949.5	
<b>Total</b>	<b>3 196.9</b>	<b>3 520.1</b>	<b>–</b>	<b>–</b>	<b>109.0</b>	<b>109.0</b>	<b>3 629.1</b>	<b>74.9</b>	<b>3 704.0</b>	
<b>Post resources by category</b>										
Professional and higher		2	–	–	–	–	2	–	–	
General Service and related		4	–	–	–	–	4	–	–	
<b>Total</b>		<b>6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>6</b>	<b>–</b>	<b>–</b>	

Figure 1.IV  
**United Nations Board of Auditors (including its secretariat): distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



Abbreviation: GS (OL), General Service (Other level).

- 1.13 The variance of \$109,000 reflects mainly the audit fees for the strategic heritage plan in accordance with the request of the General Assembly in its resolution 68/247, part V.
- 1.14 The Board of Auditors is supported by extrabudgetary resources (\$6,258,900) and other assessed resources (\$4,414,900), as reflected in annex II. The extrabudgetary resources would provide for one post. The resources relate primarily to, among other things, the external audit fees paid directly from other assessed budgets, including peacekeeping missions, and from the United Nations funds and programmes and affiliated bodies. The decrease of \$192,300 in other assessed resources relates to the closing audit conducted in 2019 by the Board of Auditors on the closure of the United Nations Mission in Liberia.

## 5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)

### B. Proposed post and non-post resource requirements for 2020

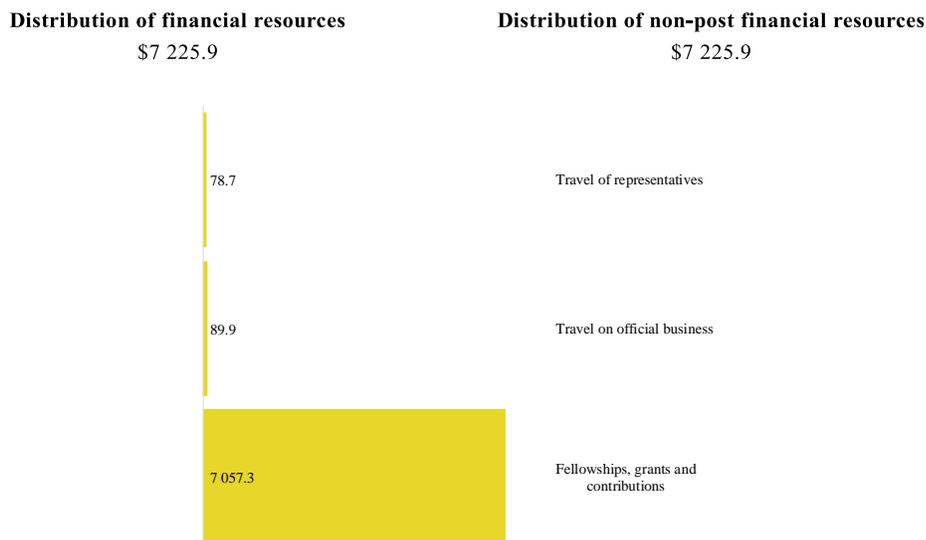
- 1.15 The proposed regular budget resources for 2020 amount to \$7,225,900 and reflect no resource change. Additional details are reflected in annex II, table 1.8 and figure 1.V.

Table 1.8  
**United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund): evolution of financial resources**  
 (Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)		2020 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	Recosting	Recosting		
<b>Financial resources by main category of expenditure</b>											
Non-post	7 131.1	7 225.9	–	–	–	–	–	7 225.9	115.6	7 341.5	
<b>Total</b>	<b>7 131.1</b>	<b>7 225.9</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>7 225.9</b>	<b>115.6</b>	<b>7 341.5</b>	

1.16 The share of the funds and programmes to the United Nations Joint Staff Pension Fund amounting to \$4,039,000 to be borne by the United Nations is reflected under extrabudgetary resources.

Figure 1.V  
**United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund): distribution of proposed resources for 2020 (before recosting)**  
 (Thousands of United States dollars)



## 6. Committee for Programme and Coordination

### B. Proposed post and non-post resource requirements for 2020

1.17 The proposed regular budget resources for 2020 amount to \$404,500 and reflect no resource change. Additional details are reflected in annex II and table 1.9.

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

**Table 1.9 Committee for Programme and Coordination: evolution of financial resources**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	2020 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Non-post										
Travel of representatives	420.5	404.5	–	–	–	–	–	404.5	6.5	411.0
<b>Total</b>	<b>420.5</b>	<b>404.5</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>404.5</b>	<b>6.5</b>	<b>411.0</b>

## 7. Independent Audit Advisory Committee

### B. Proposed post and non-post resource requirements for 2020

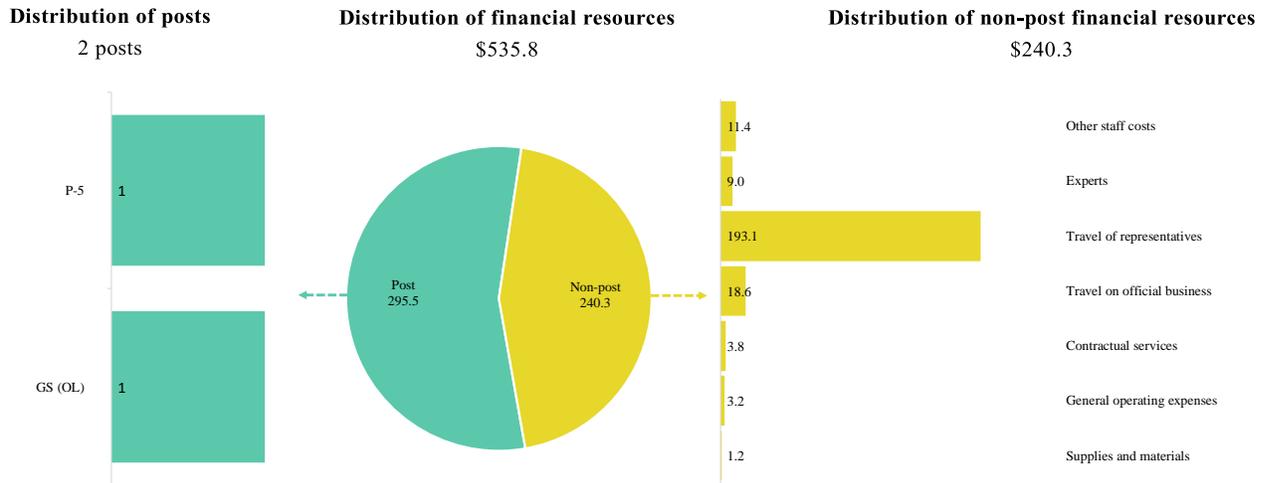
- 1.18 The proposed regular budget resources for 2020 amount to \$535,800 and reflect no resource change. Additional details are reflected in annex II, table 1.10 and figure 1.VI.

**Table 1.10 Independent Audit Advisory Committee: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	2020 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	368.7	295.5	–	–	–	–	–	295.5	12.9	308.4
Non-post	210.2	240.3	–	–	–	–	–	240.3	3.9	244.2
<b>Total</b>	<b>579.0</b>	<b>535.8</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>535.8</b>	<b>16.8</b>	<b>552.6</b>
<b>Post resources by category</b>										
Professional and higher		1	–	–	–	–	–	1	–	–
General Service and related		1	–	–	–	–	–	1	–	–
<b>Total</b>		<b>2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2</b>	<b>–</b>	<b>–</b>

Figure 1.VI  
**Independent Audit Advisory Committee: distribution of proposed resources for 2020 (before recosting)**  
 (Number of posts/thousands of United States dollars)



Abbreviation: GS (OL), General Service (Other level).

## II. Secretary-General

### B. Proposed post and non-post resource requirements for 2020

- 1.19 In accordance with Article 97 of the Charter of the United Nations, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who, in turn, appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.
- 1.20 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination, the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General in 2020 will be directed towards the achievement of the priorities of the Organization.
- 1.21 The proposed regular budget resources for 2020 amount to \$1,226,100 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in annex II, table 1.11 and figure 1.VII.

Table 1.11  
**Secretary-General: evolution of financial and post resources**

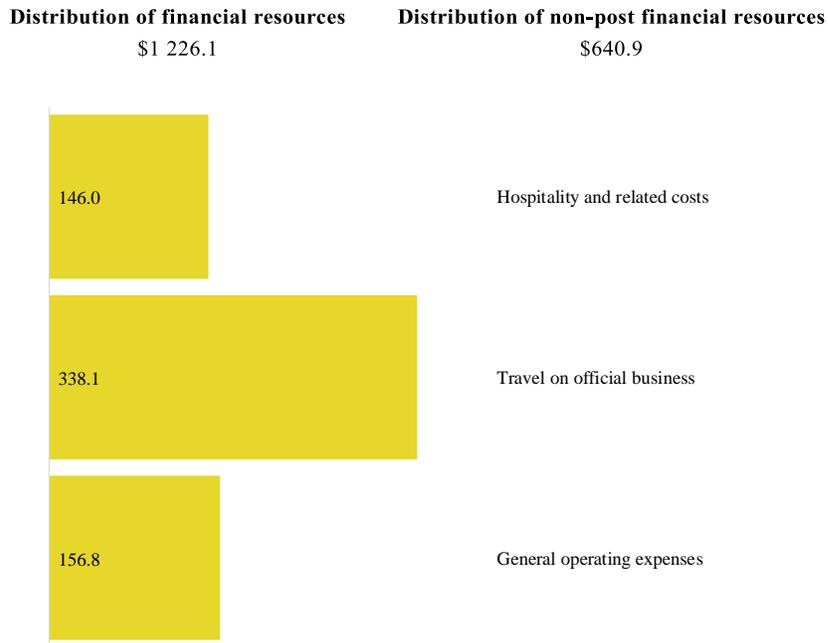
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	457.5	585.2	–	–	–	–	–	585.2	–	585.2
Non-post	585.6	640.9	–	–	–	–	–	640.9	10.2	651.1
<b>Total</b>	<b>1 043.1</b>	<b>1 226.1</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 226.1</b>	<b>10.2</b>	<b>1 236.3</b>

Figure 1.VII

**Secretary-General: distribution of proposed resources for 2020 (before recosting)**

(Thousands of United States dollars)



### III. Executive direction and management

- 1.22 The proposed resources under executive direction and management would provide for the Executive Office of the Secretary-General and the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi. These offices provide support to the Secretary-General in his capacity as Chief Administrative Officer of the United Nations under Article 97 of the Charter by assisting in: (a) the establishment of general policy and in the exercise of executive direction in relation to the work of the Secretariat, the United Nations funds and programmes and other entities within the Organization; (b) the supervision and coordination of the work of the Organization pursuant to the decisions of the Secretary-General and to the relevant directives of the intergovernmental bodies concerned; (c) relations with the press and the public; (d) inter-agency coordination functions in relation to the United Nations system of organizations, regional organizations and non-governmental organizations (NGOs); (e) relations with the principal organs of the United Nations and host Governments; and (f) contacts with Governments and delegations pursuant to Articles 98 and 99 of the Charter. Further details are provided under the relevant components. The proposed resource level provides for the full, efficient and effective implementation of mandates.
- 1.23 Information on compliance with regard to the timely submission of documentation and advanced booking for air travel is reflected in table 1.12.

Table 1.12

#### Compliance rate

(Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation	100	80	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	30	100	100

## 1. Executive Office of the Secretary-General

### B. Proposed post and non-post resource requirements for 2020

- 1.24 The Executive Office of the Secretary-General provides assistance to the Secretary-General in the establishment of general policy, in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It provides further assistance to the Secretary-General with strategic planning, preparation of the annual report of the Organization, political, economic and inter-agency affairs, liaison and representation functions and fulfilment of the priorities and mandates set out by the General Assembly. The resources of the Office also provide for the post of Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution [52/12 B](#).
- 1.25 The Executive Office functions as an integrated office, with reporting lines through the Chef de Cabinet to the Secretary-General. The resources for the Office provide for the post and non-post requirements in support of the activities of the Secretary-General.
- 1.26 Effective 1 January 2017, the Secretary-General decided to take transitional measures to restructure the Executive Office, with the aim of improving effectiveness and efficiency in support of the Office's mandates. Those were presented and endorsed in the 2018–2019 proposed programme budget ([A/72/6 \(Sect. 1\)](#)). During the biennium 2018–2019, the Secretary-General has continued to review the work of his Office, which has resulted in a number of redeployments, as reflected in organizational chart A in annex I, to ensure maximum utilization of existing resources. The overall level and number of posts approved for the biennium 2018–2019 remain unchanged.

- 1.27 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate of the General Assembly in paragraph 19 of its resolution [72/219](#), the Executive Office is integrating environmental management practices into its operations. In 2018, a highlight is the reduction in the utilization of plastic bottles and the introduction of a Secretariat-wide greening initiative. In 2020, the Office will continue to encourage staff to follow waste management guidelines, the reduction of plastic pollution, and other efforts. Efforts will also be made to continue to reduce the consumption of paper.

#### **Deputy Secretary-General**

- 1.28 The Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of General Assembly resolution [52/12 B](#), will place special focus on sustainable development, including the 2030 Agenda, the management of the reform review of the United Nations development system, financing for development, the humanitarian-development nexus, climate change, migration, global health and related issues.

#### *Sustainable Development Unit*

- 1.29 The Sustainable Development Unit supports strategic engagement on sustainable development, including the 2030 Agenda, financing for development, climate change, migration, human mobility, the humanitarian-development nexus, global health and related issues. The Unit also provides substantive input to the Chef de Cabinet, both directly and through the Assistant Secretary-General for Strategic Coordination, thus contributing to the integrated analysis of the material discussed at, and the preparations for, the meetings of the Executive Committee. The work of the Unit is divided into the following three areas of focus: Sustainable Development Goals, climate change and migration.

#### **Chef de Cabinet**

- 1.30 The Chef de Cabinet supports the political role of the Secretary-General. The Chef de Cabinet acts as an interface with Member States and oversees the implementation of the management reform, peace and security reforms and other reforms as requested by the Secretary-General, as well as the alignment of the various reform streams. The Chef de Cabinet oversees the substantive support provided by the Executive Office for the Executive Committee, the Management Committee, the Management Performance Board and the standing principals' group. The Chef de Cabinet provides strategic direction and oversees the work and management of the Executive Office of the Secretary-General, which includes the activities of the Assistant Secretary-General for Strategic Coordination and work of the units, senior appointments, scheduling and travel, strategic communication and speechwriting, the Spokesperson, and management and administration. Accordingly, the Chef de Cabinet directly oversees the units set out below.

#### *Strategic Coordination Unit*

- 1.31 Reporting to the Chef de Cabinet, the Assistant Secretary-General for Strategic Coordination supports the Executive Office with analysis and advice across the political, peacekeeping, development, humanitarian, human rights and rule of law portfolios. The Assistant Secretary-General chairs the Deputies Committee and acts as the secretary to the Executive Committee and to the Senior Management Group.

#### *Strategic Planning and Monitoring Unit*

- 1.32 The Strategic, Planning and Monitoring Unit provides support to priority-setting, forward planning, strategic analysis, enterprise risk management and ensuring strategic direction and strategic planning frameworks; analyses and plans for United Nations conflict response efforts, with a focus on new and transitioning peace operations, by preparing strategic considerations and options on the basis of information; translates the guidance of the Secretary-General into strategic directives that set out overall parameters for potential United Nations engagement; ensures that the strategic directives and

relevant planning policies of the Secretary-General are adhered to across the lifetime of an operation; and enhances integrated conflict analysis and planning capacity throughout the system.

*Political, Peacekeeping, Humanitarian and Human Rights Unit*

- 1.33 The responsibilities of the Political, Peacekeeping, Humanitarian and Human Rights Unit include working closely with the relevant line departments in providing situational awareness, trend analysis and advice on emerging and ongoing issues of interest and concern across the political, peacekeeping, humanitarian and human rights portfolios; supporting senior management decision-making on country situations and relevant thematic files; ensuring effective and coordinated United Nations system analysis, reporting and response on situations of interest and concern; providing high-quality and well-coordinated input to public and private communications; and ensuring that human rights concerns are adequately reflected in the above-mentioned work.

*Rule of Law Unit*

- 1.34 The Rule of Law Unit serves as the focal point in the Executive Office for legal questions, the rule of law, counter-terrorism and the prevention of violent extremism, international justice and accountability and organized crime and drugs, and provides support for the system-wide coordination, coherence and quality of rule of law activities of the United Nations. It is working towards furthering a strategic approach to the work of the Organization on the rule of law and in promoting the fundamental importance of the rule of law for dialogue and cooperation among Member States. Moreover, the Unit provides support to the Rule of Law Coordination and Resource Group in carrying out and implementing the tasks set out in the related report of the Secretary-General ([A/61/636-S/2006/980](#)).

*Scheduling and Travel Unit*

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

*Strategic Communication and Speech Writing Unit*

- 1.36 The Strategic Communication and Speech Writing Unit is responsible for providing communications advice to the Secretary-General regarding his priorities/work and the wider mission of the United Nations. This work includes drafting speeches, op-ed articles, messages and other materials for delivery by the Secretary-General, Deputy Secretary-General and other senior officials, and working in tandem with communications colleagues and others throughout the United Nations system on long-term planning and day-to-day challenges and ensuring that communication and speeches are disseminated on all platforms, including social media.

*Office of the Spokesperson*

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

*Management and Administrative Unit*

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

**Senior Adviser on Policy**

1.39 The Senior Adviser on Policy supports the Secretary-General’s work by maintaining a holistic overview and strategic oversight of policy matters across all pillars of the work of the United Nations. One of the areas of work by the Senior Adviser is to not only foster an integrated approach among the United Nations pillars, but also lead efforts towards greater system-wide coherence in crisis prevention, as well as in achieving gender parity within the Organization.

1.40 The proposed regular budget resources for 2020 amount of \$14,935,900 and reflect a net increase of \$148,000 compared with the appropriation for 2019. Additional details are reflected in figure I.VII and table 1.13.

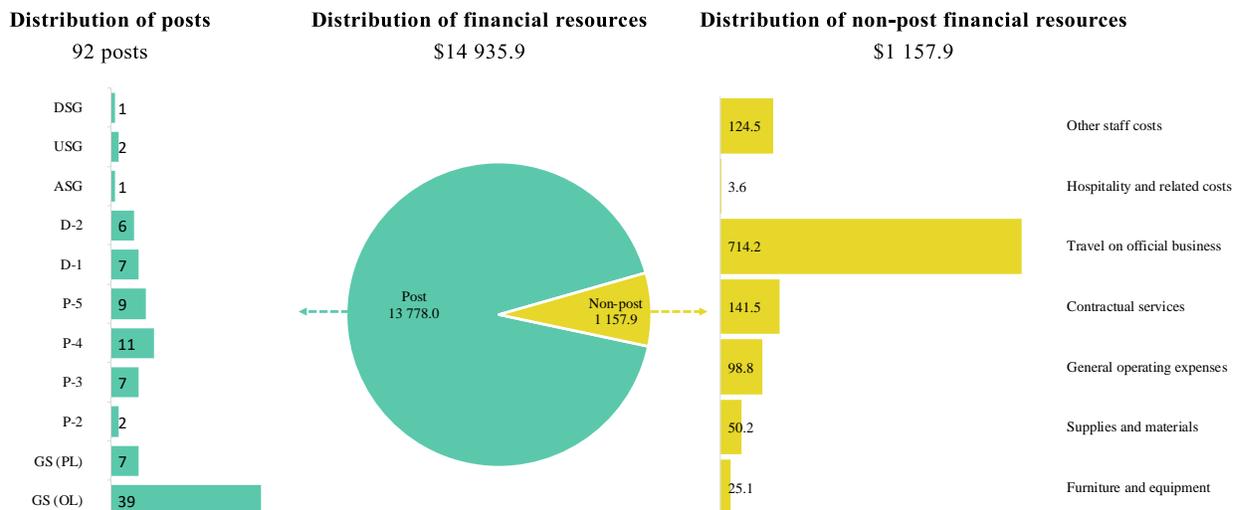
Table 1.13  
**Executive Office of the Secretary-General: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	2020 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	14 298.5	13 630.0	148.0	–	–	148.0	1.1	13 778.0	577.9	14 355.9
Non-post	1 284.0	1 157.9	–	–	–	–	–	1 157.9	18.3	1 176.2
<b>Total</b>	<b>15 582.4</b>	<b>14 787.9</b>	<b>148.0</b>	<b>–</b>	<b>–</b>	<b>148.0</b>	<b>1.0</b>	<b>14 935.9</b>	<b>596.2</b>	<b>15 532.1</b>
<b>Post resources by category</b>										
Professional and higher		46	–	–	–	–	–	46	–	–
General Service and related		46	–	–	–	–	–	46	–	–
<b>Total</b>		<b>92</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>92</b>	<b>–</b>	<b>–</b>

Figure 1.VIII  
**Executive Office of the Secretary-General: distribution of proposed resources for 2020  
 (before recosting)**

(Number of posts/thousands of United States dollars)



*Abbreviations:* ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

1.41 The variance of \$148,000 reflects mainly:

**Technical adjustments.** Resource changes reflect the annual provision of \$148,000 relating to one Under-Secretary-General post that was established in the biennium 2018–2019, effective 1 January 2018, in the context of the proposed programme budget for the biennium 2018–2019. The cost of the post was approved with a 50 per cent vacancy rate for the biennium 2018–2019, which was applied to each year of the biennium.

1.42 The Executive Office is supported by extrabudgetary (\$23,114,300) and other assessed resources (\$1,049,500), as reflected in annex II. The extrabudgetary resources would provide for 16 posts and the other assessed resources would provide for 5 posts, as reflected in annex II. The extrabudgetary resources would support the Secretary-General in his responsibilities and would support the Office in providing assistance to the Secretary-General in the exercise of his good offices and peacemaking activities in all regions of the world; providing support to the financing of activities related to the maintenance of international peace and security; and providing for special projects to be undertaken by the Office. The increase of \$53,600 under other assessed resources reflects the adjustment of standard salary costs.



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



### Foreword

International Geneva is where the operational heart of the United Nations system beats.

For more than 150 years, the world has met on the shores of Lake Geneva to resolve some of its most challenging problems in the spirit of peace and cooperation. Today, International Geneva plays a key role in making the 2030 Agenda for Sustainable Development a reality for everyone by bringing together proximity and expertise, multilateralism and innovation.

At the heart of this effort is the United Nations Office at Geneva, which provides indispensable support for collective action that has a positive impact on the life of every person on this planet. I have seen that in action, from the work of the SDG Lab in sharing best practices from countries and breaking down silos in the implementation of the Sustainable Development Goals to the number of United Nations staff working often behind the scenes to support peace and mediation processes, and much more in between.

The spirit of collaboration and innovation that can be seen throughout International Geneva is reflected in the daily work of the United Nations Office at Geneva. We are constantly sharing increasing amounts of knowledge, information and resources as we enable the vital work of the wider United Nations system. Every day, the United Nations Office at Geneva is working to be more effective, nimble and accountable as we strive to ensure peace, rights and well-being for all.

As the United Nations Office at Geneva continues to serve the international community in the years to come, we look forward to further developing cooperation with our numerous partners in Geneva and beyond. Together, we can and will make it possible to renew multilateralism and forge a United Nations that is “fit for purpose” in the twenty-first century. Only by boldly embracing change can we live up to the trust placed in us by “We the peoples”.

The present proposal will outline the steps we plan to take towards that goal, and more, in 2020.

*(Signed)* Michael **Møller**  
Director-General, United Nations Office at Geneva

## B. Proposed post and non-post resource requirements for 2020

- 1.43 The Office of the Director-General of the United Nations Office at Geneva provides executive support to the Director-General in his functions as the representative of the Secretary-General in Switzerland, as executive head of the United Nations Office at Geneva and as the designated official for security for Switzerland, as mandated and described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva ([ST/SGB/2000/4](#)). The functions of the Office of the Director-General are:
- (a) To provide executive support to the Director-General and to assist the Director-General in the overall direction and management of the United Nations Office at Geneva and the coordination of the activities of its units;
  - (b) To liaise with the Executive Office of the Secretary-General and other Secretariat units at Headquarters and other duty stations;
  - (c) To maintain contact with permanent and observer missions, including coordinating information to them;
  - (d) To provide advice and support to the Director-General in relation to communications, public relations and outreach activities;
  - (e) To provide advice and support to the Director-General in the discharge of political and representational functions with Member States and regional and other intergovernmental organizations, and liaise with relevant Headquarters departments in this area;
  - (f) To organize the observance of mandated and selected international days;
  - (g) To maintain and develop cooperation with Geneva-based United Nations entities, including arranging consultations between the Director-General and the heads of the funds, programmes and specialized agencies at Geneva, and facilitating inter-agency cooperation;
  - (h) To support the Director-General in building partnerships in support of the work of the Organization, including with civil society, the academic and research community, and the private sector; liaising with relevant Headquarters departments in this area; and liaising with NGOs, first and foremost with those in consultative status with the Economic and Social Council and facilitating their participation in United Nations activities.
  - (i) To maintain and develop cooperation with research and academic institutions, civil society, think tanks and the private sector, including organizing joint events;
  - (j) To represent the United Nations Legal Counsel at Geneva, assist the Director-General in all legal matters, provide legal advice to substantive departments and services at the United Nations Office at Geneva and to funds and programmes at Geneva, and liaise with the host country and other authorities concerning privileges and immunities, the implementation of Headquarters agreements and other questions affecting United Nations agreements;
  - (k) To carry out protocol and diplomatic liaison functions with permanent and observer missions and authorities of the host country, provide protocol advice to United Nations entities at Geneva and advise the Geneva Diplomatic Committee in its work;
  - (l) To support the implementation of the 2030 Agenda through communication and outreach activities, capitalizing on the presence in Geneva of a diversity of stakeholders directly involved in the implementation of the Sustainable Development Goals, by acting as convenor, facilitator and connector among actors in Geneva and other duty stations.
- 1.44 The proposed regular budget resources for 2020 amount to \$3,056,100 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figure 1.IX and table 1.14.

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

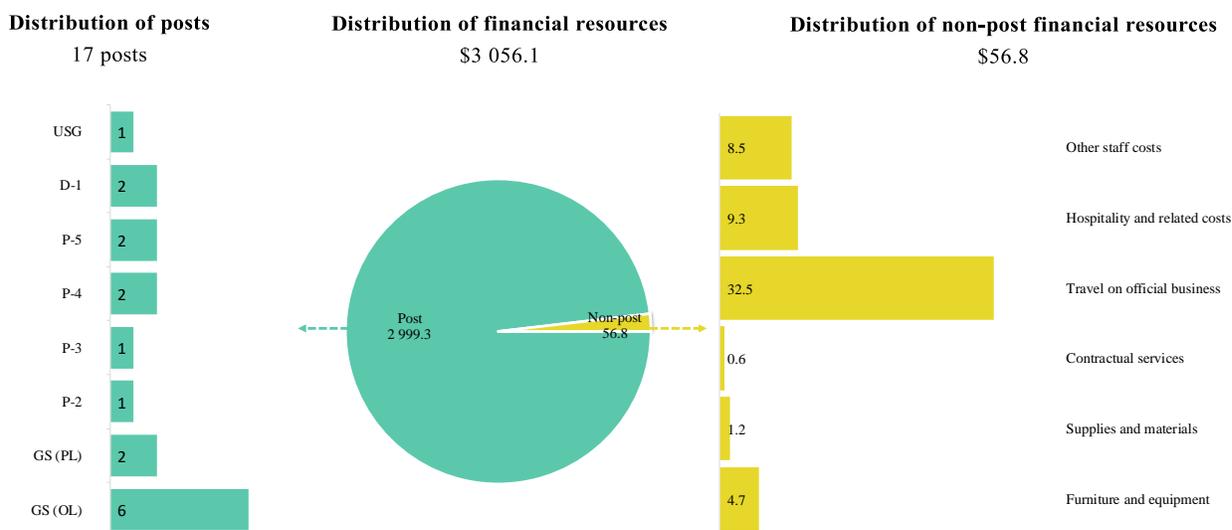
**Table 1.14 Office of the Director-General, United Nations Office at Geneva: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	3 185.8	2 999.3	–	–	–	–	–	2 999.3	57.6	3 056.9
Non-post	40.9	56.8	–	–	–	–	–	56.8	0.8	57.6
<b>Total</b>	<b>3 226.7</b>	<b>3 056.1</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3 056.1</b>	<b>58.4</b>	<b>3 114.5</b>
<b>Post resources by category</b>										
Professional and higher		9	–	–	–	–	–	9	–	–
General Service and related		8	–	–	–	–	–	8	–	–
<b>Total</b>		<b>17</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>17</b>	<b>–</b>	<b>–</b>

**Figure 1.IX Office of the Director-General, United Nations Office at Geneva: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



Abbreviation: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

1.45 The Office of the Director-General, United Nations Office at Geneva is supported by extrabudgetary resources, estimated at \$384,000, as reflected in annex II. The extrabudgetary resources would provide for three posts. The resources would support its work in the Legal Affairs Section and the Political Affairs and Partnerships Section.



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



#### Foreword

The Vienna International Centre just marked its fortieth anniversary as a United Nations headquarters, and we are going into 2020 with renewed vigour and commitment to strengthening global action to address global challenges.

Over the years, the Vienna spirit of consensus has helped to broker agreements and advance discussion, from the adoption of the landmark Vienna Declaration and Programme of Action on human rights to talks on the Islamic Republic of Iran and the Syrian Arab Republic, and from hosting the first space summit of the twenty-first century, with the United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE+50), to supporting joint responses to crimes such as human trafficking, illicit drugs, corruption and cybercrime.

The Office of the Director-General of the United Nations Office at Vienna provides coordination and support for the United Nations family in Vienna and represents the United Nations Legal Counsel in Vienna. We strengthen relations and provide liaison functions with the permanent missions to the United Nations (Vienna), the host Government and intergovernmental and non-governmental organizations in Vienna.

Our Office helps to ensure that a gender perspective is mainstreamed into all practices, policies and programmes.

With a focus on advancing joint efforts to achieve the 2030 Agenda for Sustainable Development, we will continue to cooperate closely with all our partners, both here in Vienna and throughout the United Nations system, taking proactive steps to manage change and promote a culture of innovation and accountability as we work together towards a more agile, efficient and effective United Nations.

*(Signed)* Yury **Fedotov**  
Director-General, United Nations Office at Vienna

## B. Proposed post and non-post resource requirements for 2020

- 1.46 The Office of the Director-General of the United Nations Office at Vienna provides executive support to the Director-General in his functions as the representative of the Secretary-General in Austria, as executive head of the United Nations Office at Vienna, including the Office for Outer Space Affairs and the United Nations Information Service, and as a designated official for security for Austria. The Office of the Director-General also maintains liaison with the host Government and other Governments and intergovernmental organizations and NGOs in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of the United Nations Office on Drugs and Crime (UNODC). The Office of the Executive Director is integrated with that of the Director-General and is supported by UNODC resources. The functions of the Office of the Director-General, as outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna ([ST/SGB/2004/5](#)), are:
- To provide assistance to the Director-General in the executive direction and management of the United Nations Office at Vienna and in the coordination of the activities of its units;
  - To cooperate with the host Government and to provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with NGOs in consultative status with the Economic and Social Council;
  - To represent the United Nations Legal Counsel in Vienna and to provide assistance to the Director-General on all legal matters and legal services for entities of the Secretariat in Vienna;
  - To arrange for representation of the United Nations at meetings and conferences held in Vienna;
  - To coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;
  - To maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.
- 1.47 The proposed regular budget resources for 2020 amount to \$1,241,500 and reflects no resource change compared with the appropriation for 2019. Additional details are reflected in figure 1.X and table 1.15.

Table 1.15

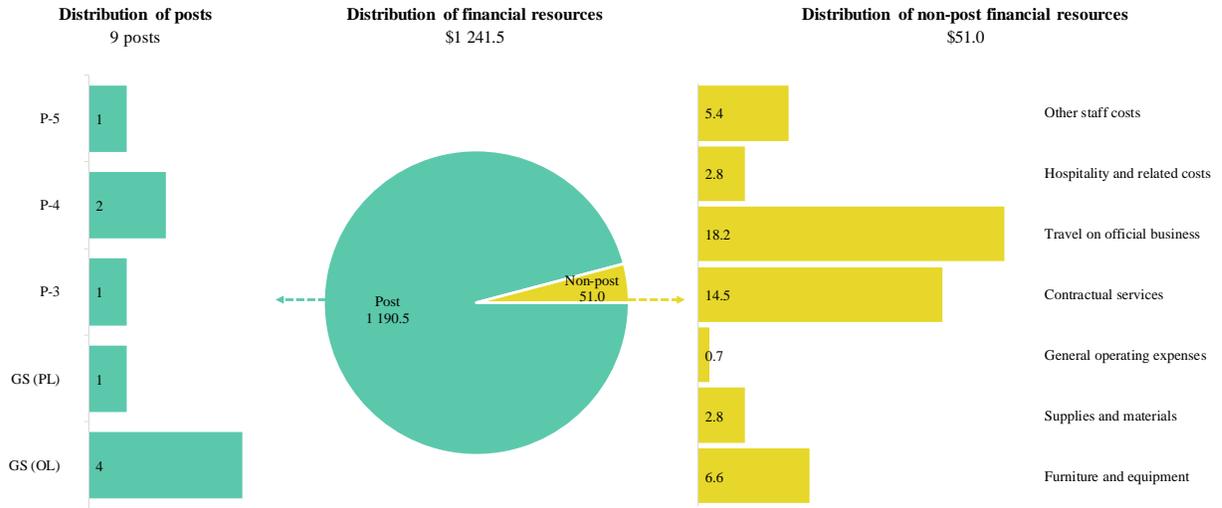
### Office of the Director-General, United Nations Office at Vienna: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	978.6	1 190.5	—	—	—	—	—	1 190.5	33.8	1 224.3
Non-post	34.5	51.0	—	—	—	—	—	51.0	0.7	51.7
<b>Total</b>	<b>1 013.1</b>	<b>1 241.5</b>	—	—	—	—	—	<b>1 241.5</b>	<b>34.5</b>	<b>1 276.0</b>
<b>Post resources by category</b>										
Professional and higher		4	—	—	—	—	—	4	—	—
General Service and related		5	—	—	—	—	—	5	—	—
<b>Total</b>		<b>9</b>	—	—	—	—	—	<b>9</b>	—	—

Figure 1.X  
**Office of the Director-General, United Nations Office at Vienna: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).



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



### Foreword

The United Nations Office at Nairobi, established in 1996, is the youngest of the United Nations offices away from Headquarters. It remains the only United Nations headquarters in Africa and, indeed, in the global South.

As the representative of the Secretary-General, the Director-General of the United Nations Office at Nairobi undertakes special political and representation assignments and provides the Secretary-General with advice on and support to a broad range of political, diplomatic and cross-cutting issues in the region.

In 2020, the Office of the Director-General will continue to provide liaison functions with the permanent missions to the United Nations (Nairobi) and regional organizations and act as the main interlocutor with the host Government on all security, protocol and liaison matters affecting the functioning of the United Nations in Kenya. The Office will also support the Director-General's efforts to further raise the profile of the United Nations Office at Nairobi and upgrade its infrastructure and facilities, in the light of the duty station's increasing importance as a global and dynamic United Nations centre.

Nairobi is one of the United Nations system's most unique duty stations, containing a mix of global headquarters, regional and country offices, special political missions and peace support operations. Collectively, the activities of these Nairobi-based United Nations entities make significant contributions to advancing United Nations goals and values – in Kenya, in the region and around the world.

The United Nations Office at Nairobi provides quality administrative and support services to a wide range of United Nations programmes and intergovernmental processes and is undertaking critical activities in support of the ongoing reform activities of the United Nations Environment Programme and the United Nations Human Settlements Programme. Throughout 2020, the Office shall continue to strive to serve its clients, providing exceptional services in support of the delivery of their critical mandates and the advancement of the Sustainable Development Goals.

*(Signed)* Maimunah **Mohd Sharif**  
Acting Director-General, United Nations Office at Nairobi

## B. Proposed post and non-post resource requirements for 2020

- 1.48 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi ([ST/SGB/2009/3](#)). The Director-General is responsible for all activities of the Office, serves as the representative of the Secretary-General and performs representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi. The responsibilities also include the executive direction and management of the United Nations Office at Nairobi, including the programmes of administration and conference services, other support and common services and the United Nations Information Centre in Nairobi. The functions of the Office of the Director-General are:
- To provide assistance to the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;
  - To cooperate with the host Government and to provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;
  - To provide legal advisory services for the Office, the United Nations Environment Programme and the United Nations Human Settlements Programme;
  - To maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.
- 1.49 The proposed regular budget resources for 2020 amount to \$1,116,000 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figure I.X and table 1.16.

Table 1.16

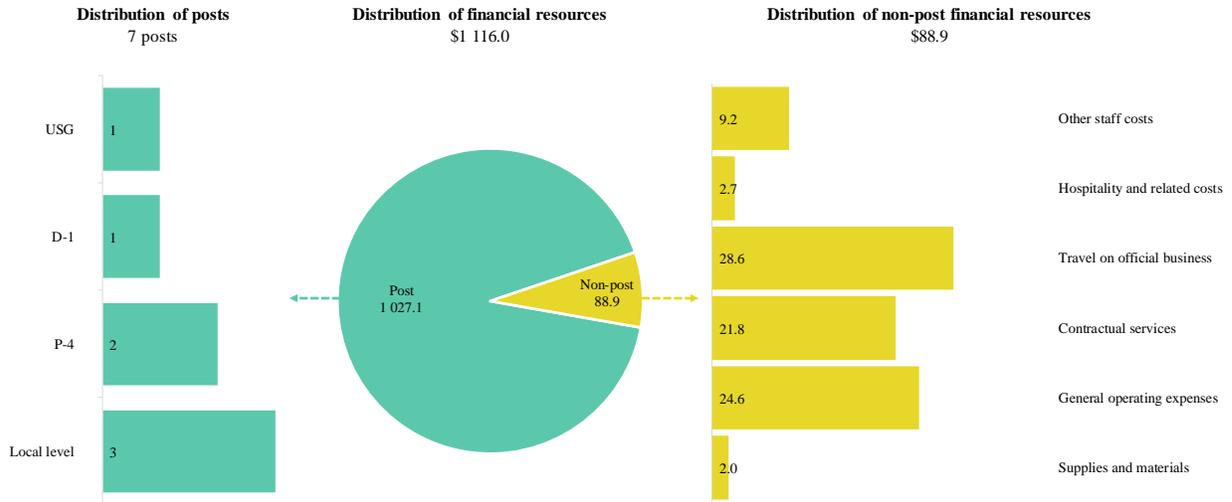
### Office of the Director-General, United Nations Office at Nairobi: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	1 000.2	1 027.1	–	–	–	–	–	1 027.1	60.0	1 087.1
Non-post	81.2	88.9	–	–	–	–	–	88.9	4.4	93.3
<b>Total</b>	<b>1 081.4</b>	<b>1 116.0</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 116.0</b>	<b>64.4</b>	<b>1 180.4</b>
<b>Post resources by category</b>										
Professional and higher		4	–	–	–	–	–	4	–	–
General Service and related		3	–	–	–	–	–	3	–	–
<b>Total</b>		<b>7</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>7</b>	<b>–</b>	<b>–</b>

Figure 1.XI  
**Office of the Director-General, United Nations Office at Nairobi: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



Abbreviation: USG, Under-Secretary-General.

1.50 The Office of the Director-General, United Nations Office at Nairobi, is supported by extrabudgetary resources, estimated at \$315,600, as reflected in annex II. The extrabudgetary resources would provide for two posts. The resources would support the implementation of activities of the Office of the Director-General, including serving as the representative of the Secretary-General and performing representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi.



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



### Foreword

In my visits to the field, I have met many former child soldiers. All of them expressed the desire for their voices to be heard. Some of them had been victims of horrendous violations over and above forcible recruitment and most, if not all, had been deprived of education and health services during their ordeal. Increasingly, their stories focused on their peers and the violence that they witnessed. Children forced to either mine or demine land were maimed and killed and girls and boys were put at risk by having been left alone to man checkpoints or used as messengers, carriers or handlers of ammunition. All were at constant risk of sexual abuse.

Over and over, I was told that education is the one issue that they needed most and missed the most. It was the one link to normalcy and a better future that they retained in their collective memory. One girl soldier told me that she proposed, to those who released and reintegrated her, that a backpack with school books and supplies be given to each child when separated or disarmed. When this did not happen, she felt that her voice had not been heard. Another child said that he had been recruited twice, once by armed groups and once by government forces, and that the reintegration assistance had been so basic that he felt powerless to pursue another option. A third child wished that, instead of having been taught to sew to make a living, she would have been better assisted in reintegrating into her village without stigma and with proper psychosocial support, speedier schooling and the possibility of achieving her dream of entering university and becoming a professional. Most of these children said that things could have been done better, that their plight could have been prevented and that they had something to offer the world to aid, protect and prevent other children just like them.

The use and abuse of children, in and as a result of armed conflict, is on the increase, and many of the armed groups and government forces that I met during my travels were not aware that all actions, even if not combat action, forced on children are violations. The proposition of my Office is to reach out to all State and non-State parties early and proactively, raise awareness on what constitutes a violation, work to stop the violation and prevent it from reoccurring once a party is delisted. Placing children at the centre of peace processes and mediation can assist political dialogue and guide demobilization, separation and release, leading to child rehabilitation and reintegration. For that reason, my Office proposes to produce a practical guideline to include children and armed conflict issues in all peace processes.

Raising awareness, giving these children a voice and analysing the changing dynamics of conflict and the needs of these children in the recovery from conflict situations, as well as studying lessons learned in ending violations, is one of the most effective ways to prevent future violations.

*(Signed)* Virginia **Gamba**  
Special Representative of the Secretary-General  
for Children and Armed Conflict

## Overall orientation

### Mandates and background

- 1.51 The Special Representative of the Secretary-General for Children and Armed Conflict is responsible for the protection of all children affected by armed conflict. The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolution [51/77](#). Key elements of the mandate of the Special Representative are: (a) to provide political leadership and high-level advocacy for the protection of children affected by armed conflict and to lead the collection of information on the plight of these children; (b) to advocate, build awareness of and give prominence to the rights and protection of children affected by armed conflict; (c) to work with United Nations partners, Governments, civil society and pertinent intergovernmental bodies to propose ideas and approaches to enhance the protection of children, with a view to ending impunity from grave violations and to promoting a more concerted protection response; and (d) to undertake humanitarian and diplomatic initiatives to facilitate the work of operational actors on the ground with regard to children affected by armed conflict.
- 1.52 By its resolution [72/245](#), the General Assembly, among other things, extended the mandate of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict for a further period of three years, through 31 December 2020. Further extension of the mandate will be subject to a review by the Assembly at its seventy-fifth session.

### Alignment with the Charter of the United Nations and the Sustainable Development Goals

- 1.53 The mandates of the Office of the Special Representative guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purpose to maintain international peace and security, and to that end: to take effective collective measures for the prevention and removal of threats to the peace, and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with a number of Sustainable Development Goals, as reflected in paragraphs 1.61–1.64.

### Recent developments

- 1.54 In its resolution [72/245](#), the General Assembly requested the Special Representative to increase her engagement with States, United Nations bodies and agencies, regional organizations and, especially, subregional organizations and to increase public awareness activities, including by collecting, assessing and disseminating best practices and lessons learned, in accordance with the existing mandate. This enhanced engagement has increased global awareness of all grave violations affecting children in times of conflict, as evidenced by the increasing number of cooperation frameworks with regional and subregional organizations for the prevention and protection of violations against children in armed conflict.

### Strategy and external factors for 2020

- 1.55 Pursuant to Security Council resolution [2427 \(2018\)](#), activities are foreseen to engage and develop subregional prevention plans to better protect children in situations of armed conflict, for the benefit of children separated, recruited or captured across borders in the neighbourhood of children and

armed conflict situations in Africa (Central African Republic, Democratic Republic of the Congo, Mali, Nigeria, Somalia, South Sudan and the Sudan), the Middle East (Iraq, the Syrian Arab Republic and Yemen), South America (Colombia) and Asia (Afghanistan, Myanmar and the Philippines). The expansion of activities includes workshops in coordination with regional and subregional organizations, the facilitation of practical approaches to common problems such as country task force monitoring and reporting joint meetings, raising public awareness at the subregional level with regard to the six grave violations against children in armed conflict (killing and maiming of children, recruitment or use of children as soldiers, sexual violence against children, abduction of children, attacks against schools and hospitals, and denial of humanitarian access for children), the development of practical guidance to include children in armed conflict issues at the heart of peace processes and to better understand the monitoring of abductions, the development of lessons learned and comparative studies that can better guide the efficiency of action plans with listed parties, and the rolling out of a practical project to better understand the long-term needs of the reintegration of boys and girls released from armed groups, in collaboration with other child protection, peacebuilding and development actors.

- 1.56 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) The political environment would continue to be supportive for the improvement in measures put in place to end and prevent violations against children in armed conflict in all situations of the children and armed conflict agenda;
  - (b) The dynamics of contemporary armed conflict in which children are normally victimized allow for access to monitor and assist in the implementation of these measures, such as action plans and memorandums of understanding.
- 1.57 The Office of the Special Representative integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, gender-related perspectives are incorporated into the Office's advocacy efforts at the highest levels; high-level profile events organized by the Office provide a platform not only to discuss the plight of boys and girls in conflict situations and their specific needs to be successfully reintegrated into their societies, but also for both former boy and girl child soldiers to voice gender-related perspectives; country-specific situation reports include data segregated by gender on the six grave violations related to children and armed conflict; and gender-related issues are incorporated into the training activities of the Office.

### **Evaluation activities**

- 1.58 The following evaluation completed in 2018 has guided the programme plan for 2020: Office of Internal Oversight Services (OIOS) report on the evaluation of the Office of the Special Representative.
- 1.59 The findings of the evaluation referenced in paragraph 1.58 above have been taken into account for the programme plan for 2020, including risk assessments, complementary external communication strategies and enhanced strategic planning and engagement with external partners and stakeholders. In 2020, the Office of the Special Representative will continue to undertake risk assessments with regard to reporting and monitoring mechanisms on grave violations against children in situations of armed conflict; transmit complementary external communication strategies on children and armed conflict issues of concern through diverse platforms; and engage in enhanced strategic planning and engagement with external partners and stakeholders such as the European Union and the North Atlantic Treaty Organization (NATO).

## A. Proposed programme plan for 2020 and programme performance for 2018



### 1. Objective

- 1.60 The objective, to which this Office contributes, is to end and prevent grave violations against children in situations of armed conflict.

### 2. Alignment with the Sustainable Development Goals

- 1.61 The objective is aligned with Sustainable Development Goal 3, which is to ensure healthy lives and promote well-being for all at all ages. Progress towards the attainment of the objective will help to end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
- 1.62 The objective is also aligned with Sustainable Development Goal 4, which is to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Progress towards the attainment of the objective will help to ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.
- 1.63 Furthermore, the objective is also aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.
- 1.64 Finally, the objective is also aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to end abuse, exploitation, trafficking and all forms of violence against and torture of children.

### 3. Highlighted result in 2018

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#### Enhanced engagement improves the lives of children

In 2018, the Special Representative of the Secretary-General for Children and Armed Conflict intensified advocacy efforts through enhanced engagement with Member States and members of armed groups. The Special Representative travelled to countries on the children and armed conflict agenda such as Colombia, Myanmar, South Sudan and the Sudan. The Special Representative met military commanders and chiefs of armed groups that are listed for grave violations against children in situations of armed conflict in the Secretary General's annual report, in order to advocate the respect of children's rights.



Children in the Sudan. Source: United Nations photo

#### Result and evidence

The deliverable contributed to the result, which is increased commitment by the above-mentioned parties to ending the practice of recruitment and use of children and for the release and reintegration of children formerly associated with armed groups and forces and the strengthened capacity of the above-mentioned parties to prevent the six grave violations.

Evidence of the result includes the delisting of two parties to conflict in 2018 (the Sudanese Armed Forces and the Colombian Fuerzas Armadas Revolucionarias de Colombia-Ejército del Pueblo) that fulfilled their action plans regarding the recruitment and use of children. In addition, one new action plan was signed (Central African Republic) and two more are under formulation (Iraq and the Sudan) covering violations, including killing and maiming, sexual violence, attacks on schools and hospitals and the recruitment of children. In South Sudan, more than 900 children have been released from armed groups since the beginning of 2018, and, following advocacy by the Special Representative, 34 children who were serving heavy sentences for association with armed groups in Somalia were released from detention. More than 230 people from NATO member States, Myanmar, South Africa and Thailand, as well as the Middle East and North African region, were trained on the prevention of violations during 2018.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 1.65 A planned result for 2018, which is greater awareness, political support and global action for the rights of children affected by armed conflict, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the support for the signing and implementation of action plans between the United Nations and parties to conflict to end the recruitment and use of children and other grave violations (10 new action plans), which resulted in the release and reintegration of more than 9,000 children into their communities.

### 4. Highlighted planned result for 2020

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#### New approach to protect children across borders

In 2018, the cross-border nature of violations against children in armed conflict was increasing. Armed groups increasingly recruited and used or abducted children across borders.

*Challenge and response*

The challenge is that, in the absence of cross-border standard operating procedures at the regional and subregional levels for the handover, release and reintegration of these children, they have often been informally separated from armed groups or detained for their association with armed groups in countries of which they are not nationals, making them even more vulnerable.

In response, for 2020, in accordance with Security Council resolution [2427 \(2018\)](#), it is planned that activities to engage with regional and subregional organizations such as the International Conference on the Great Lakes Region, the Intergovernmental Authority on Development (IGAD), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Association of Southeast Asian Nations (ASEAN), the Andean Community and the League of Arab States (LAS) will be expanded in order to develop subregional prevention plans to better protect children in situations of armed conflict, including those separated, recruited or captured across borders neighbouring conflict situations. A public awareness outreach campaign to prevent the six grave violations is also planned, and regional launches throughout 2020 will be conducted.

*Result and evidence*

The planned deliverable is expected to contribute to the result, which is the prevention of and an improved response to cross-border violations in regions and subregions, with regard to children and armed conflict situations.

Evidence of the result, if achieved, will include the formulation, adoption and implementation of mutually agreed prevention plans, which include standard operating procedures, in the relevant International Conference on the Great Lakes Region, IGAD, ECCAS, ECOWAS, ASEAN, Andean Community and LAS subregions, to prevent the cross-border use and abuse and abduction of children, and for the handover and release of children captured across borders, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
No subregional prevention plans for the release, handover and reintegration of children	Engagement at the subregional level by the Special Representative for the formulation of subregional prevention plans	Adoption and implementation of mutually agreed prevention plans in the relevant International Conference on the Great Lakes Region, IGAD, ECCAS, ECOWAS, ASEAN, Andean Community and LAS subregions

- 1.66 The Office of the Special Representative will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**5. Deliverables for the period 2018–2020**

- 1.67 Table 1.17 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.17

**Office of the Special Representative of the Secretary-General for Children and Armed Conflict: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	11	11	14	14
Substantive services for meetings (number of three-hour meetings)	21	21	21	21
<b>B. Generation and transfer of knowledge</b>				
Seminars, workshops and training events (number of days)	10	10	15	15
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

## B. Proposed post and non-post resource requirements for 2020

1.68 The proposed regular budget resource requirements for 2020 amount of \$2,296,900 and reflect a net increase of \$184,100 compared with the appropriation for 2019. Additional details are reflected in figures 1.XI and 1.XII and table 1.18. The proposed resource level provides for the full, efficient and effective implementation of mandates.

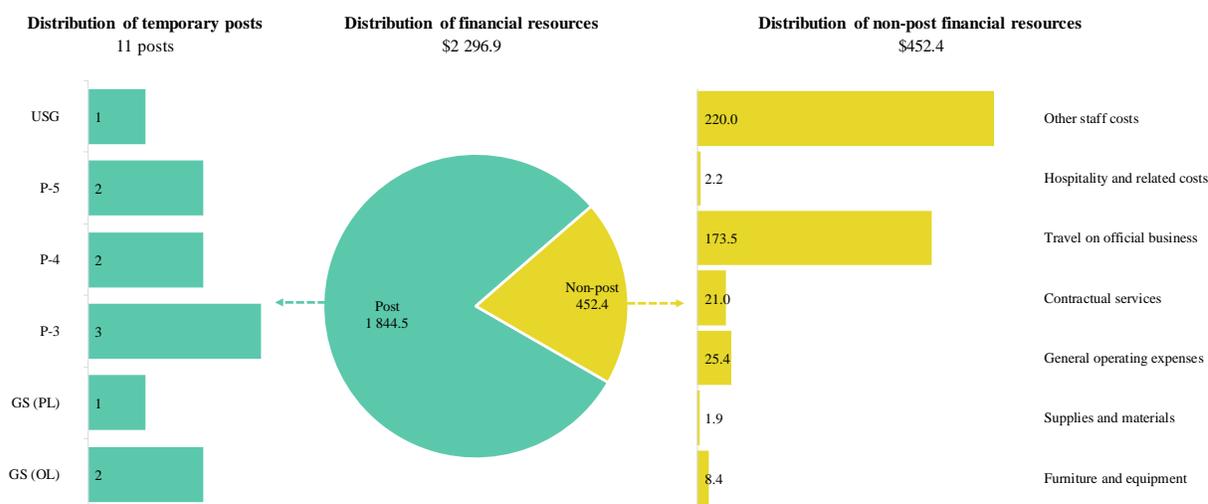
Table 1.18  
**Office of the Special Representative of the Secretary-General for Children and Armed Conflict: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	2020 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	1 642.2	1 745.8	98.7	–	–	98.7	5.7	1 844.5	79.9	1 924.4
Non-post	256.4	367.0	85.4	–	–	85.4	23.3	452.4	7.2	459.6
<b>Total</b>	<b>1 898.7</b>	<b>2 112.8</b>	<b>184.1</b>	<b>–</b>	<b>–</b>	<b>184.1</b>	<b>8.7</b>	<b>2 296.9</b>	<b>87.1</b>	<b>2 384.0</b>
<b>Post resources by category</b>										
Professional and higher		8	–	–	–	–	–	8	–	–
General Service and related		3	–	–	–	–	–	3	–	–
<b>Total</b>		<b>11</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>11</b>	<b>–</b>	<b>–</b>

Figure 1.XII  
**Office of the Special Representative of the Secretary-General for Children and Armed Conflict: distribution of proposed resources for 2020 (before recosting)**

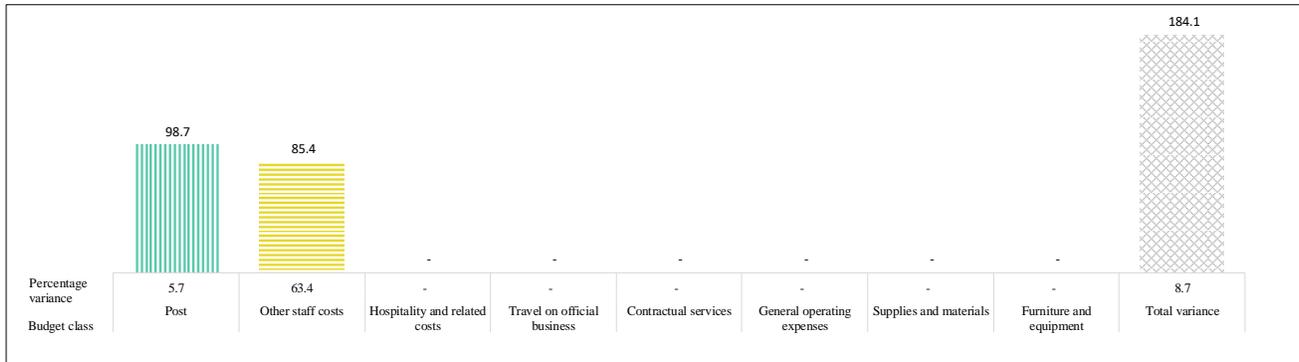
(Number of posts/thousands of United States dollars)



Abbreviation: GS (OL), General Service, (Other level); GS (Principal level), General Service (Principal level); USG, Under-Secretary-General.

Figure 1.XIII  
**Office of the Special Representative of the Secretary-General for Children and Armed Conflict: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



1.69 The variance of \$184,100 reflects the following:

**Technical adjustments.** Resource changes reflect the annual provision of \$184,100 relating to one post (P-5) and one position (P-4) under other staff costs, which was established in the biennium 2018–2019 effective 1 January 2018, in the context of the proposed programme budget for the biennium 2018–2019 pursuant to General Assembly resolution [72/245](#). The cost of the post and position was approved with a 50 per cent vacancy rate for the biennium 2018–2019, which was applied to each year of the biennium.

1.70 The Office of the Special Representative of the Secretary-General for Children and Armed Conflict is supported by extrabudgetary resources, estimated at \$1,205,600, as reflected in annex II. The extrabudgetary resources would provide for one post. The resources would be utilized to complement other resources available to the Office to carry out various activities, including knowledge-sharing and research; systematic outreach to Member States and civil society groups to raise global awareness; capacity-building and technical consultations; participation in fact-finding missions and/or commissions of inquiry in emerging situations of concern; and the further strengthening of engagement with regional and subregional political and military organizations for increased awareness of and mainstreaming of child protection policies.



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



### Foreword

Conflict-related sexual violence has long been the issue on which history has been most silent. It has been considered an “inevitable” by-product of conflicts, a “lesser crime” in a false hierarchy of human rights violations and an “unspeakable” phenomenon due in large part to the deadly stigma attached to such violations. These “myths” have ensured that the silence surrounding sexual violence in conflict has endured through history, turning victims into outcasts and perpetuating impunity. Indeed, history is replete with examples of how, in times of conflict and in its aftermath, rape and other forms of sexual violence are used as a strategic weapon to punish, control, humiliate, dominate and instil fear in populations, to target specific groups on the basis of ethnicity, religious identity or political affiliation, or to forcibly displace civilians from locations deemed strategically important. Sexual violence is used as a weapon in global conflicts precisely because it is so effective: it devastates the victim and fractures families and communities.

Nevertheless, in the past decade, we have witnessed a paradigm shift in terms of how conflict-related sexual violence is understood and addressed. The problem is now recognized as a legitimate threat to the maintenance of international peace and security that requires a security and justice sector response. Through successive annual reports of the Secretary-General on conflict-related sexual violence, compiled by my Office since 2009, a public, historical record has been created for a crime that has hitherto been omitted from official accounts of war and peace. The Security Council, through a series of resolutions, has established infrastructure to address sexual violence and a compliance regime to prevent it. One of the primary roles of my Office has been to advise and support members of the Council in developing this normative framework and to catalyse the consequent operational response.

2019 marks the 10-year anniversary of the establishment of the mandate and Office of the Special Representative. More consistent and reliable monitoring and analysis on patterns and trends of sexual violence has cast light on important new dimensions of the agenda, including the use of sexual violence as a tactic of terrorism, utilized by extremist groups in pursuit of their core ideological and strategic objectives. As we look to the future, this mandate faces new and unprecedented challenges, including the issue of enforcing compliance of non-State actors.

Our continued focus on justice and accountability is crucial as a central aspect of deterrence and, ultimately, prevention. My Office will continue to encourage national ownership, leadership and responsibility as a central strategic priority, and provide technical support to Member States in enhancing their justice and security sector responses. At the same time, we are obliged to fulfil our duty to care for the survivors, who require life-saving medical and psychosocial services and reparations and livelihood support. Continued advocacy for increased support for survivors is an essential part of my Office’s strategy, as is addressing the root causes of this violence, which includes gender inequality and discrimination. I believe that sexual violence in conflict is not inevitable and that it can be eradicated. The deep silence that has traditionally shrouded crimes of sexual violence has finally been broken. It is essential now that we build on the momentum generated in the past 10 years and ensure that it translates into concrete action. I believe that this is the challenge of our time and a litmus test of our collective humanity.

*(Signed)* Pramila Patten  
Under-Secretary-General and Special Representative  
of the Secretary-General

## Overall orientation

### Mandates and background

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

### Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas

- 1.73 The mandates of the Office of the Special Representative guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purpose to achieve international cooperation in solving international problems of an economic, social, cultural, or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with a number of Sustainable Development Goals, as reflected in paragraphs 1.85 and 1.86.
- 1.74 The objective of the Office of the Special Representative is also aligned with the Programme of Action of the International Conference on Population and Development and the Beijing Declaration and Platform for Action, the Global Compact for Safe, Orderly and Regular Migration, and Security Council resolution [1325 \(2000\)](#) on women and peace and security.

### Recent developments

- 1.75 In 2018, new formal agreements to prevent and address conflict-related sexual violence were concluded with a number of Member States, in accordance with specific requirements, as stipulated by the Security Council in its resolutions [1960 \(2010\)](#) and [2106 \(2013\)](#). These agreements outline a comprehensive response to address conflict-related sexual violence, with an emphasis on investigations and prosecutions, as well as service provision for survivors. During 2018, there was

notable progress in Council sanctions related to sexual violence in conflict. This included the establishment by the Council of stand-alone designation criteria on sexual violence in the context of its sanctions committees for the Central African Republic, Libya and South Sudan. The 2018 Nobel Peace Prize was awarded to Dr. Denis Mukwege and Nadia Murad for their advocacy related to the issue of conflict-related sexual violence. The awarding of the Peace Prize is a culmination of global advocacy efforts over the past decade and affords critical momentum towards eradicating this crime.

- 1.76 Notwithstanding those positive developments in 2018, conflict-related sexual violence remains underreported and insufficiently addressed owing to the stigma associated with rape and the prevailing impunity for crimes of sexual violence. Given that services for survivors, protection mechanisms and security sector, rule of law and judicial responses remain inadequate, the Special Representative and her Office will continue to give victims and affected communities a voice in the development of protection interventions and mobilize the political will and action of the international community and the remedial responses by affected countries.

### **Strategy and external factors for 2020**

- 1.77 In terms of strategic approach, the Office of the Special Representative will continue to engage proactively with Member States at the global level, including with the General Assembly and the Security Council, and to foster national ownership, leadership and responsibility in situations of concern. The Office will continue to adopt a survivor-centred approach, engaging with victims and civil society partners, in particular at the grass-roots level. The Office will strive to expand the circle of stakeholders and encourage concerted and coordinated action among a broad range of actors at the international, regional and national levels.
- 1.78 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Continued high level of political will on the part of all stakeholders to work towards preventing sexual violence and ending the impunity of persistent perpetrators in situations of armed conflict;
  - (b) Member States and other key stakeholders see a convergence between their strategic interests and priorities and upholding the international protection regime that has been established to prevent conflict-related sexual violence.
- 1.79 The Office of the Special Representative integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, political commitments negotiated with parties to conflict (e.g., joint communiqué) systematically integrate engagement with women civil society organizations and meaningful participation of women and girls in countries where they are often absent in decision-making processes, including peace processes. Incidents of conflict-related sexual violence are also systematically disaggregated by sex and age by the Office of the Special Representative and United Nations reporting agencies, which offer a gender-inclusive analysis for the Security Council.
- 1.80 With regard to cooperation with other entities, the Office of the Special Representative has also deepened its engagement with regional and subregional actors, including the African Union, LAS, the European Union, ECOWAS and the International Conference on the Great Lakes Region, including through formal frameworks of cooperation to prevent and address sexual violence in conflict.
- 1.81 With regard to inter-agency coordination and liaison, the Special Representative chairs the United Nations Action Against Sexual Violence in Conflict, a network of 13 United Nations departments and offices and other entities working to improve monitoring, reporting, and information-sharing and to strengthen system-wide analysis and response. The members of the network include United Nations departments and offices (the Department of Political and Peacebuilding Affairs, the Department of Peace Operations, the Office of the United Nations High Commissioner for Refugees

(UNHCR), Office of the United Nations High Commissioner for Human Rights, the Office for the Coordination of Humanitarian Affairs and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)), as well as other United Nations system entities (the United Nations Population Fund, the United Nations Development Programme, the Joint United Nations Programme on HIV/AIDS, the World Health Organization, the United Nations Children's Fund (UNICEF), the World Food Programme and the International Organization for Migration).

### **Evaluation activities**

- 1.82 The following evaluation completed in 2018 has guided the programme plan for 2020: OIOS report on the evaluation of the Office of the Special Representative.
- 1.83 The findings of the OIOS evaluation referenced in paragraph 1.82 above have been taken into account for the programme plan for 2020, including risk assessments on complementary external communication strategies, enhanced strategic planning and engagement with external partners and stakeholders, and consolidating lesson learning. In line with the OIOS evaluation, the Office of the Special Representative will continue to identify and implement measures to improve the United Nations multi-partner trust fund to better support the coordination of programme activities, continue to identify the strengths and weakness of the United Nations system response and develop catalytic projects addressing conflict-related sexual violence in conflict-affected and post-conflict countries.

## A. Proposed programme plan for 2020 and programme performance for 2018



### 1. Objective

- 1.84 The objective, to which this Office contributes, is to prevent and address conflict-related sexual violence by empowering and protecting the rights of civilians, particularly women and girls, but also men and boys subjected to sexual violence in conflict.

### 2. Alignment with the Sustainable Development Goals

- 1.85 The objective is aligned with Sustainable Development Goal 5, which is to achieve gender equality and empower all women and girls. Progress towards the attainment of the objective will help to end all forms of discrimination against all women and girls everywhere and eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- 1.86 The objective is also aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to end abuse, exploitation and trafficking.

### 3. Highlighted result in 2018

#### Ivorian armed forces: from perpetrators of sexual violence to protectors

In 2018, the armed forces of Côte d'Ivoire was the first party to be delisted from the annex of perpetrators of conflict-related sexual violence to the annual report of the Secretary-General, becoming a leading example of a national army effectively implementing a policy of zero tolerance for such crimes. The 2011 post-electoral crisis in Côte d'Ivoire saw a resurgence in sexual violence used as a tactic of the conflict. To address the situation, the Special Representative engaged national authorities at the highest level to gain concrete and time-bound commitments in line with Security Council resolutions [1960 \(2010\)](#) and [2106 \(2013\)](#). Based on a formal agreement between the Government of Côte d'Ivoire and the United Nations to address conflict-related sexual violence, the Office of the Special Representative, primarily through the Team of Experts on the Rule of Law and Sexual Violence, supported the military and police in developing and implementing relevant action plans, conducting training and capacity-building to security sector actors and judicial authorities to strengthen the overall response to sexual violence, including investigation and prosecution to ensure accountability, as a key aspect of deterrence and prevention. The authorities established a national committee on the efforts to combat sexual violence



National committee on the fight against sexual violence: establishment of focal points on zero tolerance for conflict-related sexual violence. Source: United Nations photo

in conflict consisting of senior focal points of the army, the police, the Ministry of Justice and other relevant government agencies as the main forum of coordination with the United Nations.

*Result and evidence*

The deliverable contributed to the result, which is the adoption of a series of measures by the authorities, including the issuance of command orders through the military and police chains of command and the development and implementation of a zero-tolerance policy on sexual violence, investigations and prosecutions.

Evidence of the result includes the delisting of the national army from the report of the Secretary-General on sexual violence in conflict that is prepared annually for review by the Security Council and the fact that no new violations were recorded by the armed forces of Côte d'Ivoire in the 2018 and 2019 reporting cycles. Similar engagements based on formal agreements with the Office of the Special Representative are currently under way in Bangladesh, the Democratic Republic of the Congo, Guinea, Iraq, Somalia and South Sudan, with new agreements anticipated in 2019–2020 in the Central African Republic, Mali, Myanmar and the Sudan.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 1.87 A planned result for 2018, which is the enhanced political action and engagement and international cooperation with regional, governmental and intergovernmental entities to address conflict-related sexual violence, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the signing of a framework of cooperation with the Government of Bangladesh related specifically to the Rohingya crisis and the signing of a framework of cooperation with the International Organization of the Francophonie to mobilize the support of the member States of the organization in support of fellow countries implementing plans of action to prevent and address conflict-related sexual violence.

#### **4. Highlighted planned result for 2020**

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##### **Enhanced political action and engagement to address conflict-related sexual violence**

In 2018, a framework of cooperation was signed with the Government of Bangladesh, which set out specific areas of cooperation.

*Challenge and response*

The challenge is the lack of expertise, training and capacity-building of the security and justice sector on the prevention of trafficking in persons in the context of the Rohingya refugee communities who have fled the conflict in Myanmar.

In response, for 2020, the Office of the Special Representative will further engage with subnational authorities and the Bangladesh security sector and partner with United Nations actors on the ground in the implementation of the framework of cooperation. The Office will design specific capacity-building initiatives for Bangladeshi police forces and border guard police as first responders. The initiatives include providing expertise, training and capacity-building for the justice and security sector on the prevention of trafficking in persons, especially Rohingya women and children. In addition, programming on access to livelihoods for women and adolescent girls will be scaled up to increase self-reliance and reduce the risk of exploitation.

*Result and evidence*

The planned deliverable is expected to contribute to the result, which is to improve the response of the Bangladesh security and justice sector actors to sexual exploitation and trafficking.

Evidence of the result, if achieved, will include the adoption of a new code of conduct and measures by the police and border guard forces in Bangladesh to prevent sexual violence and trafficking. In addition, the new code of conduct and measures will inform a global set of guidelines to be promoted by the Inter-Agency Coordination

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

Group against Trafficking in Persons and the United Nations Action against Sexual Violence in Conflict. These guidelines will ensure more predictable responses to trafficking at the onset of any emergency and as part of broader gender-based violence in emergencies programming, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
Framework of cooperation signed with Bangladesh	Discussions on the code of conduct by the subnational authorities in Bangladesh	Adoption of new code of conduct and measures by the police and border guard forces in Bangladesh to prevent sexual violence and a global set of guidelines

- 1.88 The Office of the Special Representative will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**5. Deliverables for the period 2018–2020**

- 1.89 Table 1.19 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.19

**Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	4	6	7	7
<b>B. Generation and transfer of knowledge</b>				
Seminars, workshops and training events (number of days)	6	6	10	12
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Good offices				
Fact-finding, monitoring and investigation missions				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

## **6. Most significant relative variances in deliverables**

### **Variances between the actual and planned figures in 2018**

- 1.90 The variance in substantive services for meetings was driven mainly by the briefings to the Security Council, owing to the resumption of United Nations Action against Sexual Violence in Conflict at the principals level.

### **Variances between the planned figures for 2020 and 2019**

- 1.91 The variance in seminars, workshops and training events is driven mainly by the increased need for training activities for the national police and/or military forces on the prevention of and response to conflict-related sexual violence, owing to the new joint communiqués and frameworks of cooperation with affected countries.

## B. Proposed post and non-post resource requirements for 2020

1.92 The proposed regular budget resources for 2020 amount to \$1,664,900 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figure 1.XIV and table 1.20. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 1.20

### Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: evolution of financial and post resources

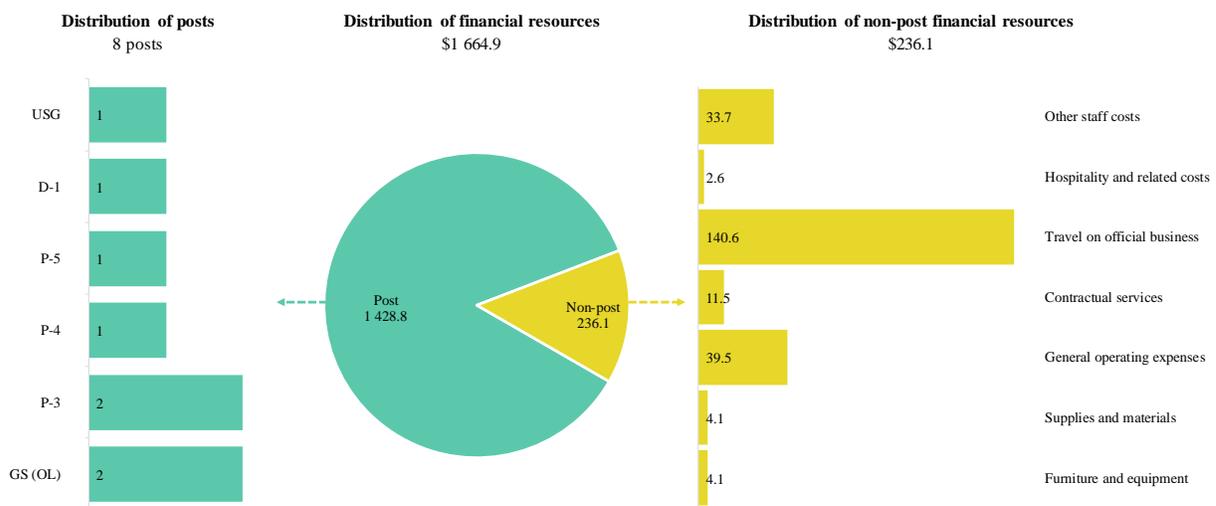
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	2020 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	1 176.2	1 428.8	–	–	–	–	–	1 428.8	68.8	1 497.6
Non-post	201.9	236.1	–	–	–	–	–	236.1	3.5	239.6
<b>Total</b>	<b>1 378.0</b>	<b>1 664.9</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 664.9</b>	<b>72.3</b>	<b>1 737.2</b>
<b>Post resources by category</b>										
Professional and higher		6	–	–	–	–	–	6	–	–
General Service and related		2	–	–	–	–	–	2	–	–
<b>Total</b>		<b>8</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>8</b>	<b>–</b>	<b>–</b>

Figure 1.XIV

### Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



Abbreviation: GS (OL), General Service (Other level); USG, Under-Secretary-General.

- 1.93 The Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict is supported by extrabudgetary resources, estimated at \$1,641,500, as reflected in annex II. The extrabudgetary resources would provide for eight posts. The resources would be utilized to complement other resources available to the Office to carry out various activities, including for the Team of Experts on Rule of Law and Sexual Violence in Conflict mandated pursuant to Security Council resolution [1888 \(2009\)](#) and for the secretariat of United Nations Action against Sexual Violence in Conflict.

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



### Foreword

Every year, and in every region of the world, millions of children suffer from sexual, physical and emotional violence, with millions more at risk. The most recent global estimate shows that more than 1 billion children, half of all children in the world, experience violence on an annual basis. In several countries where household-based violence against children surveys have been carried out, more than 25 per cent of women and more than 10 per cent of men reported experiencing childhood sexual violence. Few of these child victims, however, sought services after the abuse, and not all who sought services received them.

Violence undermines children's enjoyment of their rights. In addition, it is often associated with poor rule of law and a culture of impunity, compromising social progress and human development. Violence against children incurs major costs to the budgets of the criminal justice, health and social service systems and erodes the fabric of national economies through productivity and human capital losses. The global economic impact and cost resulting from the consequences of physical, psychological and sexual violence against children have been estimated to be as high as \$7 trillion, equivalent to 8 per cent of global gross domestic product.

Beyond this serious and long-lasting impact, it is the voice of child victims of violence that presses us to respond with urgency and to bring an end to violence against children. As one child said poignantly in a consultation that my Office conducted recently, "I have dreamt a lot, but nothing has been realized, so I'm tired of dreaming. The problem is that it feels like you're hanging on a rope ... And you don't know whether it will hold or it will break, and then all is lost". We cannot let the rope break.

As the Special Representative of the Secretary-General on Violence against Children, I act as a global independent advocate for the prevention and elimination of all forms of violence against children. Acting as a bridge-builder and a catalyst of action, I seek to mobilize action and political support to maintain momentum around this agenda. This approach includes strategic policy engagement at the international, regional and national levels; the identification of good practices and experience across regions, sectors and settings; field missions; and the development and promotion of thematic studies and reports.

Realizing every child's right to protection from violence is fundamental to the implementation of the 2030 Agenda for Sustainable Development and its defining pledge that no one be left behind. By investing in children, we create the conditions for every child to grow up free from want, fear and violence, in line with a range of targets of the Sustainable Development Goals, especially target 16.2. In turn, by safeguarding children's safety and protection, we enhance the chances of reaching the other Goals and targets.

The best way to avoid leaving children behind is by putting children first.

*(Signed)* Marta Santos Pais  
Special Representative of the Secretary-General  
on Violence against Children

## Overall orientation

### Mandates and background

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

### Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas

- 1.95 The mandate of the Office of the Special Representative guides it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purpose to achieve international cooperation in solving international problems of an economic, social, cultural, or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with a number of Sustainable Development Goals, as reflected in paragraphs 1.105–1.107.
- 1.96 The objective of the Office of the Special Representative is also aligned with the prevention and sustaining peace agenda, the Cape Town Global Action Plan for Sustainable Development Data and the United Nations Global Plan of Action to Combat Trafficking in Persons.

### Recent developments

- 1.97 In 2018, the adoption of the Global Compact on Refugees and the Global Compact for Safe, Orderly and Regular Migration represented a decisive moment in advancing children's protection from violence at the global level, given that Member States acknowledged the need to prioritize the protection of children's rights in shaping their response to the issues of migration and international protection. The Global Compacts, to which the Office of the Special Representative contributed actively, provide a foundation for the Special Representative to continue her high-level advocacy aimed at ensuring that the provisions relating to children's protection from violence are implemented on the ground.

### Strategy and external factors for 2020

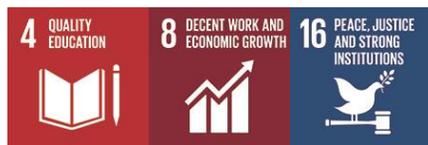
- 1.98 The work of the Special Representative in 2020 will build on the political momentum leading up to the in-depth review by Member States of Sustainable Development Goal 16, including by the high-level political forum on sustainable development in July 2019, especially target 16.2 to end all forms of violence against children. The process will provide an opportunity to give violence against children greater prominence in the national implementation of the 2030 Agenda and to ensure that the achievement of the violence-related targets of the Goals are given appropriate attention by Member States.
- 1.99 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

- (a) Member States and key stakeholders see a convergence between their national interests and the upholding of international children’s rights standards and child protection concerns;
  - (b) Continued political will and engagement are ensured by all stakeholders to pursue their commitments towards the prevention and elimination of all forms of violence against children in all settings, to advance implementation of the recommendations of the United Nations study on violence against children and to achieve the Sustainable Development Goal targets related to violence against children.
- 1.100 The Office of the Special Representative integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office will continue to highlight gender-based violence, including girls’ specific vulnerabilities to violence, based on previous related thematic reports and raise awareness of the largely hidden issues relating to sexual violence against boys.
- 1.101 With regard to cooperation with other entities, the Special Representative will continue to strengthen her cooperation with stakeholders working to prevent and eliminate violence against children, including Member States, intergovernmental regional organizations and institutions, independent human rights institutions for children, civil society partners, faith-based organizations, the private sector and young people themselves. A key activity in this respect is the annual cross-regional round-table discussion that pulls together all main regional organizations, including ECOWAS, the East African Community, the African Union Special Rapporteur on ending child marriage, LAS, the Council of Europe, the Central American Integration System, MERCOSUR, ASEAN and the South Asia Initiative to End Violence Against Children, to discuss efforts to prevent and eliminate violence against children and joint learning and possible avenues for cooperation.

### **Evaluation activities**

- 1.102 The following evaluation completed in 2018 has guided the programme plan for 2020: OIOS report on the evaluation of the Office of the Special Representative.
- 1.103 The findings of the OIOS evaluation referenced in paragraph 1.102 above have been taken into account for the programme plan for 2020, including risk assessments, complementary external communication strategies and enhanced strategic planning and engagement with external partners and stakeholders. The evaluation included findings related to strengthening strategic planning, especially in relation to external communications, enhancing cooperation with key stakeholders and partners within and beyond the United Nations system, and consolidating lesson learned. For example, the Office of the Special Representative will further implement the revised communication strategy.

## A. Proposed programme plan for 2020 and programme performance for 2018



### 1. Objective

- 1.104 The objective, to which this Office contributes, is to prevent and eliminate all forms of violence against children.

### 2. Alignment with the Sustainable Development Goals

- 1.105 The objective is aligned with Sustainable Development Goal 4, which is to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Progress towards the attainment of the objective will help to promote a culture of peace and non-violence.
- 1.106 The objective is also aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to secure the prohibition and elimination of the worst forms of child labour, and by 2025 end child labour in all its forms.
- 1.107 Furthermore, the objective is also aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to end the abuse, exploitation, trafficking and all forms of violence against and torture of children.

### 3. Highlighted result of 2018

#### Enhanced protection of children from bullying and cyberbullying

Whether in person or online, bullying torments the lives of millions of children. It is the most frequently cited reason for children calling a helpline, and in a worldwide survey of 100,000 children carried out by Office of the Special Representative and UNICEF, 9 in 10 children reported bullying as a major concern. Although rates differ from country to country, bullying and cyberbullying are present and widespread throughout the world. Notwithstanding the commitment to Sustainable Development Goal 4, including to provide safe, non-violent inclusive and effective learning environments for all, as well as the very serious and long-term consequences of bullying, it lacks visibility in the global policy agenda.



*The Special Representative listens to young participants at the fifth forum of the Global Network of Religions for Children, in Panama. Source: United Nations photo*

Recognizing that bullying and cyberbullying constitute a serious problem, the General Assembly, in its resolution [69/158](#), requested the Secretary-General to prepare a report on protecting children from bullying and cyberbullying. In the preparation of the report, the Special Representative led a broad-based participatory process, including consultations with Member States, civil society, experts and children themselves, for example, at the fifth forum of the Global Network of Religions for Children. In response to the report, the Assembly, in its resolution [71/176](#),

called upon Member States to undertake a range of actions to prevent and eliminate bullying and cyberbullying. The Assembly also requested a report on the actions taken by Member States and other stakeholders to achieve this end.

In 2018, the Special Representative led the process of preparing and disseminating the second report of the Secretary-General on the protection of children from bullying (A/73/265), which provided a unique platform for children's voices to be heard at the global level.

#### *Result and evidence*

The deliverable contributed to the result, which is the greater attention given by international, regional and national authorities to the protection of children from bullying, in their advocacy, legal and policy frameworks and monitoring processes.

Evidence of the result includes the adoption by consensus by the General Assembly of a resolution on the protection of children from bullying (resolution 73/154) following its consideration of the report of the Secretary-General.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 1.108 A planned result for 2018, which is increased awareness and consolidation of knowledge for the prevention and elimination of the various manifestations of violence against children and monitoring of progress achieved, through advocacy and communication, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the development of a thematic study on violence against children on the move.

## **4. Highlighted planned result for 2020**

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### **Increase the visibility of violence against children on the international agenda**

The adoption of the 2030 Agenda placed ending violence against children on the international development agenda for the first time. The Special Representative has continued to advocate that ending all forms of violence against children is essential to implementing the 2030 Agenda.

In 2018, the preparation of the report of the Secretary-General on bullying and associated activities, including the engagement of Member States, United Nations partners and civil society, helped to raise awareness and mobilize action to address this important dimension of violence against children. The recommendations contained in the report and in General Assembly resolution 73/154 on bullying recognized the need to systematically address peer-on-peer violence.

#### *Challenge and response*

The challenge is to systematically address bullying and cyberbullying.

In response, for 2020, and building on the momentum created by the report of the Secretary-General and the United Nations Educational, Scientific and Cultural Organization global status report on school violence and bullying, the Special Representative will advocate giving increased attention to peer-on-peer violence and its negative impact on children's lives, including through the development of an internationally agreed indicator on bullying, as recommended in the report of the Secretary-General.

#### *Result and evidence*

The planned deliverable is expected to contribute to the result, which is increased commitment and action from Member States, other United Nations agencies and civil society to prevent and respond to peer-on-peer violence.

Evidence of the result, if achieved, will be the inclusion of an indicator on bullying in the global indicator framework for the targets of the Sustainable Development Goals after the 2020 review, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
Recognition by Member States of the need to address bullying and cyberbullying systematically, as evidenced by General Assembly resolution <a href="#">73/154</a>	Wide recognition by Member States of the highly negative impact that peer-on-peer violence has on children’s lives, which will manifest itself through their active engagement of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators and the inclusion of violence against children, including bullying, in voluntary national reporting on the Sustainable Development Goals	Inclusion of an indicator on bullying in the global indicator framework for the targets of the Goals after the 2020 review

1.109 The Office of the Special Representative will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**5. Deliverables for the period 2018–2020**

1.110 Table 1.21 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.21  
**Office of the Special Representative of the Secretary-General on Violence against Children: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
<b>B. Generation and transfer of knowledge</b>				
Publications (number of publications)	1	–	2	1
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

## 6. Most significant relative variances in deliverables

### Variances between the actual and planned figures in 2018

- 1.111 The variance in publications was driven mainly by the need to reflect the outcomes of the Intergovernmental Conference to Adopt the Global Compact for Safe, Orderly and Regular Migration, held in December 2018, owing to the outcome being incorporated into the publications for 2019.

### Variances between the planned figures for 2020 and 2019

- 1.112 The variance in publications is driven mainly by only one additional publication in 2019 as a postponed deliverable of 2018, as reflected in paragraph 1.111.

## B. Proposed post and non-post resource requirements for 2020

1.113 The proposed regular budget resources for 2020 amount to \$2,394,900 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figure 1.XV and table 1.22. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 1.22

### Office of the Special Representative of the Secretary-General on Violence against Children: evolution of financial and post resources

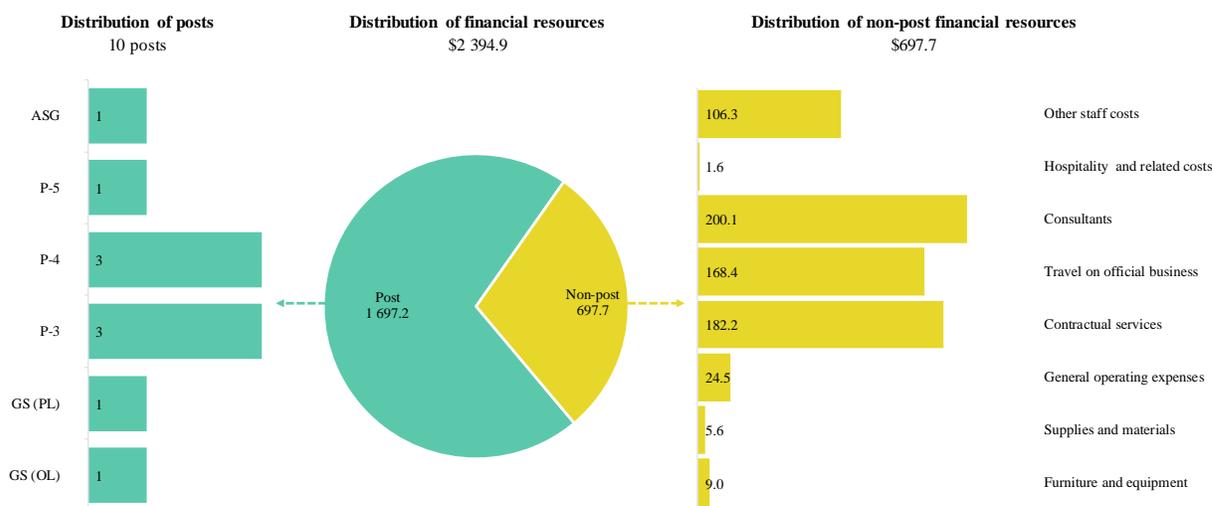
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	1 727.4	1 697.2	–	–	–	–	–	1 697.2	82.0	1 779.2
Non-post	442.9	697.7	–	–	–	–	–	697.7	11.1	708.8
<b>Total</b>	<b>2 170.3</b>	<b>2 394.9</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2 394.9</b>	<b>93.1</b>	<b>2 488.0</b>
<b>Post resources by category</b>										
Professional and higher		8	–	–	–	–	–	8	–	–
General Service and related		2	–	–	–	–	–	2	–	–
<b>Total</b>		<b>10</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>10</b>	<b>–</b>	<b>–</b>

Figure 1.XV

### Office of the Special Representative of the Secretary-General on Violence against Children: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



Abbreviation: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

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

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- 1.114 The Office of the Special Representative of the Secretary-General on Violence against Children is supported by extrabudgetary resources, estimated at \$631,200, as reflected in annex II. The resources would be utilized to complement other resources available to the Office to carry out various activities and to enhance its impact and outreach, strengthen the implementation of its programme of work and increase the provision of technical advice and support to Member States, regional organizations and other partners.



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## VII. Office of the Victims' Rights Advocate



### Foreword

Thousands of women and men who work for the United Nations uphold the values of its Charter and often work in situations of great personal risk and sacrifice. United Nations activities, however, especially in the field, have been undermined by allegations of sexual exploitation and abuse, not only by peacekeepers, but also by associated non-United Nations forces and civilians in different contexts.

Conduct leading to these allegations is life-changing for victims. It also undermines the critical work of the United Nations around the world, compromising its credibility and putting at risk the people whom we have pledged to serve and assist. The Secretary-General set out a four-pronged strategy to address this abhorrent behaviour in early 2017 ([A/71/818](#)): putting the rights and dignity of victims first; ending impunity; building a multi-stakeholder network of support; and reorienting the approach to strategic communication to raise awareness of sexual exploitation and abuse worldwide.

I focus on developing policies to put the rights and dignity of victims at the forefront of United Nations efforts against sexual exploitation and abuse. I identify ways to prevent this inhumane behaviour and, if it occurs, promote and protect the interests of victims. I give visibility to those who have suffered and address the stigmatization and discrimination that victims often face, including through connecting with them personally. I amplify the voices of victims and support them as they rebuild their lives, ensuring that they are provided with all possible assistance.

To bolster support to victims in the field, victims' rights advocates have been identified in the Central African Republic, the Democratic Republic of the Congo, Haiti and South Sudan. They are the main contact for all victims and take steps to ensure that a victim-centred, gender- and child-sensitive and non-discriminatory approach is integrated into all activities to support and assist victims. Where needed, advocates will be appointed in other humanitarian and development contexts.

We cannot lose sight of the victims and the impact that such conduct has on their lives. We must recognize this and acknowledge that we stand alongside them. We must ensure that they are provided with all possible assistance, that their views are heard, listened to and respected and that their cases are taken seriously and the perpetrators appropriately sanctioned. There is much more we can do together to support those most affected by this conduct, as they rebuild their lives.

*(Signed)* Jane Connors  
Victims' Rights Advocate

## Overall orientation

### Mandates and background

- 1.115 The Office of the Victims' Rights Advocate is responsible for supporting and enhancing integrated and strategic policy measures to prevent and respond to sexual exploitation, which focuses on the rights and dignity of victims. The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [62/214](#), [71/278](#), [71/297](#) and [72/312](#). Sexual exploitation and abuse committed by personnel serving under the United Nations flag is one of the primary concerns of the Secretary-General, Member States and the international community, and its impact on victims has received increased attention. The Office interacts and works with all Member States, the United Nations system and a range of stakeholders, including civil society and the media, to ensure that reliable gender- and child-sensitive pathways exist for every victim or witness to file complaints and that assistance is rapidly and sensitively delivered.

### Alignment with the Charter of the United Nations and the Sustainable Development Goals

- 1.116 The mandates of the Office of the Victims' Rights Advocate guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purpose to achieve international cooperation in solving international problems of an economic, social, cultural, or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with a number of Sustainable Development Goals, as reflected in paragraphs 1.125 and 1.126.
- 1.117 The objective of the Office is also aligned with the Beijing Declaration and Platform for Action, the Doha Declaration, Action for Peacekeeping, Security Council resolution [2436 \(2018\)](#) and General Assembly resolution [70/262](#) on sustaining peace and Council resolutions [1325 \(2000\)](#) on women and peace and security and [2419 \(2018\)](#) on youth and peace and security.

### Recent developments

- 1.118 The year 2018 saw allegations of sexual exploitation and abuse, including in the development and humanitarian sectors, which gained increased international media attention and concern among Member States and civil society. The role and responsibility of the United Nations to set global standards, from prevention to response, is a priority of Member States, as affirmed in the collective statement of 27 September 2018 issued by the Secretary-General and the circle of leadership on the prevention of and response to sexual exploitation and abuse in United Nations operations, comprising Heads of State and Government, endorsed by all Secretariat entities and 21 agencies, funds and programmes.

### Strategy and external factors for 2020

- 1.119 The Office of the Victims' Rights Advocate will continue to promote international, regional and national approaches to victims' rights and assistance in all its aspects.
- 1.120 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:

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

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- (a) The political environment will continue to be supportive of the United Nations leadership role and strategy to prevent and respond to sexual exploitation and abuse;
  - (b) The political environment will continue to support the prioritization of the rights and dignity of victims in United Nations efforts.
- 1.121 The Office of the Victims' Rights Advocate integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, increased awareness by and responsiveness of the United Nations system and the international community to victims' rights issues and the scaling up of victims' assistance support the Organization's work to address gender inequality and discrimination, which underlie sexual exploitation and abuse, through outreach programmes, special events and information materials.
- 1.122 With regard to cooperation with other entities, inter-agency coordination and liaison, and civil society organizations in the relevant areas under the responsibility of the mandate, the Office of the Victims' Rights Advocate will ensure regular interaction and implementation of joint initiatives with the members of the High-Level Steering Group on preventing sexual exploitation and abuse, the working group on combating sexual exploitation and abuse and the members of the Inter-Agency Standing Committee, the primary mechanism for the coordination of humanitarian assistance.

**Evaluation activities**

- 1.123 The following self-evaluation is planned for 2020: effectiveness of the Office of the Victims' Rights Advocate. It would identify new areas for engagement and collaboration.

## A. Proposed programme plan for 2020 and programme performance for 2018



### 1. Objective

- 1.124 The objective, to which this Office contributes, is to prioritize the rights and dignity of victims when preventing and responding to sexual exploitation and abuse.

### 2. Alignment with the Sustainable Development Goals

- 1.125 The objective is aligned with Sustainable Development Goal 5, which is to achieve gender equality and to empower all women and girls. Progress towards the attainment of the objective will help to end all forms of violence against women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- 1.126 The objective is also aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to significantly reduce all forms of violence everywhere; end abuse, exploitation, trafficking and all forms of violence against and torture of children; promote the rule of law at the national and international levels and ensure equal access to justice for all; and strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence.

### 3. Highlighted result in 2018

#### Victims first

In 2018, the Office of the Victims' Rights Advocate strengthened partnerships and coordination among Member States, United Nations entities, intergovernmental and regional organizations, civil society and other actors to prioritize the rights and dignity of victims and deepen understanding of a victim-centred approach in the United Nations prevention of and response to sexual exploitation and abuse.

The Office piloted a project to map victims' rights services and approaches available throughout the United Nations system and beyond in eight countries where sexual exploitation and abuse have been reported. The mapping helped to assess the level and quality of assistance provided to victims and identified lacunae and areas for improvements.

Wide-ranging consultations were held for United Nations and external stakeholders to develop a shared understanding of the core principles and elements of a victim-centred approach and identified areas where further action was required to operationalize these principles. Field missions to Haiti, Jordan and Lebanon provided United Nations system actors with an opportunity to collectively assess the



*Field visit of the Special Representative to Haiti. Source: United Nations photo*

support provided to victims in the prevention of and response to sexual exploitation and abuse, including gaps and areas of overlap. They also created a context in which to craft stronger partnerships on the ground in order to address identified gaps. Confidential meetings held with victims provided concrete information on their aspirations and needs in victims' support assistance.

*Result and evidence*

The deliverables contributed to the result, which is the mainstreaming of a victim-centred approach into the United Nations response to sexual exploitation and abuse and increased responsiveness of the United Nations system and the international community more broadly to victims' rights issues.

Throughout the United Nations system, evidence of the result includes the strengthened commitments by the Inter-Agency Standing Committee on protection from sexual exploitation and abuse and the scaling-up of country-level mechanisms to improve safe and accessible reporting for victims, provide victims assistance and enhance accountability for perpetrators; the introduction of a dedicated victims' assistance tracking database in all peace operations and special political missions; and the inclusion of a victim-centred approach in the uniform principles and guidelines for investigations of sexual exploitation and abuse under development by the United Nations Representatives of Investigations Services standing task force, in consultation with the Victims' Rights Advocate. Further evidence includes the increased attention among Member States and civil society on victims' rights and assistance issues in United Nations and other multilateral forums, for example, at the international Safeguarding Summit in November 2018 and through commitments, such as the Declaration of Shared Commitments on United Nations Peacekeeping Operations of August 2018, the Whistler Declaration on Protection from Sexual Exploitation and Abuse in International Assistance of June 2018 and the Tidewater Joint Statement on Combating Sexual Exploitation and Abuse in the Development and Humanitarian Sectors of June 2018.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 1.127 A planned result for 2018, which is the increased transparency and awareness of victims' needs in the life cycle of a sexual exploitation and abuse report (from complaint to final disposition) through enhanced coordination of United Nations system actors, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by progress towards the finalization of policies and frameworks that incorporate a victim-centred perspective, including the Uniform Protocol on the Provision of Assistance to Victims of Sexual Exploitation and Abuse, which is expected to be endorsed by the High-Level Steering Group on sexual exploitation and abuse. The Protocol would strengthen a coordinated system-wide approach in the provision of assistance for victims through a victim-centred approach.

#### **4. Highlighted planned result for 2020**

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##### **Victims first at the regional and national levels**

In 2018, the Victims' Rights Advocate called for and strengthened cooperation among Member States, United Nations entities, international organizations, civil society and other stakeholders in order to mainstream a victim-centred approach throughout the United Nations system, including operations on the ground. She also strengthened cooperation among United Nations entities and their partners to improve capacities to provide and deliver assistance and support services to victims.

*Challenge and response*

The challenge is the continued lacunae in assistance and services available to victims on the ground and that a victim-centred approach had not been implemented fully throughout the United Nations system.

In response, for 2020, the Victims' Rights Advocate will operationalize the principles set out in a statement being prepared on victims' rights by developing technical and policy guidance for field victims' rights advocates and stepping up advocacy for the designation of victims' rights focal points in a number of countries and settings,

anchored to peacekeeping missions and humanitarian and United Nations country teams, building on the achievements of existing field victims’ rights advocates. The statement, to be issued in 2019, constitutes a common point of reference for United Nations personnel and provides policy guidance for the Organization on integrating the rights and dignity of victims into efforts system-wide to prevent and respond to sexual exploitation and abuse.

*Result and evidence*

The planned deliverable is expected to contribute to the result, which is stronger capacity of the United Nations system to provide victims’ services and support in the field.

Evidence of the result, if achieved, will include an increased number of designated victims’ rights focal points forming a network across peacekeeping missions and humanitarian and United Nations country teams to integrate a victim-centred approach system-wide and develop and implement coordinated strategies, programmes and activities on victims’ rights and assistance, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
Four field victims’ rights advocates in place in the United Nations Mission for Justice Support in Haiti, the United Nations Multidimensional Integrated Stabilization Mission in the Central Africa Republic, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and the United Nations Mission in South Sudan	Designation of additional victims’ rights focal points in a number of countries and settings	Network of victims’ rights focal points formed to integrate a victim-centred approach system-wide and improve responses to victims’ rights and assistance through the development and implementation of relevant strategies, programmes and activities

- 1.128 The Office of the Victims’ Rights Advocate will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**5. Deliverables for the period 2018–2020**

- 1.129 Table 1.23 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.23

**Office of the Victims' Right Advocate: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	–	1	1	1
Seminars, workshops and training events (number of days)	–	2	2	2
Publications (number of publications)	–	–	1	1
<b>Non-quantified deliverables</b>				
<b>B. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>C. Communication deliverables</b>				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

## 6. Most significant relative variances in deliverables

### Variations between the actual and planned figures in 2018

- 1.130 The variance in field and technical cooperation projects, seminars, workshops and training events, and publications was driven mainly by planned activities and initiatives developed, owing to the extensive consultations with Member States, United Nations entities, civil society and other relevant stakeholders on the role and mandate, and on the identified gaps in victims' assistance and support system-wide upon appointment of the Victims' Rights Advocate.

## B. Proposed post and non-post resource requirements for 2020

1.131 The proposed regular budget resources for 2020 amount to \$814,600 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figure 1.XVI and table 1.24. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 1.24

### Office of the Victims' Rights Advocate: evolution of financial and post resources

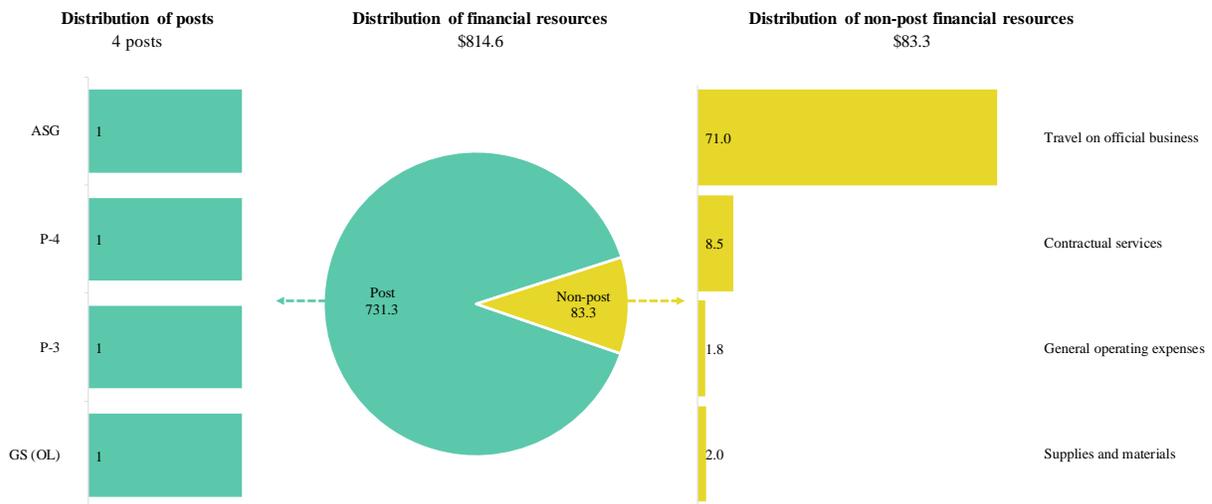
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	697.8	731.3	–	–	–	–	–	731.3	16.0	747.3
Non-post	90.8	83.3	–	–	–	–	–	83.3	1.2	84.5
<b>Total</b>	<b>788.6</b>	<b>814.6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>814.6</b>	<b>17.2</b>	<b>831.8</b>
<b>Post resources by category</b>										
Professional and higher		3	–	–	–	–	–	3	–	–
General Service and related		1	–	–	–	–	–	1	–	–
<b>Total</b>		<b>4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4</b>	<b>–</b>	<b>–</b>

Figure 1.XVI

### Office of the Victims' Rights Advocate: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



Abbreviation: ASG, Assistant Secretary-General; GS (OL), General Service (Other level).

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## VIII. Office of the United Nations Ombudsman and Mediation Services



### Foreword

The United Nations is expected to address challenging situations from peace and security to environment and health, and from free trade and human rights to employment and migration management. Given its complex mandate and global presence, staff members of the Organization find themselves increasingly exposed to hardship, security risks and physical and psychological health risks. At the same time, staff are adapting to changes in their work environment as the United Nations reforms the way in which it delivers services to the world.

In that context, my mission as the United Nations Ombudsman is to support a positive and enabling work environment for all United Nations staff so that they can do their work with minimal interruption and maximum attention to delivering the mandates entrusted to them by Member States. My experience, however, tells me that too much time in the workplace is spent on dealing with interpersonal conflict, miscommunication or negative behaviours such as abuse of authority and instances of harassment. This has a negative impact on an organization and can pose a significant threat to the ability and capacity of an organization to implement its mandates.

Having served as an ombudsman for many years, I have repeatedly witnessed that, when staff are stuck in conflict at work, it is very difficult for them to be productive. I see how they can become demotivated and how they may lose their enthusiasm and eagerness to serve the people of the world. This is where an ombudsman's office steps in and helps not only to manage and resolve workplace issues, but also, and more importantly, builds the capacity of managers and staff to manage conflicts effectively in the first place.

On the basis of the principles of informality, independence, neutrality and confidentiality, the Office of the United Nations Ombudsman and Mediation Services addresses conflicts in meaningful ways: discussion of options, shuttle diplomacy, facilitating dialogue, conflict coaching and mediation.

Approximately 2,700 cases were handled by my office in 2018, providing staff members with a safe space, a confidential ear, a neutral listener and an independent person to help to identify options for solutions.

I and my team stand ready to help staff and the Organization to stay effective and productive.

My vision for 2020 is that my Office will respond to the growing number of requests in a timely manner, maximizing the use of resources and finding innovative ways to serve United Nations staff around the globe. At the same time, my team will support staff in building the skills necessary for effective conflict management and provide systematic feedback to effect more sustainable improvements in the workplace.

*(Signed)* Shireen L. **Dodson**  
United Nations Ombudsman

## Overall orientation

### Mandates and background

- 1.132 The Office of the United Nations Ombudsman and Mediation Services is responsible for providing confidential, impartial and independent conflict resolution services to address work-related issues of staff members. The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [55/258](#) and [56/253](#). The Office was further strengthened by the Assembly, pursuant to its resolutions [61/261](#) and [62/228](#), to create a single, integrated and geographically decentralized Office covering the Secretariat, the funds and programmes of the United Nations and UNHCR.

### Alignment with the Charter of the United Nations and the Sustainable Development Goals

- 1.133 The mandates of the Office of the United Nations Ombudsman and Mediation Services guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purpose to be a centre for harmonizing the actions of nations in the attainment of these common ends, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with all Sustainable Development Goals, as reflected in paragraph 1.142.

### Recent developments

- 1.134 In paragraph 13 of its resolution [73/276](#), the General Assembly reaffirmed that the informal resolution of conflict is a crucial element of the system of justice, emphasizing that all possible use should be made of the informal system in order to avoid unnecessary litigation. In the same resolution, the Assembly also welcomed the analysis of the root causes of conflict (para. 9), encouraged the Office of the United Nations Ombudsman and Mediation Services to intensify its outreach activities (para. 15) and requested the Secretary-General to establish, within existing resources, a pilot project to offer access to informal dispute resolution services to non-staff personnel.

### Strategy and external factors for 2020

- 1.135 In 2020, the Office of the United Nations Ombudsman and Mediation Services will continue to provide conflict resolution services to staff and will revolve around three core areas: case intervention, systematic feedback and prevention through capacity-building. With regard to geographical coverage, the strategic focus will be on providing equal access to conflict resolution services to staff, irrespective of location. The regional ombudsmen will ensure continuous engagement in their relevant regions. In order to strengthen the capacity of the Office in providing ombudsman service to staff at Headquarters, existing resources in New York were realigned to put in place a dedicated team of conflict resolution officers to service staff in New York and offices in the geographical regions. This change, as reflected in the organizational chart in annex I, will strengthen and enhance the effectiveness of operations. Where it is not feasible to provide services through face-to-face interventions, the Office will explore other forms of virtual outreach. To address frequent root causes of conflict and as part of the Office's capacity- and skills-building approach to conflict management, it will engage on mitigating the risks inherent to the implementation of change processes and the risks posed by inappropriate behaviours in the workplace. This strategic focus will be supported by capacity-building interventions, including the implementation of the civility initiative.

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

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- 1.136 In 2018, the Office of the United Nations Ombudsman and Mediation Services provided conflict resolution services in approximately 2,700 cases. The demand for conflict resolution services therefore remained high, with a slight increase, compared with 2017, when 2,579 cases were handled. Accordingly, the Office focused on efforts to identify measures that would contribute to a workplace in which staff are respectful of diversity, attentive to the dignity of all and are civil in their interactions.
- 1.137 The Office of the United Nations Ombudsman and Mediation Services contributes to achieving a harmonious, healthy and productive workplace for all United Nations staff so that they can perform at their best. Workplace conflict of any kind often results in stress and anxiety and, subsequently, in low performance, exposing the work of the Organization to unnecessary productivity risks. Through its geographically decentralized presence in New York, Bangkok, Entebbe, Uganda, Nairobi, Santiago and Vienna, the global team of ombudsmen and mediators helps the United Nations staff to manage workplace conflict effectively and thus contributes to the effective and efficient functioning of the Organization.
- 1.138 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Staff members, including those in supervisory functions, avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;
  - (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the Tribunals;
  - (c) The caseload increases steadily.
- 1.139 The Office of the United Nations Ombudsman and Mediation Services integrates a gender perspective in its operational activities, deliverables and results, as appropriate. This will include, for example, integrating a gender perspective into the provision of conflict resolution services; identifying systemic issues and providing feedback on gender inequalities, as observed in cases brought forward; ensuring gender balance in the teams when conducting outreach and other activities to staff; and compiling gender-disaggregated data.
- 1.140 With regard to cooperation with other entities, the Office of the United Nations Ombudsman and Mediation Services will continue to cooperate with the ombudsmen and mediators of the United Nations system so as to contribute to system-wide cohesion and impact in the area of conflict resolution in the workplace.

## A. Proposed programme plan for 2020 and programme performance for 2018



### 1. Objective

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

### 2. Alignment with the Sustainable Development Goals

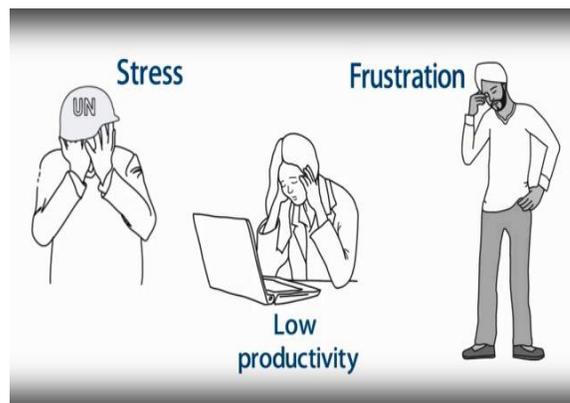
- 1.142 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

### 3. Highlighted result in 2018

#### How the lack of civil behaviour may have an impact on mandate delivery

In 2018, the Office of the United Nations Ombudsman and Mediation Services piloted its first workshop dedicated to civility as part of a larger civility campaign.

Over the years, the Office has received many cases that indicate that a lack of civil behaviour may cause significant disruptions in the workplace and contribute to conflict escalation. It was found that incivility, exclusion and disrespect are the recurring behaviours that pose a significant threat to a harmonious and productive workplace. Organizational survey data validate this observation. If not addressed, these behaviours may escalate to more serious instances of abuse of authority, harassment including sexual harassment, and discrimination, even misconduct. Given the impact on the overall health of the workplace and the potential impact on mandate delivery, in 2018, the United Nations Ombudsman brought this observation to the attention of the Secretary-General and, in consultation with stakeholders, initiated a civility campaign. The deliverable, a workshop focused on community, communication and civility, was piloted in Vienna and Nairobi, with 150 participants. As one of the outcomes of a civility workshop at the Economic Commission for Latin America and the Caribbean (ECLAC), participants signed a pledge that they displayed on their doors: “ECLAC is our second home. It is where we spend most of our day. It is therefore essential that everyone contributes to a pleasant work environment, by treating each other in a courteous and civil manner at all times. Have a happy and creative day”.



*Lack of civil behavior negatively affects staff and the workplace.  
Source: Office of the United Nations Ombudsman and Mediation Services*

*Result and evidence*

The deliverable contributed to the result, which is an increased understanding and awareness of workplace civility. Evidence of the result includes positive feedback received from the participants of the workshops. For example, one participant noted, “The workshop stimulated thinking and thoughtful assessment of one’s behaviour, especially when encountering complex and conflicting situations”.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 1.143 A planned result for 2018, which is enhanced informal resolution of potential conflicts globally, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the approximately 2,700 cases handled by the Office of the United Nations Ombudsman and Mediation Services, whereby the full set of conflict resolution services was provided in these cases.

**4. Highlighted planned result for 2020**

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**Increased awareness and skill sets to foster civility in the workplace**

In 2018, the Office of the United Nations Ombudsman and Mediation Services provided informal conflict resolution services in 2,700 cases, many of which continued to indicate that inappropriate behaviour of staff members, including management, is a driver of conflict in the workplace. To address this, the Office piloted a new workshop on dignity and civility in the workplace.

*Challenge and response*

The challenge is the continued lack of awareness and attention to the role that dignity and civility play in a harmonious workplace.

In response, for 2020, and based on the pilot workshops in 2018, the Office plans to implement a sustained civility campaign, with a focus on building among staff the necessary skills that contribute to an organizational culture based on civility, dignity, respect and inclusion. The Office’s civility campaign will be delivered as part of the Secretary-General’s organization-wide efforts on civility. The Office will conduct activities in three areas that are linked closely to conflict management: organizational culture, community and communication.

*Result and evidence*

The planned deliverable is expected to contribute to the result, which is a better understanding of dignity and how to foster civility in the workplace.

Evidence of the result, if achieved, will include guidelines in place for heads of entities to enable effective conversations around civility, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
Feedback received from respondents	Consensus in the Organization to make civility a priority	Guidelines in place for heads of entities to enable effective conversation around civility

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- 1.144 The Office the United Nations Ombudsman and Mediation Services will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**5. Deliverables for the period 2018–2020**

- 1.145 Table 1.25 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.25

**Office of the United Nations Ombudsman and Mediation Services: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Internal justice and oversight				
Administration of justice				

## B. Proposed post and non-post resource requirements for 2020

1.146 The proposed regular budget resources for 2020 amount to \$3,611,400 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figure 1.XVII and table 1.26. The proposed resource level provides for the full, efficient and effective implementation of mandates.

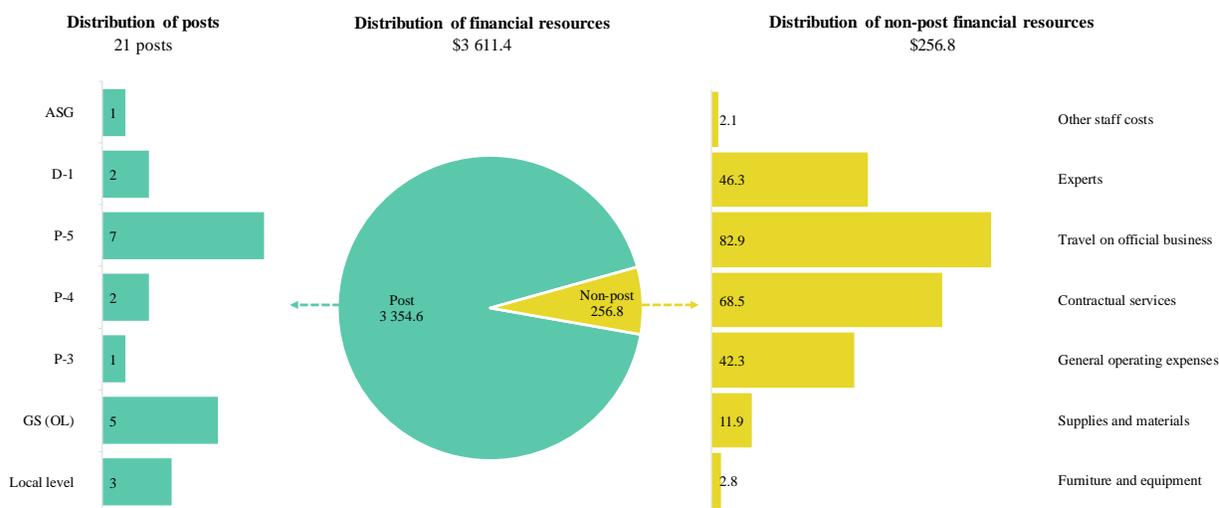
Table 1.26  
Office of the of the United Nations Ombudsman and Mediation Services: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	2020 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total			
<b>Financial resources by main category of expenditure</b>									
Post	3 322.1	3 354.6	–	–	–	–	3 354.6	143.2	3 497.8
Non-post	208.5	256.8	–	–	–	–	256.8	4.2	261.0
<b>Total</b>	<b>3 530.6</b>	<b>3 611.4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3 611.4</b>	<b>147.4</b>	<b>3 758.8</b>
<b>Post resources by category</b>									
Professional and higher		13	–	–	–	–	13	–	–
General Service and related		8	–	–	–	–	8	–	–
<b>Total</b>		<b>21</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>21</b>	<b>–</b>	<b>–</b>

Figure 1.XVII  
Office of the of the United Nations Ombudsman and Mediation Services: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level).

- 1.147 The Office of the United Nations Ombudsman and Mediation Services is supported by other assessed resources, estimated at \$2,257,000, as reflected in annex II. The other assessed resources would provide for nine posts. The resources would provide support for clients based in peacekeeping missions that require a dedicated capacity to carry out a broad overview, coverage and analysis of systemic issues arising in the field. The increase of \$80,400 reflects the adjustment of standard salary costs.

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## IX. Office of Administration of Justice



### Foreword

The United Nations is staffed by individuals who believe in its mission and who want to contribute to fulfilling the aims and aspirations in the Charter of the United Nations. Every member of our workforce, regardless of duty station, function or title, should come to work each day feeling a sense of joy, pride and purpose in what we do, knowing that each of us can make a difference for the peoples of the world.

In a work environment such as the United Nations, which brings together diverse cultures and different personalities, working and communication styles, and organizational structures, it is not unusual for misunderstandings or grievances to arise. If not managed properly, workplace disputes destroy trust, create unhealthy working relationships and demoralize and demotivate staff. Grievances that are not addressed can adversely affect the Organization's work.

Having visited a number of headquarters and field duty stations globally over the years in my prior roles, I have witnessed the damaging effects of unresolved disputes: unhappy staff, increased absenteeism, low programme delivery and high turnover. By contrast, I also saw highly motivated and energized staff achieving exceptional results when working in healthy, harmonious and supportive settings. These experiences inspire me in my role to coordinate the proper functioning of the internal justice system and ensure that it operates in a fair, efficient and transparent manner.

The United Nations is committed to supporting Member States in achieving the Sustainable Development Goals aimed at ending poverty, protecting the planet and ensuring prosperity for all. To this end, the Organization requires high-performing staff, with access to a well-functioning internal justice system that adequately addresses employment-related disputes. An effective administration of justice system will provide timely delivery of a high quality of justice and ensure respect for the rights and obligations of staff and the accountability of staff and managers alike, as envisaged by the General Assembly. This helps the United Nations to fulfil its promise to humankind.

*(Signed)* Alayne **Frankson-Wallace**  
Executive Director, Office of Administration of Justice

## Overall orientation

### Mandates and background

- 1.148 The Office of Administration of Justice is responsible for the overall coordination of the formal system of administration of justice and for contributing to its functioning, in a fair, transparent and efficient manner. The mandate derives from relevant General Assembly resolutions and/or decisions, including resolutions [61/261](#), [62/228](#) and [63/253](#), which established a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice, and placed an emphasis on the need to ensure the fair and just treatment of United Nations staff and the accountability of managers and staff alike. In furtherance of Assembly resolutions [72/256](#) and [73/276](#), a continued expansion of outreach and communication strategies is foreseen in order to provide increased awareness of and access to workplace dispute resolution mechanisms, with a focus on field missions and offices.

### Alignment with the Charter of the United Nations and the Sustainable Development Goals

- 1.149 The mandates of the Office of Administration of Justice guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purpose to be a centre for harmonizing the actions of nations in the attainment of these common ends, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with all Sustainable Development Goals, as reflected in paragraph 1.156.

### Strategy and external factors for 2020

- 1.150 The Office of Administration of Justice routinely uses various platforms and media to advocate the informal resolution of work-related disputes. Given that decisions of the Organization that concern large numbers of staff members have an impact on the formal system of internal justice, the Office intends to improve access to jurisprudence of the Tribunals to mitigate the effects of ongoing organizational changes. By providing easy access to jurisprudential digests, the Office will help managers to be better informed when making decisions and help staff to determine whether their case has a reasonable chance of success.
- 1.151 The Office of Administration of Justice provides substantive, technical and administrative support to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal through their Registries, assists staff members and their representatives in pursuing claims and appeals through the Office of Staff Legal Assistance and provides assistance, as appropriate, to the Internal Justice Council. The Office is also mandated to disseminate information about the internal justice system.
- 1.152 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;
  - (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the Tribunals;
  - (c) Caseload remains stable;
  - (d) Staff members in remote locations have Internet connectivity to file electronically.

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

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- 1.153 The Office of Administration of Justice integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Accordingly, the Office advises the Secretary-General on systemic issues relating to the administration of internal justice and recommends changes that would improve the functioning of the system. The Office would accordingly identify any systemic issues concerning gender inequality in access to the internal justice system and recommend remedial action.
- 1.154 With regard to inter-agency coordination and liaison, the Office of Administration of Justice launched a comprehensive outreach strategy to provide staff with better access to information and resources to resolve workplace grievances. In order to continue to implement this strategy and reach out to the largest number of staff members possible, in particular in the field, the Office intends to work collaboratively with a number of entities and relevant offices in the separately administered funds, programmes and entities.

## A. Proposed programme plan for 2020 and programme performance for 2018



### 1. Objective

- 1.155 The objective, to which this Office contributes, is to ensure respect for the rights and obligations of staff members and the accountability of managers and staff members alike.

### 2. Alignment with the Sustainable Development Goals

- 1.156 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

### 3. Highlighted result in 2018

#### Enhanced access to justice for a global workforce

Enhancing access to justice includes efforts to promote accessibility and eliminate barriers that prevent staff members from understanding and exercising their rights or observing their obligations.

In 2018, to ensure better access to information on the various elements of the internal justice system, the Office of Administration of Justice undertook a major project to overhaul its website. To achieve this goal, the Office completely revisited how information on the system is communicated.

#### Result and evidence

The deliverable contributed to the result, which is improved access to information to staff members who are the core users of the internal justice system, especially those in the field, thus enabling them to make informed decisions on how to best utilize the internal justice system to resolve their grievances.

Evidence of the result includes positive feedback received on the website from staff members and staff representatives.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.



Administration of justice page on the United Nations website. Source: Office of Administration of Justice.

- 1.157 A planned result for 2018, which is greater awareness and understanding among staff about the internal justice system at the United Nations, including, inter alia, access, procedures, deadlines and the role of the Office of Staff Legal Assistance, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 34 outreach activities undertaken to disseminate information about the system of internal justice at the United Nations. For example, the Office provided 12 information sessions on the system and its role therein and held legal clinics for staff in various duty stations, including five peacekeeping missions. The remaining activities

included publications in hard copy and electronic media, webinars, face-to-face training and an informational video.

#### **4. Highlighted planned result for 2020**

##### **Improved understanding of jurisprudence among all staff**

In 2018, the Office of Administration of Justice increased access to justice by improving the quality and availability of information through the redesign of its website. This raised awareness among staff of the internal mechanisms available for resolving workplace-related grievances.

##### *Challenge and response*

The challenge is that there remains a need, as widely expressed by users of the internal justice system, for more targeted dissemination of the outcomes of the cases so that staff and managers alike can better understand the rights, obligations and accountability framework within which they operate.

In response, for 2020, the Office will develop a knowledge management tool, namely, a caselaw database, which will be widely available through the website and will summarize the legal findings, issues and implications from the jurisprudence of the Tribunals.

##### *Result and evidence*

The planned deliverable is expected to contribute to the result, which is enhanced understanding of the Tribunals' rulings and enhanced knowledge and decision-making by staff members and managers alike.

Evidence of the result, if achieved, will include data from surveys completed by users of the internal justice system showing their improved awareness and understanding of the jurisprudence on issues that have already been litigated and settled.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

##### *Performance measures*

<i>2018</i>	<i>2019</i>	<i>2020</i>
Expressed interest by users of the internal justice system for a more targeted dissemination of decisions	Expressed interest by users of the internal justice system of seminal decisions by the United Nations Appeals Tribunal and the United Nations Dispute Tribunal since 2009 that constitute jurisprudence on key legal issues regarding the United Nations administrative law framework	Data from surveys completed by users of the internal justice system showing their improved awareness and understanding of the jurisprudence on issues that have already been litigated and settled

- 1.158 The Office of Administration of Justice will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

#### **5. Deliverables for the period 2018–2020**

- 1.159 Table 1.27 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.27

**Office of Administration of Justice: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	3	3	3	2
Substantive services for meetings (number of three-hour meetings)	32	38	34	24
<b>Non-quantified deliverables</b>				
<b>B. Substantive deliverables</b>				
Databases and substantive digital materials				
<b>C. Communication deliverables</b>				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				
<b>E. Enabling deliverables</b>				
Legal services				
Legal advice				
Internal justice and oversight				
Administration of justice				

**6. Most significant relative variances in deliverables****Variances between the actual and planned figures in 2018**

- 1.160 The variance in substantive services for meetings was driven mainly by the need to service additional meetings, owing to requests by the Internal Justice Council.

**Variances between the planned figures for 2020 and 2019**

- 1.161 The variance in parliamentary documentation and substantive services for meetings is driven mainly by the ad hoc report of the Internal Justice Council, owing to the judicial appointments and related meetings. Such ad hoc reports occur when the mandate of one or more judges ends, resulting in one or more judicial vacancies that need to be filled on the recommendation of suitable candidates by the Council. In 2019, there was an ad hoc report of the Council owing to General Assembly resolution [73/276](#), which established four new judicial posts in the United Nations Dispute Tribunal for which the Council was required to select and nominate qualified candidates. No such reports are expected in 2020.

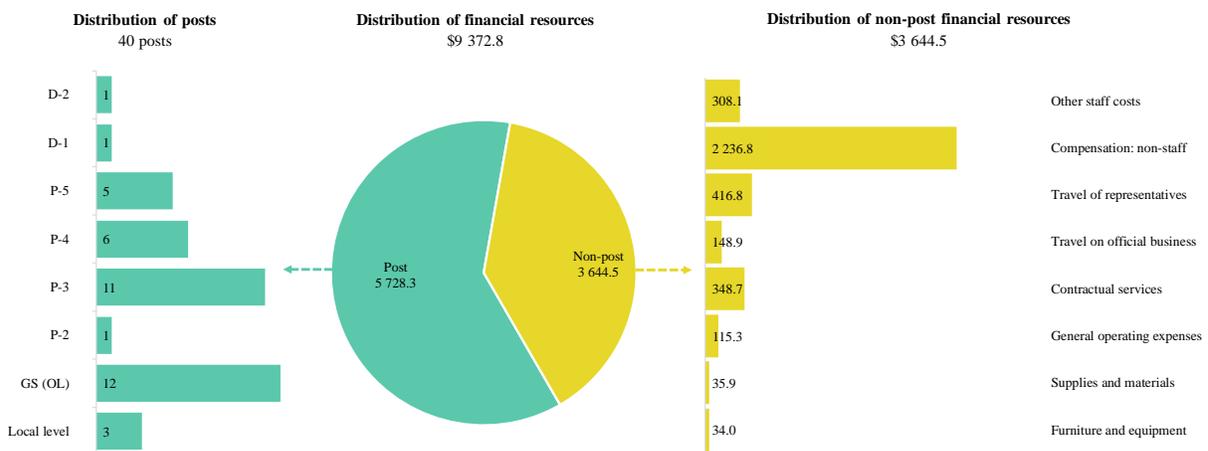
## B. Proposed post and non-post resource requirements for 2020

1.162 The proposed regular budget resources for 2020 amount to \$9,372,800 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figure 1.XVIII and table 1.28. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 1.28  
**Office of Administration of Justice: evolution of financial and post resources**  
 (Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total		
<b>Financial resources by main category of expenditure</b>								
Post	5 058.3	5 728.3	–	–	–	–	5 728.3	5 954.3
Non-post	3 865.0	3 644.5	–	–	–	–	3 644.5	3 675.7
<b>Total</b>	<b>8 923.3</b>	<b>9 372.8</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>9 372.8</b>	<b>9 630.0</b>
<b>Post resources by category</b>								
Professional and higher		25	–	–	–	–	25	–
General Service and related		15	–	–	–	–	15	–
<b>Total</b>		<b>40</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>40</b>	<b>–</b>

Figure 1.XVIII  
**Office of Administration of Justice: distribution of proposed resources for 2020 (before recosting)**  
 (Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level).

1.163 The Office of Administration of Justice is supported by extrabudgetary (\$1,233,300) and other assessed resources (\$191,800), as reflected in annex II. Other assessed resources reflect resources funded from the support account of peacekeeping operations and would provide for one post. Extrabudgetary resources would be utilized to complement other resources available to the Office. The increase of \$13,300 under other assessed resources and \$213,200 under extrabudgetary resources reflects mainly additional legal services to be provided to staff.



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## X. Ethics Office



### Foreword

The Charter of the United Nations requires that all staff members perform their functions consistently and with the highest standards of efficiency, competence and integrity. The Ethics Office is responsible for assisting the Secretary-General in ensuring that all staff are reminded, guided and advised on these requirements. In doing so, the Office administers the financial disclosure of senior and designated officials, reviews complaints for protection of whistle-blowers, provides confidential advice on conflict-of-interest and other ethical matters, conducts outreach and training, and strives for coherence of ethical standards. In 2018, the Office saw a doubling of requests for its services (almost 2,000) from five years ago.

I am privileged to be a part of efforts to inform and advise staff in order to scrupulously apply existing standards of conduct to maintain and enhance public trust in the integrity of the United Nations. The Secretary-General, shortly after assuming office in 2017, recognized the importance of protecting staff and other personnel against retaliation for reporting misconduct and wrongdoing or cooperating with an authorized investigation or audit, and issued a strengthened policy ([ST/SGB/2017/2/Rev.1](#)). This policy encourages United Nations personnel to report misconduct and wrongdoing, thus enabling them to take part in safeguarding resources and in improving operations and the work environment in the United Nations.

To ensure that this message cascaded down throughout the Organization, the 2018 Leadership Dialogue addressed the topic, “Speaking up: when does it become whistle-blowing?” Launched in 2013, the annual Leadership Dialogue involves having the senior managers communicate an ethics message throughout their entities. I am heartened to see an increase in participants each year, with the largest number to date of more than 31,000 in 2018.

I join my colleagues in being proud to be an international civil servant, tasked with assisting Member States in realizing Charter purposes and principles. For 2020, we in the Ethics Office look forward to assisting more staff in resolving conflicts of interest, making better decisions regarding ethical dilemmas and in reporting fraud, misconduct and wrongdoing. The public must not lose confidence in the United Nations being able to maintain international peace and security, promote sustainable development and respect human rights.

*(Signed)* **Elia Yi Armstrong**  
Director, Ethics Office

## Overall orientation

### Mandates and background

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

### Alignment with the Charter of the United Nations and the Sustainable Development Goals

- 1.165 The mandates of the Ethics Office guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purpose to be a centre for harmonizing the actions of nations in the attainment of these common ends, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with all Sustainable Development Goals as reflected in paragraph 1.174.

### Recent developments

- 1.166 The Ethics Office hosted the tenth Conference of the Ethics Network of Multilateral Organizations, held from 9 to 13 July 2018. At the conference, representatives of 31 member organizations exchanged developments, good policies and practices of their work, with a view to benchmarking and improving their own ethics programmes. For 2018, the General Assembly, in its resolution [72/261](#), approved a Legal Officer (P-4) to implement the policy on protection against retaliation for reporting wrongdoing, which was strengthened through two revisions in 2017.

### Strategy and external factors for 2020

- 1.167 The Ethics Office will continue to provide independent and preventive ethics advice, guidance and briefings to staff and management to ensure that ethical standards are met. As a follow-up to the internal review of the Office's procedures in 2016, which had resulted in greater rigour in separating the advisory functions and protection against retaliation functions, the Office will maintain this separation through two units to strengthen and enhance the effectiveness and efficiency of operations, as reflected in organizational chart I in annex I. These realignments will also maximize the utilization of resources and effectively respond to increasing requests for services. In this manner, the Office will contribute to reputational risk mitigation and building public trust in the United Nations, thereby enhancing the credibility and accountability of the Organization. Furthermore, as part of its outreach activities, the Ethics Office will continue to liaise with the Administrative Law Division of the Office of Human Resources, Department of Management Strategy, Policy and Compliance, on identifying ethics issues in destination duty stations as part of its mission planning.

- 1.168 The Ethics Office will continue to support the Organization’s overall strategy on risk management, including identifying and mitigating personal and organizational conflicts of interest. The Office has also upgraded its online platform for administering the financial disclosure programme. The Office will support management in reviewing, on an annual basis, the policy on the protection against retaliation for reporting wrongdoing and cooperating with audits and investigations to ensure that it is in line with international best practices.
- 1.169 The Ethics Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, it will provide advice and awareness-raising to ensure gender-sensitive approaches, such as an appropriate gender balance in the teams when conducting outreach activities to staff and the compilation of gender-disaggregated data, where possible, to monitor trends of staff approaching the Office for its services, with a view to making them more accessible.
- 1.170 With regard to inter-agency coordination and liaison, the Director of the Ethics Office will continue to chair the Ethics Panel of the United Nations to increase coherence in the work of member ethics offices, as reflected in [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#). The Office will continue to participate in the Ethics Network of Multilateral Organizations. It will also continue to administer the financial disclosure requirements of those United Nations system entities that opted to outsource this requirement to the Office. It will further continue to review contested matters by the staff of the funds and programmes of the Ethics Panel.

### **Evaluation activities**

- 1.171 The following evaluation completed in 2018 has guided the programme plan for 2020: Joint Inspection Unit evaluation, “Review of whistle-blower policies and practices in United Nations system organizations”.
- 1.172 The findings of the evaluation referenced in paragraph 1.171 above have been taken into account for the programme plan for 2020, and in line with best practice indicator 4.3 of the above-mentioned report, the Ethics Office has reduced the average number of days to conduct its preliminary reviews from 26 in 2017 to 13 in 2018. This time frame is well within the 30-day limit set forth in section 7.4 of the policy on protection against retaliation.

## A. Proposed programme plan for 2020 and programme performance for 2018



### 1. Objective

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

### 2. Alignment with the Sustainable Development Goals

- 1.174 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

### 3. Highlighted result in 2018

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#### More effective detection and prevention of potential conflicts of interest through the financial disclosure programme

In 2018, in fulfilling the mandate pursuant to General Assembly resolution 66/234, the Ethics Office rolled out a new online platform for financial disclosure with improved user-friendliness and data security after 11 years on the old platform. Equipped with a more streamlined questionnaire, the platform enabled faster and more efficient filing by designated staff, which, in turn, allowed more time for the external reviewers to conduct more thorough reviews of the statements.



#### Result and evidence

The deliverables contributed to the result, which is the detection of a greater number of potential conflicts of interest and the prevention of actual conflicts of interests, compared with previous filing periods.

*Log-in portal of the United Nations financial disclosure programme.  
Source: Ethics Office*

Evidence of the result includes the detection of 197 matters in 2018 as potential conflicts of interest, which were higher than the numbers identified in the previous two years: 157 in 2016 and 130 in 2017. The Ethics Office responded to the identified potential conflicts of interest by providing case-by-case advice to eliminate or mitigate the risks arising from the financial holdings or non-United Nations activities of these managers and staff, and thus to prevent actual cases of conflicts of interest. Among the 197 matters, 167 were resolved in accordance with advice of the external reviewer by the closure of the filing cycle. The remaining matters continued to be followed up. Of note, an increase in the detection of matters does not always mean that there are more actual conflicts of interest. Compliance with advice assists in safeguarding the Organization's credibility, integrity and reputation.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 1.175 A planned result for 2018, which is the effective administration of the protection against retaliation policy, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 100 per cent compliance with the time frame required for conducting preliminary reviews.

#### **4. Highlighted planned result for 2020**

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##### **Towards stronger ethical commitment**

In 2018, the Ethics Office responded to an increasing number of requests for confidential advice and guidance on protection measures. In line with the recommendations of the Board of Auditors and the Joint Inspection Unit, the Ethics Office effectively reduced the average number of days to conduct its preliminary reviews from 26 days in 2017 to 13 in 2018. That reduction was well within the 30-day limit set forth in section 7.4 of the policy on protection against retaliation. The Ethics Office also collaborated with OIOS to encourage the establishment of procedures to reduce the timeline of protection against retaliation investigations. Implemented late in 2018, the new process has resulted in applicable investigations completed within the 120-day goal of the policy. The Ethics Office also rolled out the 2018 Leadership Dialogue on “Speaking up: when does it become whistleblowing?”, as part of its efforts to raise awareness of and implement the strengthened policy on the protection against retaliation for reporting wrongdoing. More than 31,000 participants, the most compared with previous years, learned about relevant policies, regulations and procedures with scenario-based simulation exercises.

##### *Challenge and response*

The challenge was to further raise staff awareness of their duty to report wrongdoing and encourage them to do so by informing them of protective measures against retaliation. The ability of staff members to speak up without fear of retaliation, when they see wrongdoing or other challenges, is critical to the transparent and accountable functioning of the Organization. While there appears to be increased awareness of the commitment by the Organization to protect those staff who report wrongdoing or come forward with information about wrongdoing during audits and investigations, the overall level of inquiries (136 in 2018) remains low, compared with the overall number of approximately 38,000 staff covered by the policy.

In response, for 2020, the Ethics Office will conduct more outreach, including the provision of expert advice and recommendations to management on protecting staff members against retaliation for reporting misconduct or cooperation with audits and investigations.

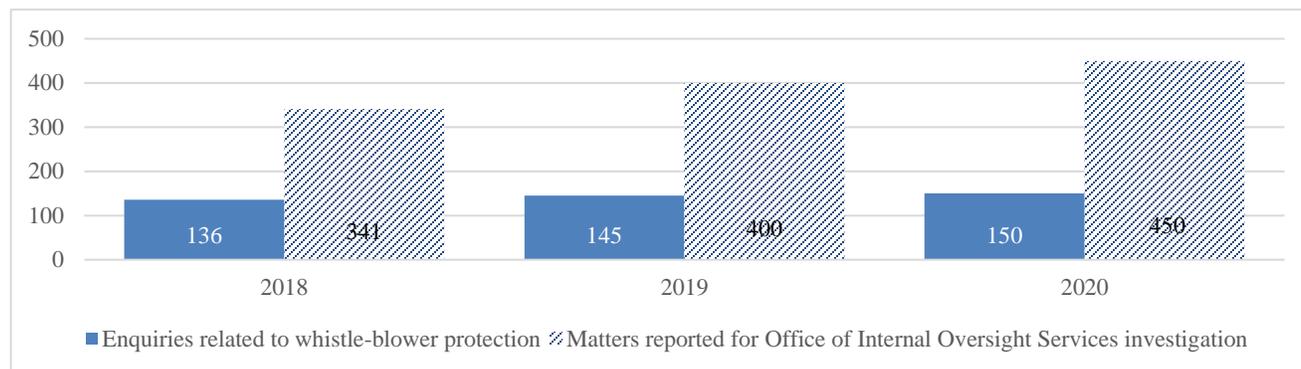
##### *Result and evidence*

The planned deliverable is expected to contribute to the result, which is greater awareness of staff of their duty to report and the availability of protective measures against retaliation to would-be whistle-blowers.

Evidence of the result, if achieved, will include an increasing number of inquiries sent to the Ethics Office and matters reported to OIOS. In 2018, the Ethics Office received 136 inquiries related to protection against retaliation policy provisions, a significant increase from 92 in 2017 (when the policy was strengthened) and the average of 50 requests annually, prior to 2017. Another indicator could be the numbers of matters reported to OIOS as potential wrongdoing. OIOS recorded a 46 per cent increase from the 2016 to 2017 reporting periods, reaching 341 matters pertaining to non-peacekeeping operations between July 2017 and June 2018, compared with 234 matters between July 2016 and June 2017. These numbers are expected to increase by 2020. Of note, an increase in the number of complaints or reports of matters does not always mean that there is more retaliation or more misconduct.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures



1.176 The Ethics Office will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**5. Deliverables for the period 2018–2020**

1.177 Table 1.29 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.29

**Ethics Office: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Internal justice and oversight				
Administration of justice				

## B. Proposed post and non-post resource requirements for 2020

1.178 The proposed regular budget resources for 2020 amount of \$1,954,200 and reflect a net increase of \$84,900 compared with the appropriation for 2019. Additional details are reflected in figure 1.XIX and table 1.30. The proposed resource level provides for the full, efficient and effective implementation of mandates.

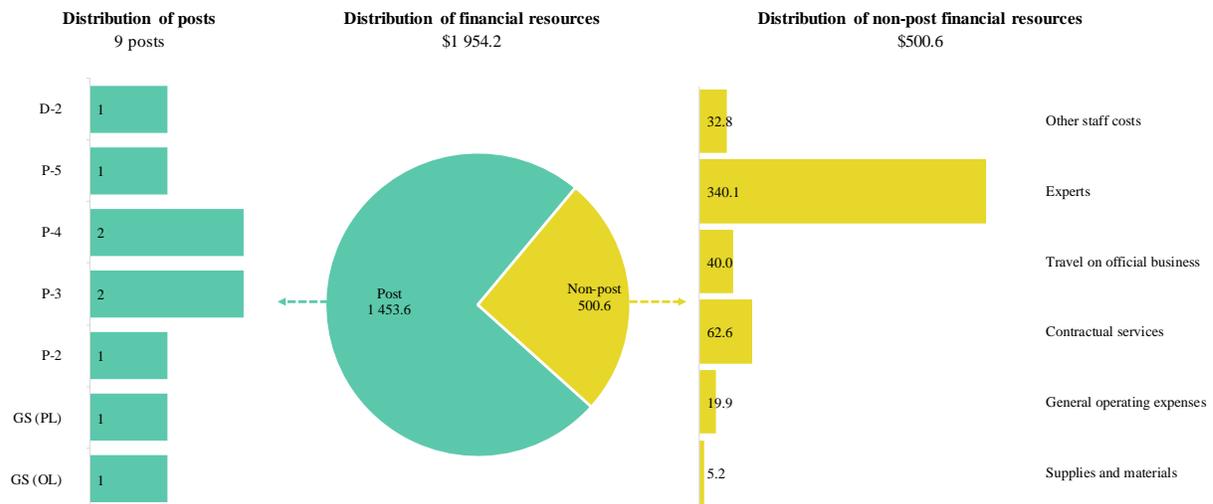
Table 1.30  
**Ethics Office: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	2020 estimate (after recosting)		
			Technical adjustments	New/ expanded mandates	Other	Total			Percentage	
<b>Financial resources by main category of expenditure</b>										
Post	1 368.0	1 368.7	84.9	–	–	84.9	6.2	1 453.6	64.3	1 517.9
Non-post	226.9	500.6	–	–	–	–	–	500.6	7.9	508.5
<b>Total</b>	<b>1 594.9</b>	<b>1 869.3</b>	<b>84.9</b>	<b>–</b>	<b>–</b>	<b>84.9</b>	<b>4.5</b>	<b>1 954.2</b>	<b>72.2</b>	<b>2 026.4</b>
<b>Post resources by category</b>										
Professional and higher		7	–	–	–	–	–	7	–	–
General Service and related		2	–	–	–	–	–	2	–	–
<b>Total</b>		<b>9</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>9</b>	<b>–</b>	<b>–</b>

Figure 1.XIX  
**Ethics Office: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

1.179 The variance of \$84,900 reflects mainly:

**Technical adjustments.** Resource changes reflect the annual provision of \$84,900 relating to one P-4 post that was established in the biennium 2018–2019 effective 1 January 2018, in the context of the proposed programme budget for the biennium 2018–2019. The cost of the post was approved with a 50 per cent vacancy rate for the biennium 2018–2019, which was applied to each year of the biennium.

1.180 The Ethics Office is supported by extrabudgetary (\$988,900) and other assessed resources (\$1,084,400), as reflected in annex II. Other assessed resources would provide for three posts. The resources would complement other resources available to the Office to carry out various activities and would enable the Office to continue to provide support to staff in the field in order to achieve a full compliance rate. The decrease of \$28,200 in other assessed resources reflects the anticipated level of the support account resources to support the Office.

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## XI. Resident coordinator system



### Foreword

By 2020, with only one decade remaining in which to implement the 2030 Agenda for Sustainable Development, expectations for the support that the United Nations development system can provide to Member States are likely to increase. The integrated nature of the 2030 Agenda and the global challenges that stand in its way call for increased collaboration among United Nations entities, as well as between these and national Governments, in the areas of Sustainable Development Goal-focused policy, financing and programme implementation.

To achieve the Sustainable Development Goals by 2030, more action will be required, at a wider scale, at a greater speed and across all regions. For the United Nations to play its part in this effort and respond to the trust and mandates received from the General Assembly when it adopted resolution [72/279](#) on the repositioning of the development system, I am convinced that 2020 must be a year of change and results.

In 2020, our new architecture will be in full delivery mode. Member States and our development partners need to see in very concrete and tangible ways how the reinvigorated resident coordinator system is leading a higher-quality, more reliable and efficient United Nations contribution to the Sustainable Development Goals. All critical reforms under finalization in 2019, including the review of multi-country offices, the regional review or the new United Nations Development Assistance Framework design, will need to translate into meaningful and transformative actions and results on the ground.

Notably, the United Nations development system will display greater focus and alignment behind national priorities through the new generation of United Nations Development Assistance Frameworks and tailored United Nations country teams. The emphasis will be on providing integrated policy advice, offering options for Sustainable Development Goals acceleration, identifying new sources of sustainable development financing for national priorities and galvanizing partnerships that yield real achievements regarding the Goals. We will also be implementing the agreed outcomes of the regional and multi-country office reviews taking place in 2019 and that are intended to ensure that our regional assets are used more effectively to support countries and respond to cross-border challenges. As we accelerate these efforts, attention will be paid to ensuring that our commitments to clearly and consistently report to Member States at the country and global levels on results achieved and resources used are fulfilled.

With a reform of such magnitude and complexity, there is a risk of losing sight of its ultimate purpose: ensuring that the United Nations development system can rise to today's challenges, providing concrete solutions to pressing needs. To this end, as the new resident coordinator system comes into life, we must quickly demonstrate the relevance of such changes to the attainment of the Sustainable Development Goals.

As a former resident coordinator, myself, I have seen how the United Nations can contribute to development gains when it acts in an integrated manner, with its resources aligned behind country priorities. I am therefore confident that we will be able to deliver on these reforms. The trust and the expectations reflected in resolution [72/279](#), however, must be matched with further action and evidence of results.

*(Signed)* Robert Piper  
Assistant Secretary-General for Development Coordination

## Overall orientation

### Mandates and background

- 1.181 The reinvigorated United Nations resident coordinator system will harness capacities throughout the United Nations and its partners to increase the quality, coherence, predictability and scale of support provided to countries in order to rise to today's challenges, providing concrete solutions to pressing needs. The mandate derives from priorities established in relevant General Assembly resolutions and/or decisions, including resolution [72/279](#) on the repositioning of the United Nations development system. The Development Coordination Office is responsible for managing and providing oversight to the resident coordinator system.

### Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas

- 1.182 The mandates of the resident coordinator system guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purposes to achieve international cooperation in solving international problems of an economic, social, cultural, or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion, and to be a centre for harmonizing the actions of nations in the attainment of these common ends, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with all Sustainable Development Goals, as reflected in paragraph 1.197.
- 1.183 The objective of the resident coordinator system is also aligned with the 2015 Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Sendai Framework for Disaster Risk Reduction 2015–2030, the Beijing Declaration and Platform for Action on the promotion of gender equality and the empowerment of all women and girls, the Programme of Action for the Least Developed Countries for the Decade 2011–2020, the 2016 Political Declaration of the Comprehensive High-level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, as well as the African Union's Agenda 2063: The Africa We Want and the programme of the New Partnership for Africa's Development.

### Recent developments

- 1.184 In 2018, the General Assembly, in its resolution [72/279](#), requested the Secretary-General to undertake a series of reforms to the United Nations development system to ensure that it is equipped to provide the support needed by Member States to reach the Sustainable Development Goals by 2030.
- 1.185 In July 2018, the annual high-level political forum on sustainable development brought together more than 124 Heads of State and Government, ministers, vice-ministers and other ministerial-level officials, as well as representatives from civil society, United Nations entities and the private sector. In its ministerial declaration, the adoption of resolution [72/279](#) on the repositioning of the United Nations development system was welcomed, and there were calls for its full and early implementation in order to improve support to countries in their efforts to implement the 2030 Agenda.
- 1.186 In the fourth quarter of 2018, Member States initiated a funding dialogue with the United Nations development system to shift current patterns of funding towards greater flexibility and predictability.

This dialogue is expected to conclude in the form of a funding compact to be adopted in 2019 by the Economic and Social Council, yielding a concrete set of actions to be implemented by the United Nations development system to incentivize such a funding shift by Member States.

### Strategy and external factors for 2020

- 1.187 The strategy for 2020 will be two-fold: to accelerate implementation of the United Nations development system repositioning, finalizing work initiated in 2019, with a view of moving from design to action on the ground; and to increase engagement with Member States and other development partners to begin to draw lessons learned and report on results. Focus will be on delivery and feedback, notably through the review of funding compact commitments envisioned in 2020. A specific focus of this review will be to assess whether the United Nations has meaningfully increased the quality and integrated nature of its policy advice to Governments.
- 1.188 With greater internal coherence, the United Nations development system should also be better positioned to propose, design and contribute to innovative partnerships with other development actors and to deliver support at scale in the areas of policy design, financing and implementation. A key contributor to this effort will be the Joint Fund for the 2030 Agenda for Sustainable Development. With initial investment under way in 2020 to devise new policy solutions and catalyse financing and implementation of these solutions, the Fund should begin to demonstrate value and leverage additional financing for Sustainable Development Goal acceleration.
- 1.189 By 2020, with reforms and instruments such as the regional review and the Joint Fund for the 2030 Agenda for Sustainable Development, the vision of a United Nations development system that is more trusted, more effective and more accountable should begin to take shape.
- 1.190 This “vision in practice” will allow the effective implementation of the outcome of the 2019 high-level political forum on sustainable development, at which the urgency of collective efforts is expected to be reiterated and the expectations placed on the United Nations development system reaffirmed in order to accelerate its support in a manner that addresses Sustainable Development Goal-specific gaps and regional disparities.
- 1.191 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Adequate donor funding for the resident coordinator system;
  - (b) Continued engagement by Member States on the funding compact and the implementation of related commitments to ensure that the quality and quantity of funding allows the United Nations development system to maximize its comparative advantages and to further incentivize United Nations coherence and unity of purpose.
- 1.192 The resident coordinator system integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the integrated policy advice provided by resident coordinators and United Nations country teams will be informed by robust gender analysis. A similar gender lens will be applied to the design and implementation of the new generation of United Nations Development Assistance Frameworks. The configuration of offices at the country, regional and the global levels will ensure that gender expertise is available to United Nations country teams and host Governments, upon request.
- 1.193 With regard to cooperation with other entities, the resident coordinator system will intensify cooperation with a range of entities, including the World Bank and the International Monetary Fund, to take advantage of increased coherence gains within the United Nations and advance cooperation on Sustainable Development Goal analysis, funding and policy advice.
- 1.194 With regard to inter-agency coordination and liaison, the resident coordinator system will provide support to the following: the United Nations Sustainable Development Group, chaired by the Deputy Secretary-General, and its subsidiary groups and task forces, including the regional offices of the

Sustainable Development Group, to design, implement and provide oversight to system-wide policies in support of United Nations development system reform and country-level coordination; United Nations country teams, through the support and oversight provided to the resident coordinator system by its global and regional desks to equip them with the capacities and resources required to deliver on their individual and collective results; and the Joint Fund for the 2030 Agenda for Sustainable Development governing bodies, including the Strategic Advisory Group chaired by the Deputy Secretary-General, to meet the Fund's capitalization goals, support investment design and capture lessons learned for future rounds of investment.

### **Evaluation activities**

- 1.195 The following evaluations and self-evaluations are planned for 2020:
- (a) OIOS report on the efficiency and effectiveness of the resident coordinator system;
  - (b) Self-evaluation: United Nations Development Assistance Framework evaluations on the implementation of country-level United Nations Development Assistance Frameworks.

## A. Proposed programme plan for 2020 and programme performance for 2018



### 1. Objective

- 1.196 The objective, to which the resident coordinator system contributes, is to accelerate Member States' progress towards the Sustainable Development Goals.

### 2. Alignment with the Sustainable Development Goals

- 1.197 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

### 3. Highlighted planned result for 2020

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#### **New generation of resident coordinators and United Nations country teams able to deliver high-quality policy and programming support to countries for achieving the Sustainable Development Goals**

As in previous years, in 2018, the United Nations made significant contributions to government requests for policy options and operational support in their efforts to reach the Sustainable Development Goals. The United Nations policy and operational offering was delivered through the standard United Nations Development Assistance Framework planning and implementation processes, through which United Nations development system entities provided input and ideas to their relevant government counterparts, in line with their respective mandates. To a large extent, that support focused on sector-specific policy and operational matters.

#### *Challenge and response*

The challenge was to frame a development offer that incentivizes focus, coherence and collective action, providing a clear identity to the United Nations contribution to the Sustainable Development Goals as a joint effort that is more than the sum of its parts, that realizes opportunities for synergies and greater impact and that, in doing so, responds to the integrated nature of the Goals and the need for cross-sectoral, multidisciplinary solutions. In addition, the United Nations Development Assistance Framework process and instrument were insufficiently used to explore and design innovative partnerships and to identify new sources of financing with a focus on the Goals.

In response, for 2020, one of the main responsibilities of the new resident coordinator system will be to significantly increase the quality and reliability of integrated policy responses, solutions and options, as well as of United Nations operational support for the Sustainable Development Goals at the country level. This will be achieved by harnessing, under the leadership of the resident coordinator, the capacities of United Nations entities at the country, regional and global levels and by implementing new instruments of accountability for joint results between the resident coordinator and United Nations country team members, in the form of a new mutual accountability framework. The Joint Fund for the 2030 Agenda for Sustainable Development will be used to further incentivize joint policy advice and mobilize financing across the Goals. Action on the reorganization of regional assets and multi-country offices, following the reviews to be undertaken in 2019 on these two issues, would further support such an integrated approach and the pooling of expertise throughout the system.

This response will be driven by a new generation of United Nations Development Assistance Frameworks that will go live in full in 2020. The analytical process underpinning these plans will be more robust, comprehensive and inclusive, with a clear eye on what is needed to meet the Sustainable Development Goals, in response to country specificities and priorities. The results to which the United Nations will contribute will be better defined and transparently tracked, and accountability for achieving them will be unambiguous. The opportunities for using the

plan for new and more effective partnerships will be clearer. In other words, the 2020 United Nations Development Assistance Framework will be the primary instrument for delivery of results, partnership development and accountability for results.

*Result and evidence*

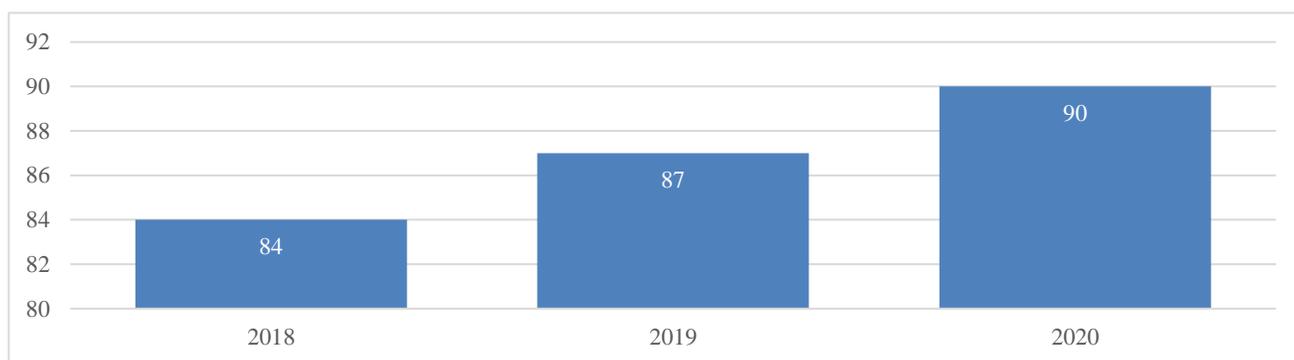
The planned deliverables are expected to contribute to the result, which is improving the quality and relevance of the policy and operational support offered by the United Nations country teams to host Governments.

Evidence of the result, if achieved, will include improvements in the perception of Governments of programme countries on the alignment of the United Nations development system’s activities at the country level with national priorities and needs, as shown in the figure and as presented in the quadrennial comprehensive policy review monitoring framework.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: programme country Governments that consider United Nations development system activities to be “closely” or “very closely” aligned with national needs and priorities*

(percentage)



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- 1.198 The resident coordinator system will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**4. Deliverables for the period 2018–2020**

- 1.199 Table 1.31 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.31  
Resident coordinator system: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	–	–	1	1
<b>B. Generation and transfer of knowledge</b>				
Publications (number of publications)	–	–	1	1
Technical materials (number of materials)	–	–	148	181
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				

## 5. Most significant relative variances in deliverables

### Variances between the planned figures for 2020 and 2019

- 1.200 The variance in technical materials is driven mainly by the investment that will be put into strengthening substantive capacities throughout the resident coordinator system, especially at the country level, including United Nations Development Assistance Framework evaluations completed and shared with external partners, to enhance the quality of the United Nations operational activities for the development, owing to the support of the implementation of the 2030 Agenda by Member States.

## B. Proposed post and non-post resource requirements for 2020

1.201 Pursuant to General Assembly resolution [72/279](#), the core capacities of the resident coordinator system will be funded through extrabudgetary contributions, a cost-sharing arrangement among the entities of the United Nations Sustainable Development Group and a 1 per cent levy on tightly earmarked contributions to United Nations development-related activities. The overall resource requirements for 2020 for the resident coordinator system special purpose trust fund amount to \$281,306,500, reflecting an increase of \$115,600 against the 2019 resources, and would provide for the full, efficient and effective implementation of mandates. In 2020, the Secretariat share of the cost-sharing arrangement for entities of the Sustainable Development Group will amount to \$13,571,800, and its provision is proposed in the form of a grant, funded from the regular budget. The methodology for the calculation of the participating entity shares is reflected in the revised estimates relating to the resident coordinator system under section 1, Overall policymaking, direction and coordination ([A/73/424](#)). The collection of the 1 per cent levy has been operationalized in 2019, and on the basis of current assumptions, is expected to yield \$30 million to \$40 million in its first year of operation, growing to \$60 million to \$80 million annually in future years.

1.202 The overall resources for 2020 for the resident coordinator system special purpose trust fund amount to \$281,306,500. The distribution of resources is reflected in tables 1.32–1.35 for information purposes.

### Overview of resources

Table 1.32

#### Financial resources by component

(Thousands of United States dollars)

<i>Component</i>	<i>2019</i>	<i>2020 estimate</i>	<i>Variance</i>
A. Executive direction and management	2 306.8	2 346.4	39.6
B. Programme of work			
Global coordination	14 352.7	14 392.3	39.6
Regional coordination	6 659.4	6 659.4	–
Country coordination	246 298.7	246 298.7	–
<b>Subtotal, programme of work</b>	<b>267 310.8</b>	<b>267 350.4</b>	<b>39.6</b>
C. Programme support	11 573.3	11 609.7	36.4
<b>Total</b>	<b>281 190.9</b>	<b>281 306.5</b>	<b>115.6</b>

Table 1.33

#### Requirements by budget class

(Thousands of United States dollars)

	<i>2019</i>	<i>2020 estimate</i>	<i>Variance</i>
Posts	160 346.9	160 462.5	115.6
Other staff costs	2 874.2	2 874.2	–
Consultants	23 349.7	23 349.7	–
Travel of staff	14 138.5	14 138.5	–
Contractual services	43 425.3	43 425.3	–
General operating expenses	29 141.9	29 141.9	–

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

	2019	2020 estimate	Variance
Hospitality	1 352.0	1 352.0	–
Supplies and materials	1 929.6	1 929.6	–
Furniture and equipment	4 632.8	4 632.8	–
<b>Total</b>	<b>281 190.9</b>	<b>281 306.5</b>	<b>115.6</b>

Table 1.34  
**2020 post resources by component**

	<i>Professional and higher categories</i>									<i>General Service and related categories</i>		<i>National staff</i>		<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>National Professional Officer</i>		
												<i>Local level</i>		
Executive direction and management	–	1	1	–	2	1	1	–	6	1	1	–	–	8
Programme of work														
Global coordination	–	–	–	2	9	18	11	–	40	–	3	–	–	43
Regional coordination	–	–	5	–	3	11	4	–	23	–	–	–	5	28
Country coordination	–	12	36	81	131	65	–	–	325	–	–	459	262	1 046
<b>Subtotal, programme of work</b>	<b>–</b>	<b>12</b>	<b>41</b>	<b>83</b>	<b>143</b>	<b>94</b>	<b>15</b>	<b>–</b>	<b>388</b>	<b>–</b>	<b>3</b>	<b>459</b>	<b>267</b>	<b>1 117</b>
Programme support	–	–	–	1	3	4	3	–	11	4	1	–	–	16
<b>Total</b>	<b>–</b>	<b>13</b>	<b>42</b>	<b>84</b>	<b>148</b>	<b>99</b>	<b>19</b>	<b>–</b>	<b>405</b>	<b>5</b>	<b>5</b>	<b>459</b>	<b>267</b>	<b>1 141</b>

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Table 1.35  
**Distribution of resources by component**

(Percentage)

<i>Component</i>	<i>2019</i>	<i>2020 estimate</i>
A. Executive direction and management	0.8	0.8
B. Programme of work		
Global coordination	5.1	5.1
Regional coordination	2.4	2.4
Country coordination	87.6	87.6
<b>Subtotal, programme of work</b>	<b>95.1</b>	<b>95.1</b>
C. Programme support	4.1	4.1
<b>Total</b>	<b>100.0</b>	<b>100.0</b>

## Budget by components

### A. Executive direction and management

- 1.203 The Office of the Director of the Development Coordination Office provides strategic planning for the resident coordinator system, supports the Chair, Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of quadrennial comprehensive policy review implementation and progress tracking. In addition, it is responsible for managing strategic partner relations, for coordinating the engagement of the United Nations development system with the Executive Committee/Deputies Committee mechanism and for providing oversight and strategic leadership of the Office of the United Nations Sustainable Development Group. The Director is responsible for the day-to-day management of 129 resident coordinators and the work of 95 Development Coordination Office staff. To increase the level of policy-level engagement with the United Nation Sustainable Development Group and the Economic and Social Council, one post at the P-4 level has been reclassified to a P-5 in the Office of the Director. The distribution of resources is reflected in tables 1.36 and 1.37.

Table 1.36

#### Resource requirements: executive direction and management

(Thousands of United States dollars)

	<i>Resources</i>			<i>Posts</i>	
	<i>2019</i>	<i>2020</i>	<i>Variance</i>	<i>2019</i>	<i>2020</i>
Post	1 886.1	1 925.7	39.6	8	8
Non-post	420.7	420.7	–	–	–
<b>Total</b>	<b>2 306.8</b>	<b>2 346.4</b>	<b>39.6</b>	<b>8</b>	<b>8</b>

Table 1.37

#### Requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019</i>	<i>2020 estimate</i>	<i>Variance</i>
Posts	1 886.1	1 925.7	39.6
Other staff costs	127.9	127.9	–
Travel of staff	84.0	84.0	–
General operating expenses	164.5	164.5	–
Hospitality	12.0	12.0	–
Supplies and materials	10.1	10.1	–
Furniture and equipment	22.2	22.2	–
<b>Total</b>	<b>2 306.8</b>	<b>2 346.4</b>	<b>39.6</b>

### B. Programme of work

- 1.204 The distribution of resources under programme of work: global, regional and country coordination is reflected in the tables 1.38 and 1.39.

**Global coordination**

- 1.205 Responsibilities for global coordination are vested within the branches and sections of the Development Coordination Office at Headquarters.
- 1.206 Under global coordination, the Development Coordination Office works with entities and mechanisms of the United Nations Sustainable Development Group to improve the strategic and operational coherence of operational activities for development by fostering system-wide approaches and providing coordinated and, where relevant, integrated policy and strategic guidance to United Nations country teams. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator and System Leadership Branch, the Country Business Strategies Section and the Communications and Results Reporting Section. One post at the P-4 level in the Policy and Programming Branch has been reclassified to a P-5, corresponding to a higher-level of engagement on and support for policy issues and coordination with normative United Nations entities.

**Regional coordination**

- 1.207 Day-to-day support for resident coordinators and their offices is vested within the Development Coordination Office regional coordination desks.
- 1.208 The regional coordination function of the resident coordinator system focuses on overseeing and supporting the coherent and effective delivery of operational activities for development by United Nations resident coordinators and United Nations country teams through integrated policy, programming and operational support, together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic and social commissions.

**Country coordination**

- 1.209 Substantive responsibility for country coordination is vested within the resident coordinator and the resident coordinator offices.
- 1.210 Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading the United Nations development system support for the implementation of the 2030 Agenda at the country level, in line with national priorities, needs and planning frameworks and under the ownership and leadership of programme countries, in a coherent, coordinated and, where possible, integrated manner that maximizes impact and sustainable development results. The composition of resources under country coordination is expected to see a reduction in contractual services, which would be offset by increases in operating costs. Nevertheless, with planning for the 2020 administrative set-up under way, the magnitude of the shift has yet to be defined.

Table 1.38

**Resource requirements: programme of work**

	<i>Resources</i>			<i>Posts</i>	
	<i>2019</i>	<i>2020</i>	<i>Variance</i>	<i>2019</i>	<i>2020</i>
Global coordination	14 352.7	14 392.3	39.6	43	43
Regional coordination	6 659.4	6 659.4	–	28	28
Country coordination	246 298.7	246 298.7	–	1 046	1 046
<b>Total</b>	<b>267 310.8</b>	<b>267 350.4</b>	<b>39.6</b>	<b>1 117</b>	<b>1 117</b>

Table 1.39  
**Requirements by budget class: programme of work**

(Thousands of United States dollars)

	2019	2020 estimate	Variance
Posts	155 202.7	155 242.3	39.6
Other staff costs	2 490.4	2 490.4	–
Consultants	23 349.7	23 349.7	–
Travel of staff	13 889.5	13 889.5	–
Contractual services	35 924.5	35 924.5	–
General operating expenses	28 648.4	28 648.4	–
Hospitality	1 340.0	1 340.0	–
Supplies and materials	1 899.4	1 899.4	–
Furniture and equipment	4 566.2	4 566.2	–
<b>Total</b>	<b>267 310.8</b>	<b>267 350.4</b>	<b>39.6</b>

### Global coordination

1.211 The distribution of resources for global coordination is reflected in tables 1.40 and 1.41.

Table 1.40  
**Resource requirements: global coordination**

Category	Resources			Posts	
	2019	2020	Variance	2019	2020
Post	9 758.9	9 798.5	39.6	43	43
Non-post	4 593.8	4 593.8	–	–	–
<b>Total</b>	<b>14 352.7</b>	<b>14 392.3</b>	<b>39.6</b>	<b>43</b>	<b>43</b>

Table 1.41  
**Requirements by budget class: global coordination**

(Thousands of United States dollars)

	2019	2020 estimate	Variance
Posts	9 758.9	9 798.5	39.6
Other staff costs	703.6	703.6	–
Consultants	1 110.1	1 110.1	–
Travel of staff	478.5	478.5	–
Contractual services	1 219.2	1 219.2	–
General operating expenses	904.8	904.8	–
Supplies and materials	55.4	55.4	–
Furniture and equipment	122.2	122.2	–
<b>Total</b>	<b>14 352.7</b>	<b>14 392.3</b>	<b>39.6</b>

**Regional coordination**

1.212 The distribution of resources for regional coordination is reflected in tables 1.42 and 1.43.

Table 1.42

**Resource requirements: regional coordination**

(Thousands of United States dollars)

Category	Resources			Posts	
	2019	2020	Variance	2019	2020
Post	5 749.4	5 749.4	–	28	28
Non-post	910.0	910.0	–	–	–
<b>Total</b>	<b>6 659.4</b>	<b>6 659.4</b>	<b>–</b>	<b>28</b>	<b>28</b>

Table 1.43

**Requirements by budget class: regional coordination**

(Thousands of United States dollars)

	2019	2020 estimate	Variance
Posts	5 749.4	5 749.4	–
Other staff costs	86.8	86.8	–
Consultants	139.6	139.6	–
Travel of staff	511.0	511.0	–
General operating expenses	135.6	135.6	–
Hospitality	30.0	30.0	–
Supplies and materials	4.0	4.0	–
Furniture and equipment	3.0	3.0	–
<b>Total</b>	<b>6 659.4</b>	<b>6 659.4</b>	<b>–</b>

**Country coordination**

1.213 The distribution of resources for country coordination is reflected in tables 1.44 and 1.45.

Table 1.44

**Resource requirements: country coordination**

(Thousands of United States dollars)

	Resources			Posts	
	2019	2020	Variance	2019	2020
Post	139 694.4	139 694.4	–	1 046	1 046
Non-post	106 604.3	106 604.3	–	–	–
<b>Total (net of staff assessment)</b>	<b>246 298.7</b>	<b>246 298.7</b>	<b>–</b>	<b>1 046</b>	<b>1 046</b>

Table 1.45  
**Requirements by budget class: country coordination**

(Thousands of United States dollars)

	2019	2020 estimate	Variance
Posts	139 694.4	139 694.4	–
Other staff costs	1 700.0	1 700.0	–
Consultants	22 100.0	22 100.0	–
Travel of staff	12 900.0	12 900.0	–
Contractual services	34 705.3	34 705.3	–
General operating expenses	27 608.0	27 608.0	–
Hospitality	1 310.0	1 310.0	–
Supplies and materials	1 840.0	1 840.0	–
Furniture and equipment	4 441.0	4 441.0	–
<b>Total</b>	<b>246 298.7</b>	<b>246 298.7</b>	<b>–</b>

### C. Programme support

1.214 Programme support to the resident coordinator system is provided by the resident coordinator system Business Management Branch in the Development Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability and oversight of the system. To this end, the Branch provides daily business services and administrative support to the Office, at the global level, including on human resources, information technology, finance, travel and procurement, and systems platform management. It is responsible for the development and oversight of and reporting on the Office's headquarters workplan and budget. The Branch manages the operational relationship with the service provider of the resident coordinator system. It advises and provides backstopping support on business services to the Office regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results-based budgeting and regular reporting, including to the Fifth Committee. Lastly, it is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system. In line with the complexity of duties and high demand for operational support and backstopping to the Office and to the resident coordinator offices, three posts (General Service (Other level)) have been reclassified to General Service (Principal level).

1.215 The distribution of resources for programme support is reflected in tables 1.46 and 1.47.

Table 1.46  
**Resource requirements: programme support**

	Resources			Posts	
	2019	2020	Variance	2019	2020
Post	3 258.1	3 294.5	36.4	16	16
Non-post	8 315.2	8 315.2	–	–	–
<b>Total</b>	<b>11 573.3</b>	<b>11 609.7</b>	<b>36.4</b>	<b>16</b>	<b>16</b>

Table 1.47

**Requirements by budget class: programme support**

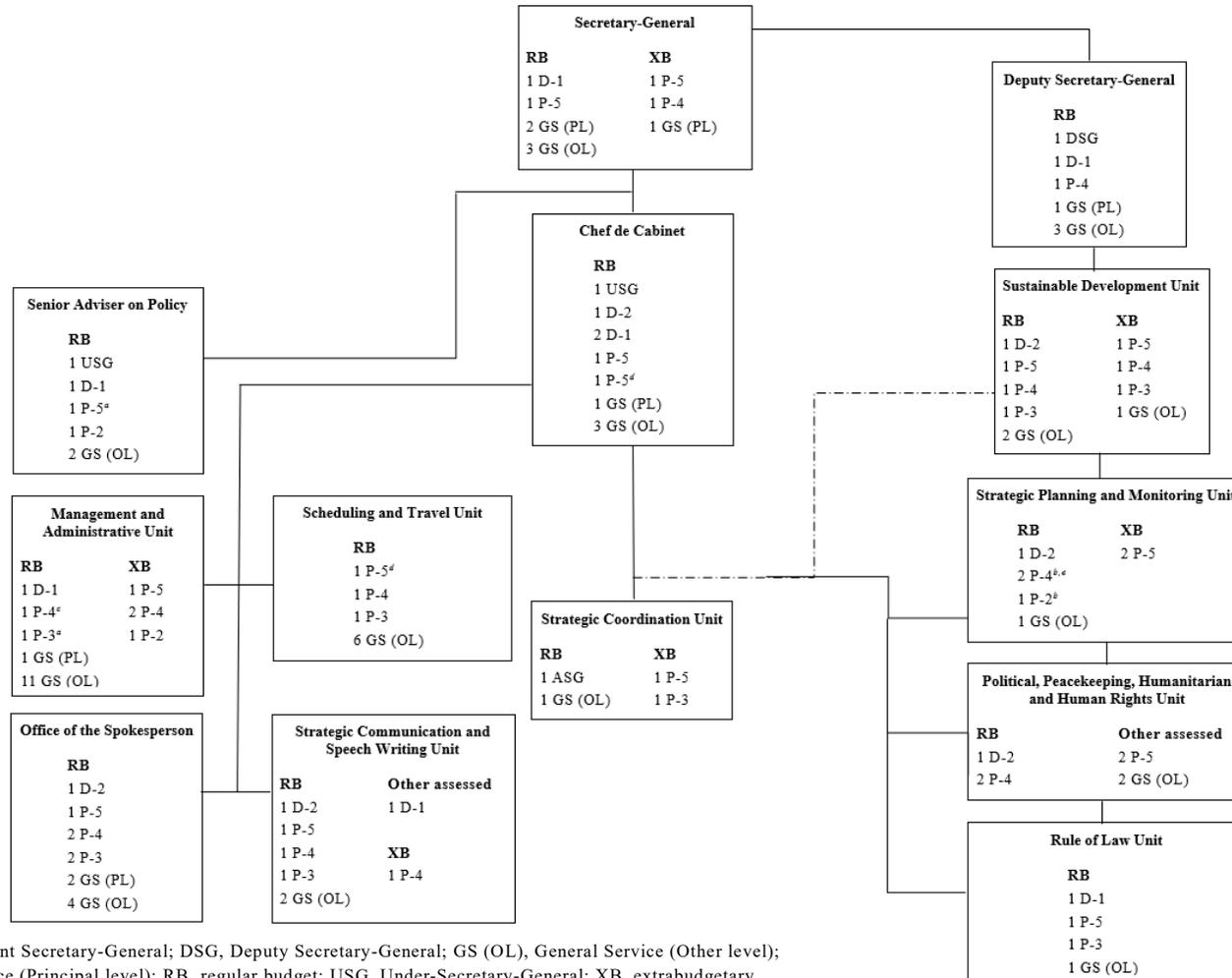
(Thousands of United States dollars)

	<i>2019</i>	<i>2020 estimate</i>	<i>Variance</i>
Posts	3 258.1	3 294.5	36.4
Other staff costs	255.9	255.9	–
Travel of staff	165.0	165.0	–
Contractual services	7 500.8	7 500.8	–
General operating expenses	329.0	329.0	–
Supplies and materials	20.1	20.1	–
Furniture and equipment	44.4	44.4	–
<b>Total</b>	<b>11 573.3</b>	<b>11 609.7</b>	<b>36.4</b>

## Annex I

## Organizational structure and post distribution for 2020

## A. Secretary-General and Executive Office of the Secretary-General



Abbreviations: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

<sup>a</sup> Redeployment from the Strategic Planning and Monitoring Unit.

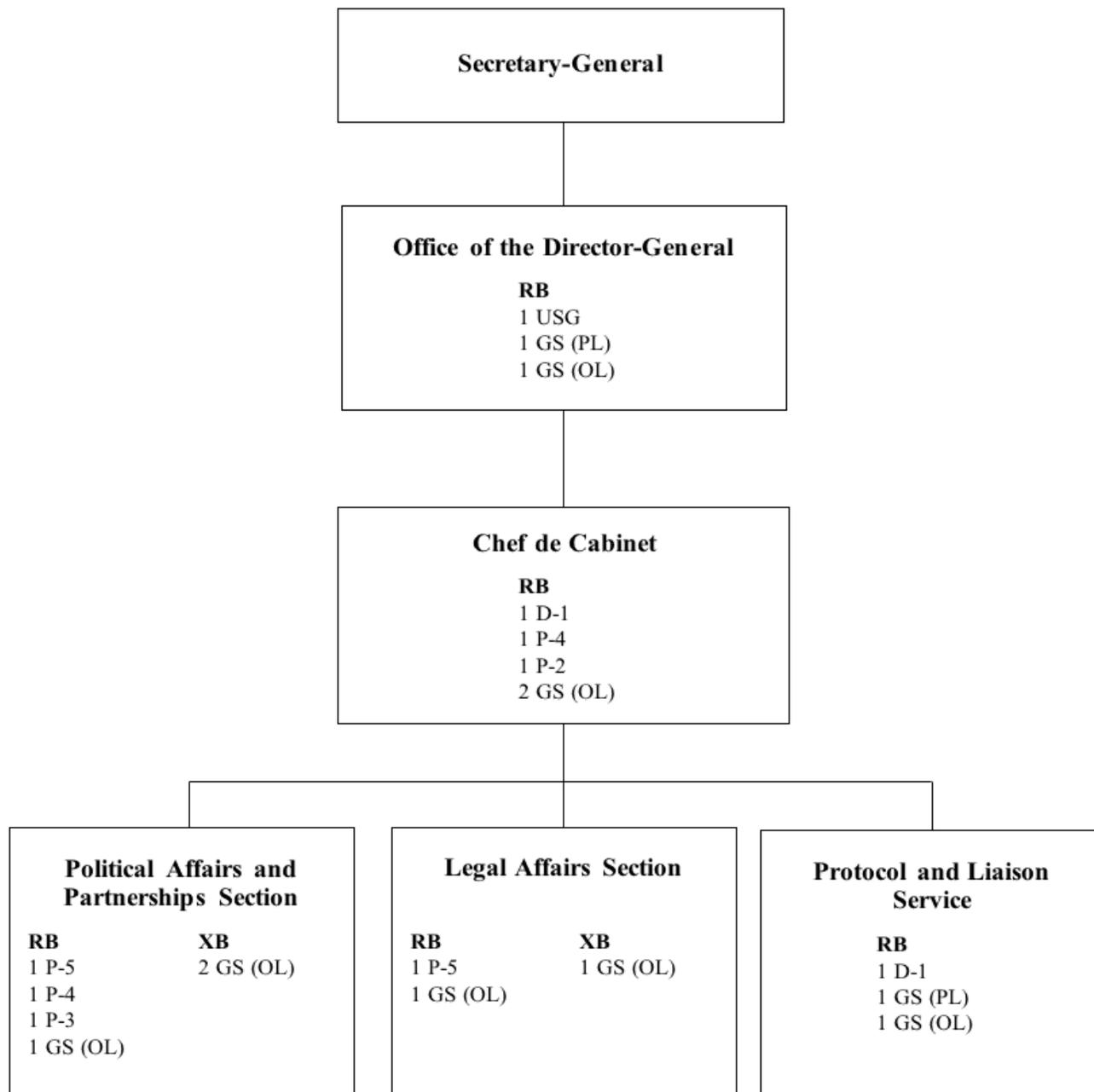
<sup>b</sup> Redeployment from the Strategic Coordination Unit.

<sup>c</sup> Redeployment from the Scheduling and Travel Unit.

<sup>d</sup> Redeployment from the Management and Administrative Unit.

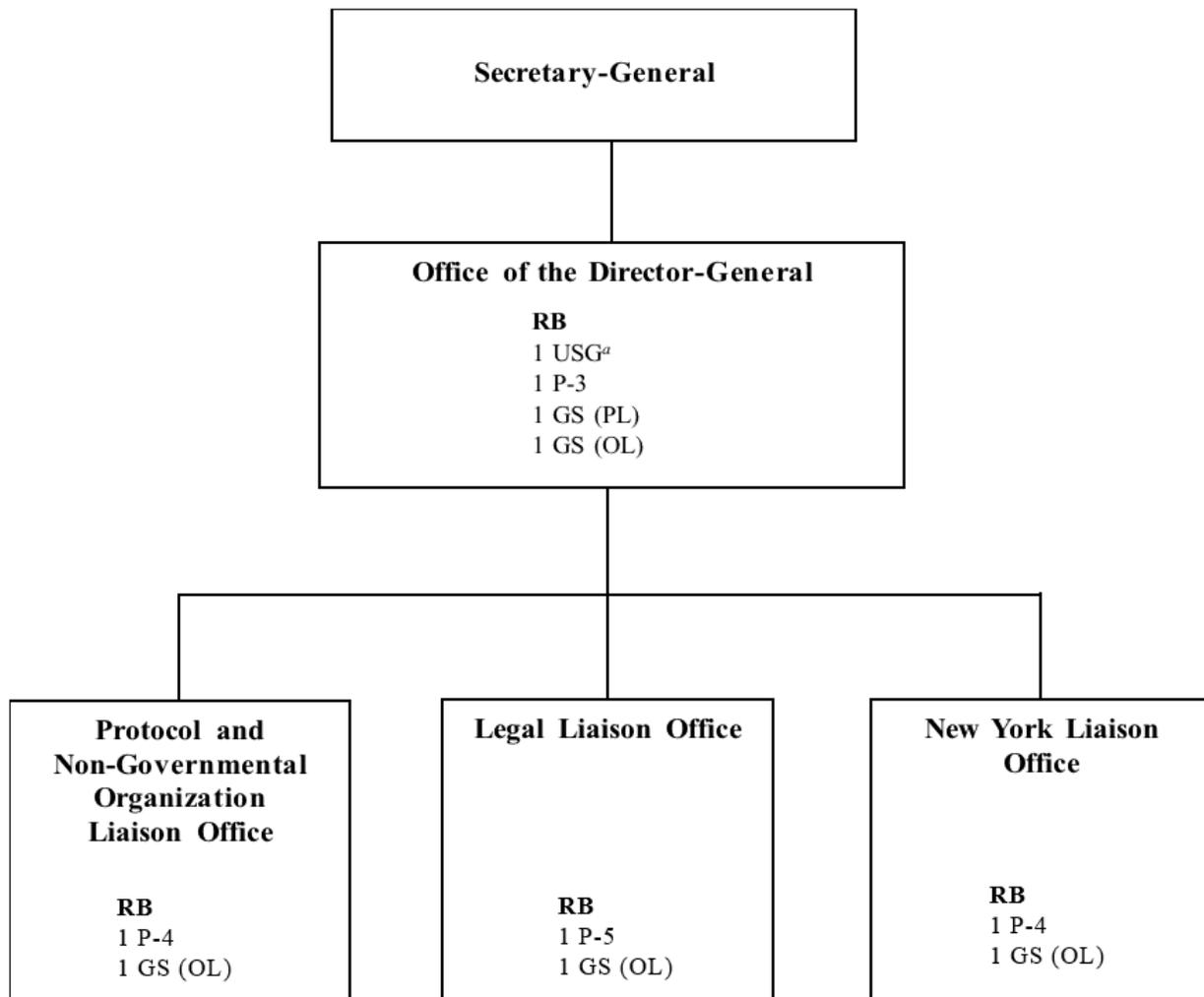
<sup>e</sup> Redeployment from Senior Adviser on Policy.

**B. Office of the Director-General, United Nations Office at Geneva**



*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

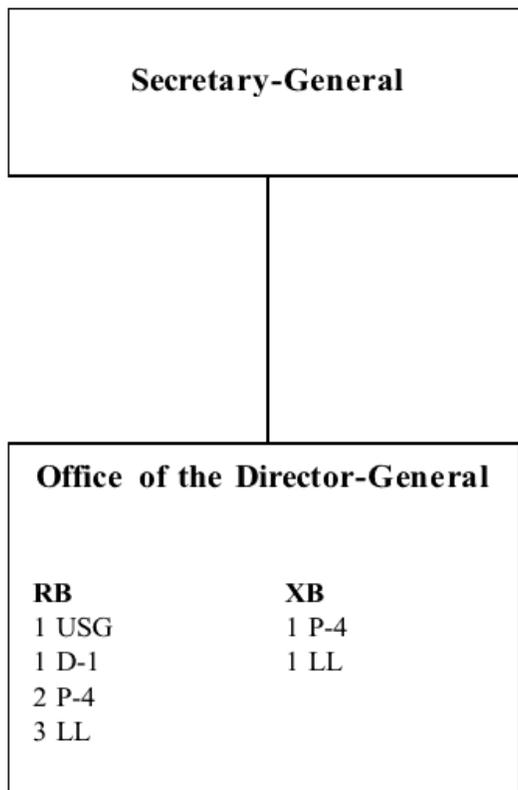
## C. Office of the Director-General, United Nations Office at Vienna



*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General.

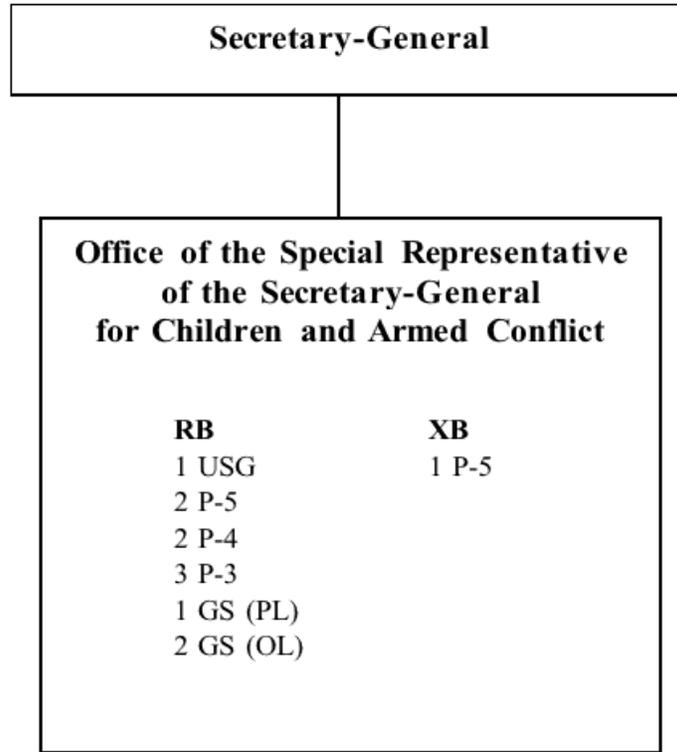
<sup>a</sup> Reflected under the staffing complement of the United Nations Office on Drugs and Crime (section 16).

**D. Office of the Director-General, United Nations Office at Nairobi**



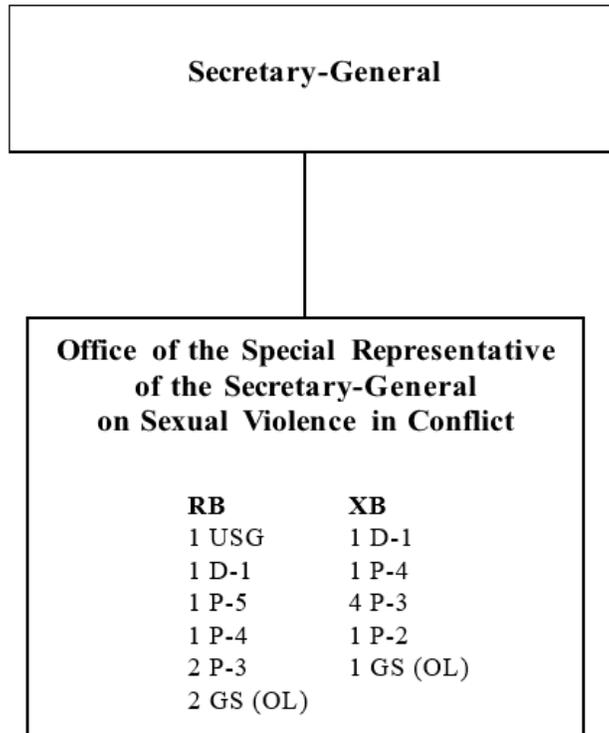
*Abbreviations:* LL, Local level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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



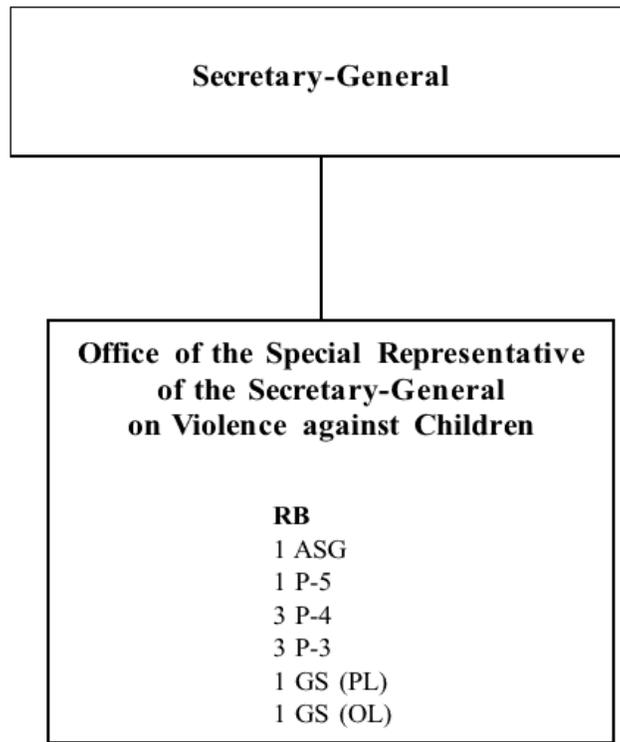
*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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



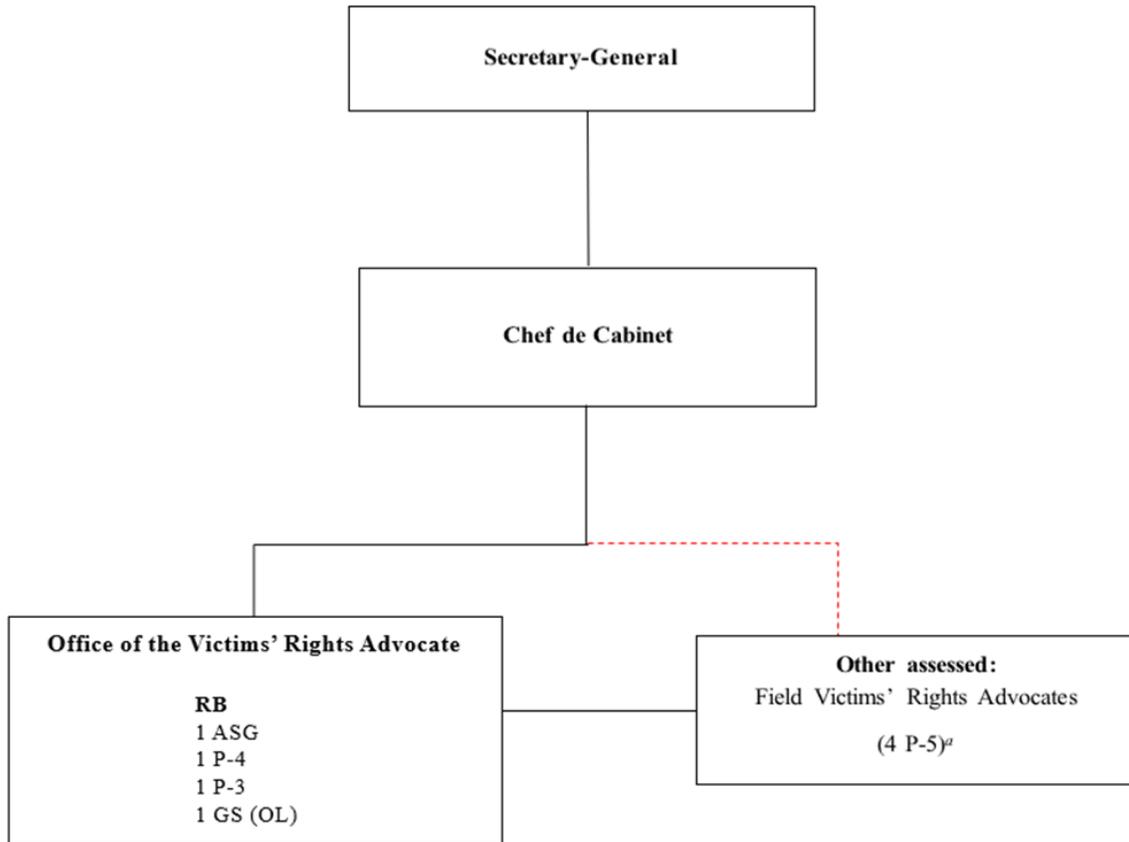
*Abbreviations:* GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget.

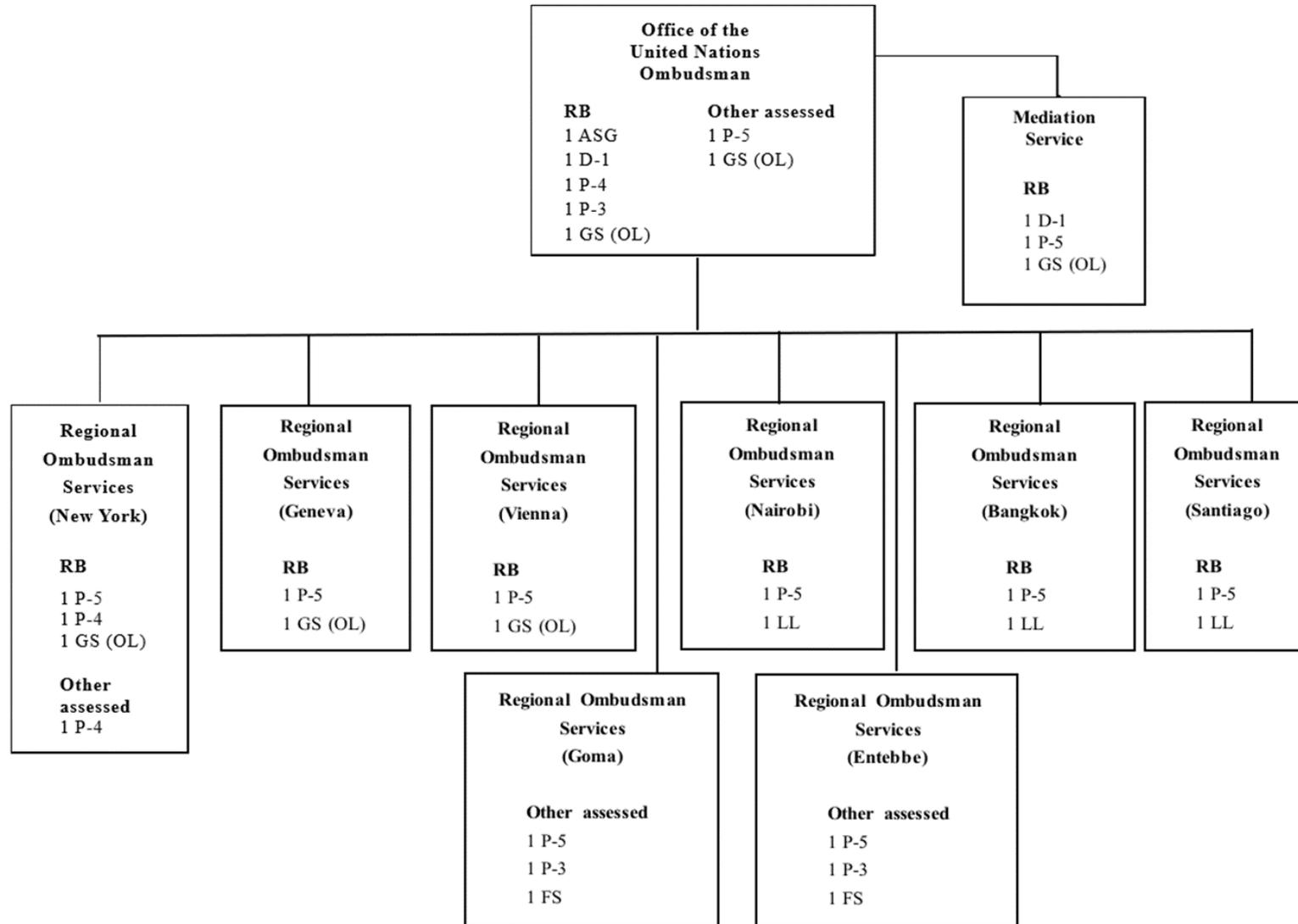
## H. Office of the Victims' Rights Advocate



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); RB, regular budget.

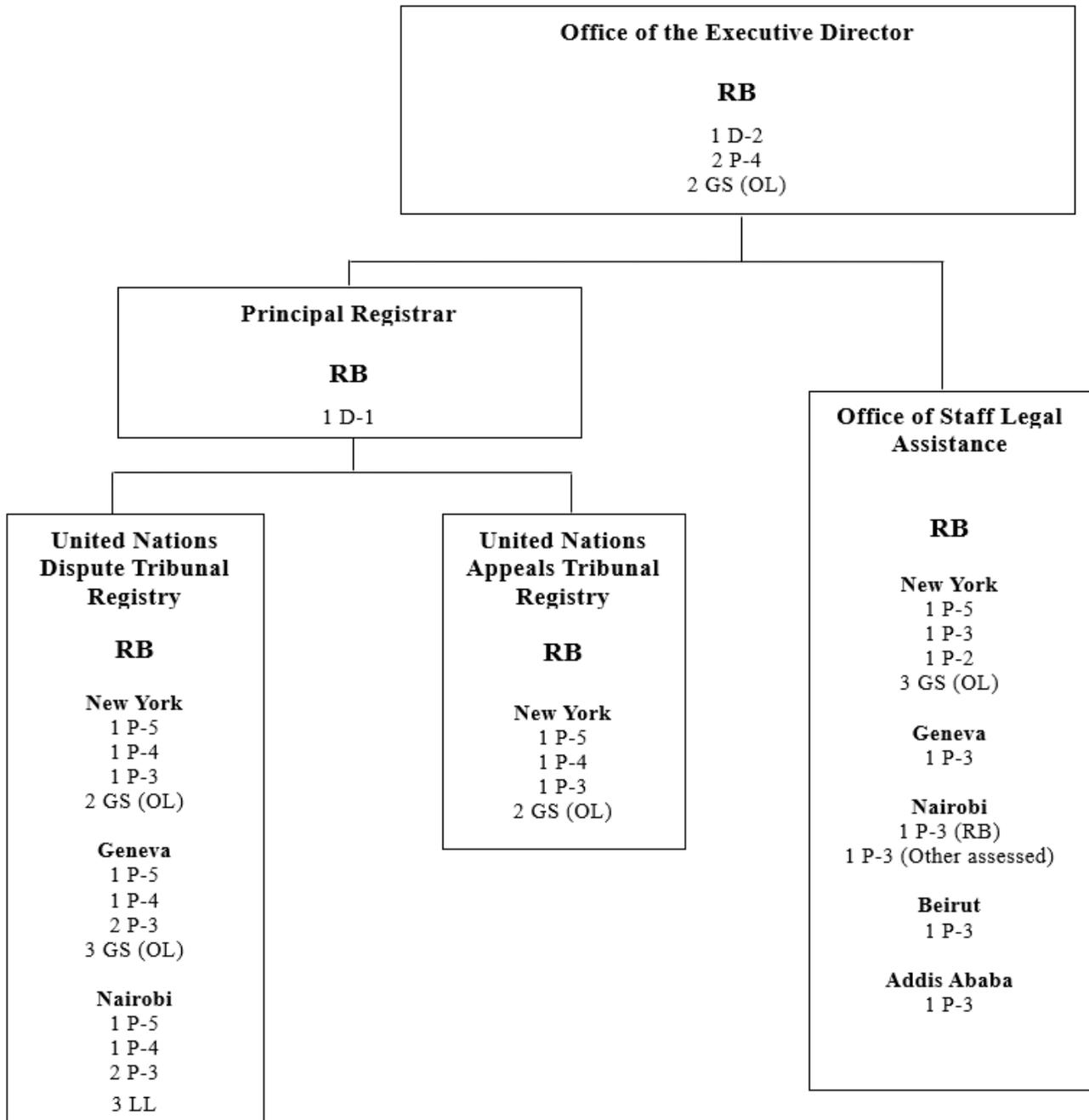
<sup>a</sup> Reflected under the following individual peacekeeping missions: the United Nations Mission for Justice Support in Haiti, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and the United Nations Mission in South Sudan.

## I. Office of the United Nations Ombudsman and Mediation Services



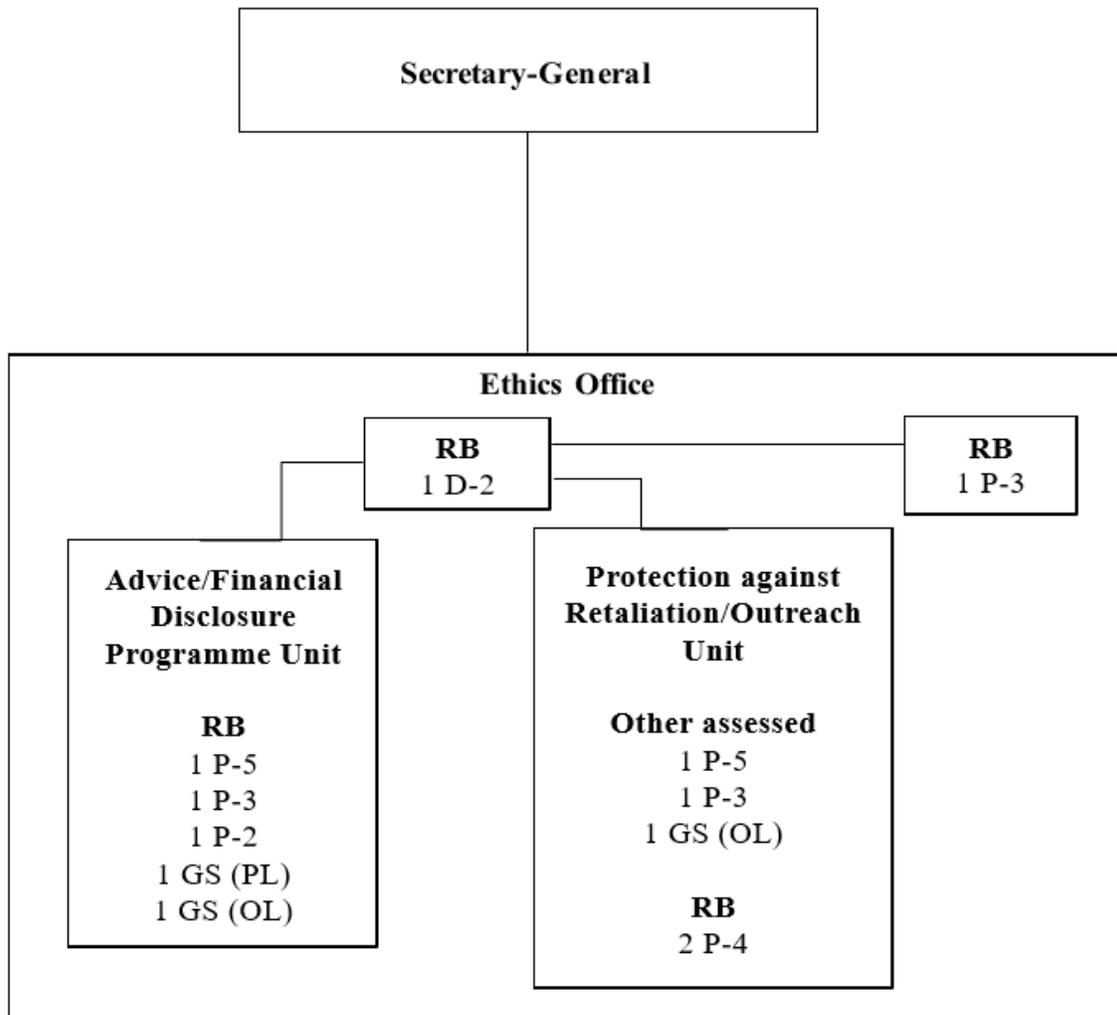
*Abbreviations:* ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); LL, Local level; RB, regular budget.

**J. Office of Administration of Justice**



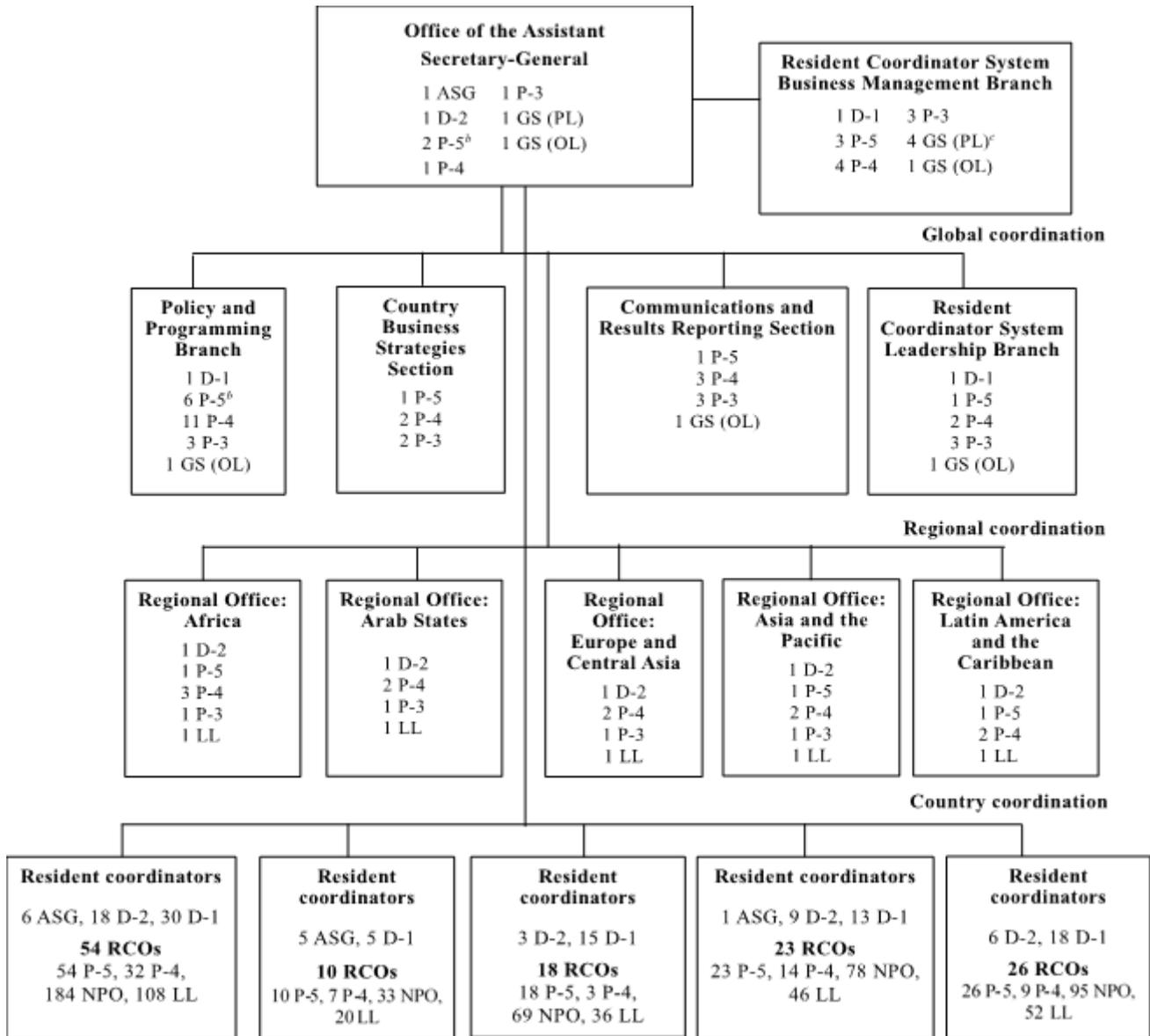
*Abbreviations:* GS (OL), General Service (Other level); LL, Local level; RB, regular budget.

**K. Ethics Office**



*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget.

**L. Resident coordinator system<sup>a</sup>**



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RCO, Resident coordinator offices.

<sup>a</sup> The chart reflects only posts to be funded through the special purpose trust fund.

<sup>b</sup> Reclassified to P-5.

<sup>c</sup> Reclassified to GS (PL).

## Annex II

## Overall summary of financial resources

Table

## Overview of financial and post resources by component and funding source

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
<b>Financial resources</b>												
I. Policymaking organs												
1. General Assembly	–	–	–	–	–	–	–	–	–	–	–	–
(a) Travel of representatives of Member States that are least developed countries	1 233.4	1 233.4	–	–	–	–	–	–	–	1 233.4	1 233.4	–
(b) Presidents of the General Assembly	324.6	324.6	–	–	–	–	1 681.7	1 681.7	–	2 006.3	2 006.3	–
(c) Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly	1 134.1	1 352.2	218.1	–	–	–	–	–	–	1 134.1	1 352.2	218.1
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	4 461.9	4 465.5	3.6	433.2	468.2	35.0	–	–	–	4 895.1	4 933.7	38.6
3. Committee on Contributions	315.4	315.4	–	–	–	–	–	–	–	315.4	315.4	–
4. United Nations Board of Auditors (including its secretariat)	3 520.1	3 629.1	109.0	4 607.2	4 414.9	(192.3)	6 258.9	6 258.9	–	14 386.2	14 302.9	(83.3)
5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	7 225.9	7 225.9	–	–	–	–	4 039.0	4 039.0	–	11 264.9	11 264.9	–

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
6. Committee for Programme and Coordination	404.5	404.5	—	—	—	—	—	—	—	404.5	404.5	—
7. Independent Audit Advisory Committee	535.8	535.8	—	—	—	—	—	—	—	535.8	535.8	—
<b>Subtotal, policymaking organs</b>	<b>19 155.7</b>	<b>19 486.4</b>	<b>330.7</b>	<b>5 040.4</b>	<b>4 883.1</b>	<b>(157.3)</b>	<b>11 979.6</b>	<b>11 979.6</b>	<b>—</b>	<b>36 175.7</b>	<b>36 349.1</b>	<b>173.4</b>
II. Secretary-General	1 226.1	1 226.1	—	—	—	—	—	—	—	1 226.1	1 226.1	—
III. Executive direction and management												
1. Executive Office of the Secretary-General	14 787.9	14 935.9	148.0	995.9	1 049.5	53.6	23 114.3	23 114.3	—	38 898.1	39 099.7	201.6
2. Office of the Director-General, United Nations Office at Geneva	3 056.1	3 056.1	—	—	—	—	384.0	384.0	—	3 440.1	3 440.1	—
3. Office of the Director-General, United Nations Office at Vienna	1 241.5	1 241.5	—	—	—	—	—	—	—	1 241.5	1 241.5	—
4. Office of the Director-General, United Nations Office at Nairobi	1 116.0	1 116.0	—	—	—	—	315.6	315.6	—	1 431.6	1 431.6	—
<b>Subtotal, executive direction and management</b>	<b>20 201.5</b>	<b>20 349.5</b>	<b>148.0</b>	<b>995.9</b>	<b>1 049.5</b>	<b>53.6</b>	<b>23 813.9</b>	<b>23 813.9</b>	<b>—</b>	<b>45 011.3</b>	<b>45 212.9</b>	<b>201.6</b>
IV. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	2 112.8	2 296.9	184.1	—	—	—	1 205.6	1 205.6	—	3 318.4	3 502.5	184.1
V. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	1 664.9	1 664.9	—	—	—	—	1 641.5	1 641.5	—	3 306.4	3 306.4	—
VI. Office of the Special Representative of the Secretary-General on Violence against Children	2 394.9	2 394.9	—	—	—	—	631.2	631.2	—	3 026.1	3 026.1	—

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
VII. Office of the Victims' Rights Advocate	814.6	814.6	–	–	–	–	192.4	–	(192.4)	1 007.0	814.6	(192.4)
VIII. Office of the United Nations Ombudsman and Mediation Services	3 611.4	3 611.4	–	2 176.6	2 257.0	80.4	–	–	–	5 788.0	5 868.4	80.4
IX. Office of Administration of Justice	9 372.8	9 372.8	–	178.5	191.8	13.3	1 020.1	1 233.3	213.2	10 571.4	10 797.9	226.5
X. Ethics Office	1 869.3	1 954.2	84.9	1 112.6	1 084.4	(28.2)	988.9	988.9	–	3 970.8	4 027.5	56.7
XI. Resident coordinator system <sup>a</sup>	13 571.8	13 571.8	–	–	–	–	281 190.9	281 306.5	115.6	281 190.9	281 306.5	115.6
<b>Subtotal</b>	<b>75 995.8</b>	<b>76 743.5</b>	<b>747.7</b>	<b>9 504.0</b>	<b>9 465.8</b>	<b>(38.2)</b>	<b>322 664.1</b>	<b>322 800.5</b>	<b>136.4</b>	<b>394 592.1</b>	<b>395 438.0</b>	<b>845.9</b>
Others <sup>b</sup>	–	–	–	–	–	–	28 395.8	22 120.3	(6 275.5)	28 395.8	22 120.3	(6 275.5)
<b>Total</b>	<b>75 995.8</b>	<b>76 743.5</b>	<b>747.7</b>	<b>9 504.0</b>	<b>9 465.8</b>	<b>(38.2)</b>	<b>351 059.9</b>	<b>344 920.8</b>	<b>(6 139.1)</b>	<b>422 987.9</b>	<b>417 558.30</b>	<b>(5 429.6)</b>
<b>Post resources</b>												
I. Policymaking organs												
1. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	10	10	–	2	2	–	–	–	–	12	12	–
2. United Nations Board of Auditors (including its secretariat)	6	6	–	–	–	–	1	1	–	7	7	–
3. Independent Audit Advisory Committee	2	2	–	–	–	–	–	–	–	2	2	–
<b>Subtotal, policymaking organs</b>	<b>18</b>	<b>18</b>	<b>–</b>	<b>2</b>	<b>2</b>	<b>–</b>	<b>1</b>	<b>1</b>	<b>–</b>	<b>21</b>	<b>21</b>	<b>–</b>
II. Executive direction and management												
1. Executive Office of the Secretary-General	92	92	–	5	5	–	16	16	–	113	113	–

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
2. Office of the Director-General, United Nations Office at Geneva	17	17	–	–	–	–	3	3	–	20	20	–
3. Office of the Director-General, United Nations Office at Vienna	9	9	–	–	–	–	–	–	–	9	9	–
4. Office of the Director-General, United Nations Office at Nairobi	7	7	–	–	–	–	2	2	–	9	9	–
<b>Subtotal, executive direction and management</b>	<b>125</b>	<b>125</b>	<b>–</b>	<b>5</b>	<b>5</b>	<b>–</b>	<b>21</b>	<b>21</b>	<b>–</b>	<b>151</b>	<b>151</b>	<b>–</b>
III. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	11	11	–	–	–	–	1	1	–	12	12	–
IV. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	8	8	–	–	–	–	8	8	–	16	16	–
V. Office of the Special Representative of the Secretary-General on Violence against Children	10	10	–	–	–	–	–	–	–	10	10	–
VI. Office of the Victims' Rights Advocate	4	4	–	–	–	–	–	–	–	4	4	–
VII. Office of the United Nations Ombudsman and Mediation Services	21	21	–	9	9	–	–	–	–	30	30	–
VIII. Office of Administration of Justice	40	40	–	1	1	–	–	–	–	41	41	–
IX. Ethics Office	9	9	–	3	3	–	–	–	–	12	12	–

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
X. Resident coordinator system	–	–	–	–	–	–	1 141	1 141	–	1 141	1 141	–
<b>Subtotal</b>	<b>246</b>	<b>246</b>	–	<b>20</b>	<b>20</b>	–	<b>1 172</b>	<b>1 172</b>	–	<b>1 438</b>	<b>1 438</b>	–
Others <sup>b</sup>	–	–	–	–	–	–	33	33	–	33	33	–
<b>Total</b>	<b>246</b>	<b>246</b>	–	<b>20</b>	<b>20</b>	–	<b>1 205</b>	<b>1 205</b>	–	<b>1 471</b>	<b>1 471</b>	–

<sup>a</sup> The share of the cost-sharing arrangement for entities of the Secretariat will amount to \$13,571,800 in the form of a grant to the special purpose trust fund.

<sup>b</sup> The United Nations trust fund for human security, the United Nations Global Compact trust fund and the United Nations Alliance of Civilization trust fund.