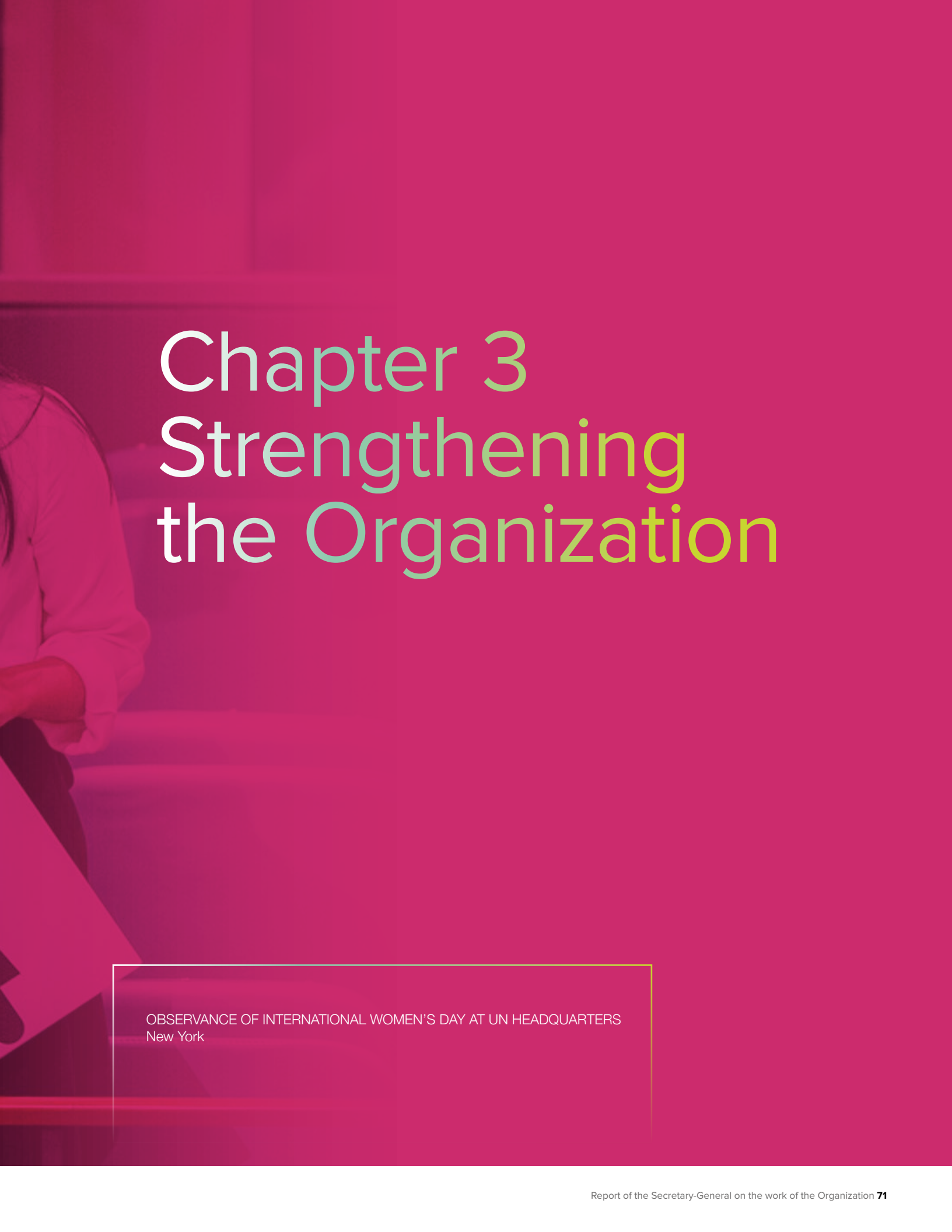




UN Photo/Mamun El Masry/UN/03/2018

A person in a white shirt is visible on the left side of the page, looking at a screen. The entire page is covered with a semi-transparent pink overlay. The title 'Chapter 3 Strengthening the Organization' is written in large, white and yellow-green letters in the center.

# Chapter 3

## Strengthening the Organization

OBSERVANCE OF INTERNATIONAL WOMEN'S DAY AT UN HEADQUARTERS  
New York



A significant endeavour in the past year has been my reform effort that aims at making the Organization more effective, nimble, field focused and efficient to serve Member States and their populations. This is the first time that the United Nations has embarked on a reform agenda of this scale.

## THE REPOSITIONING OF THE UNITED NATIONS DEVELOPMENT SYSTEM

On 31 May, the General Assembly provided robust mandates to take forward the repositioning of the United Nations development system to support the 2030 Agenda. The resolution adopted offers a unique opportunity for the system to become more than the sum of its parts and effectively deliver on the ambition of the 2030 Agenda. The system initiated transition planning immediately after the adoption of the resolution, with the aim of repositioning the system starting in January 2019.

In 2019 we will see the progressive establishment of a new generation of United Nations country teams, with enhanced skillsets, better tailored to country realities and more responsive to national priorities. We will also implement all mandates to establish a reinvigorated resident coordinator system, fully dedicated to the coordination of the development activities of the United Nations in countries and with enhanced accountability for system-wide results. We will redouble efforts to advance common premises and shared services across entities, generating significant savings that can be reapplied into development programmes.

These reforms are highly significant to the

success of the Sustainable Development Goals and the litmus test will be results on the ground. The renewed United Nations Development Group and the Joint Steering Committee to Advance Humanitarian and Development Collaboration are already operational and will bring about solutions, on the required scale, to challenges faced by countries and United Nations country teams. I count on Member States to continue to support the implementation of these reform efforts, including by providing the necessary funding to the resident coordinator system and the system at large. Repositioning the United Nations development system is a shared responsibility.

## ENHANCING COHERENCE OF PEACE AND SECURITY ACTIVITIES

The goal of Headquarters peace and security pillar reform is to make its undertakings more coherent, nimble and effective through a “whole-of-pillar” approach that prioritizes prevention and sustaining peace. It significantly addresses fragmentation by moving away from working through separate departments towards a single, integrated effort with two closely linked departments: the Department of Political and Peacebuilding Affairs and the Department of Peace Operations. The two Departments will share a single regional political-operational structure, which will be responsible for the management of all political and operational peace and security activities. A strengthened Peacebuilding Support Office within the Department of Political and Peacebuilding Affairs will connect the pillar with system-wide efforts and tools across the conflict spectrum,

ensuring a more holistic approach to peacebuilding and sustaining peace. On 5 July 2018, the General Assembly approved the proposed restructuring, to be implemented effective 1 January 2019.

## MANAGEMENT REFORM

In October 2017, I proposed a new management paradigm that will empower managers to determine how best to use their resources to support programme delivery and mandate implementation. This will mean transferring greater responsibility to managers and holding them accountable for the programme and financial performance of their programmes. Support to managers will be improved by streamlining and simplifying the policy framework, providing clear guidance and restructuring the current management and support departments to better support delivery of all programmes and provide all managers with quality assurance and strategic policy guidance.

In July 2018, the General Assembly approved the restructuring of the current Department of Management and Department of Field Support into two new departments. The new departments will become operational on 1 January 2019. Both departments will service the entire Secretariat, with one providing guidance on strategic, policy and compliance matters and the other providing operational and transactional support to managers. The impact of this transformation will enable the United Nations to become more nimble, effective, transparent, accountable, efficient, pragmatic and decentralized to better support its normative and operational activities.

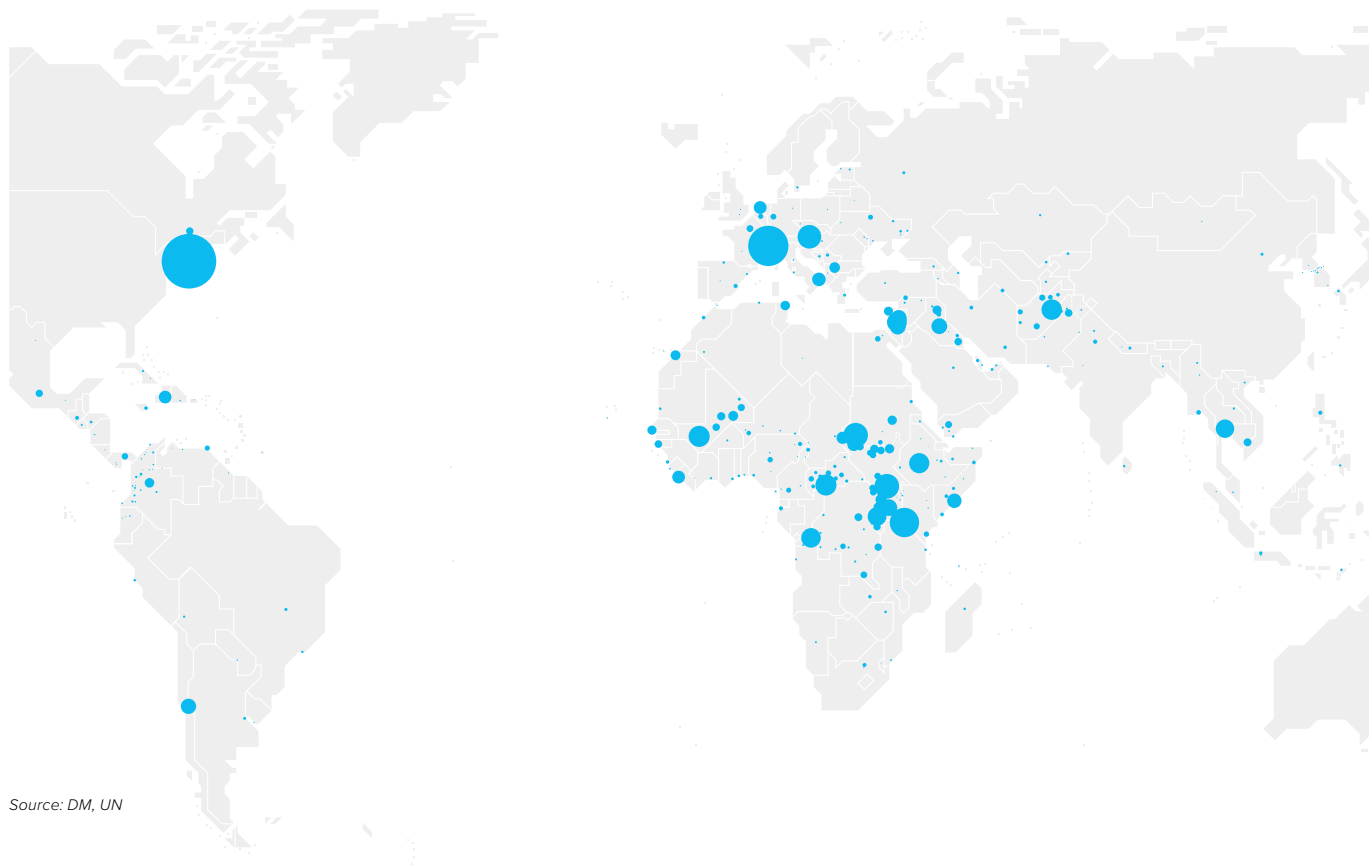


UN Photo/Mark Garten, #751806, 23/02/2018

Senior Management Group reaches gender parity.

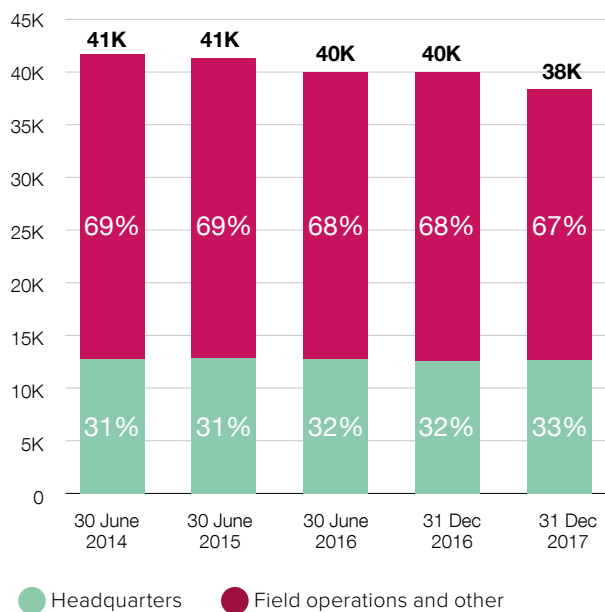
## COMPOSITION OF UN SECRETARIAT STAFF

Over 38,000 staff work for the UN Secretariat across the globe



Over 67% of staff work outside Headquarters

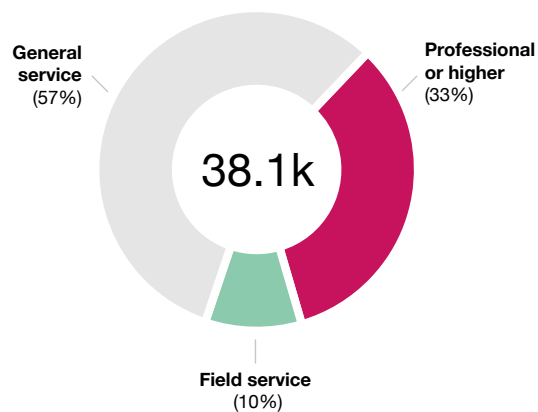
Staff of the UN Secretariat at HQ and in the field



Source: DM, UN

Most staff are in local General Service category

UN Secretariat staff by category



Source: DM, UN

The UN is taking concrete steps to eradicate sexual exploitation and abuse as well as sexual harassment.

### **ENDING SEXUAL HARASSMENT, SEXUAL EXPLOITATION AND ABUSE**

The Organization is taking concrete steps to eradicate sexual exploitation and abuse as well as sexual harassment and is establishing a mechanism to protect and support victims. To accelerate our work in addressing sexual exploitation and abuse, I have crafted, in cooperation with Member States, a voluntary compact which identifies specific prevention and response actions, elevates the interests of victims, and develops a sexual exploitation and abuse risk management toolkit that provides field missions with a systematic approach to identifying, assessing and mitigating risks. To address sexual harassment, I have mobilized senior managers to improve guidance, information and services for staff, and I have launched a 24-hour helpline for colleagues to access information and confidential support. The Office of Internal Oversight Services is implementing a fast-track procedure to receive, process and address all sexual harassment complaints. In addition, the United Nations is creating a specialized investigation team.

### **PROTECTING WHISTLEBLOWERS**

Protecting whistle-blowers is critical to rooting out fraud, corruption, sexual abuse and other forms of misconduct. Staff must feel safe to report wrongdoing and believe the Organization will take action against perpetrators. I have significantly strengthened the whistleblower protection policy by extending protection from retaliation to include individual contractors and consultants and allowing the transfer of the retaliator (as opposed to the complainant) to another office after an investigation. The policy is now in line with best practices and will remain under continuous review. Efforts are under way to socialize this policy throughout the Organization. I am also strengthening the Ethics Office, increasing its independence.

### **ENTERPRISE RISK MANAGEMENT**

Given the nature and complexity of risks the Organization faces, it is incumbent upon managers to proactively identify and mitigate risks to their operations. The Organization recently completed the first-ever fraud and corruption risk assessment, identifying the most critical areas for immediate and sustained management attention.

### **LEVERAGING TECHNOLOGY AND INNOVATION**

Evolution in information and communications technology is accelerating innovation and the delivery of data for decision-making, making such technology an increasingly valued partner and enabler of the work of the Organization. A broad range of analytics tools now support strategic direction, policy formulation and decision-making. Others, such as the computer-assisted translation tool eLuna, facilitate the work of conference services, while the electronic fuel management system supports our field missions. Umoja will enable us to produce dashboards providing real-time information on financial and programme performance of departments and offices.

As part of my management reform efforts, I intend to publish, soon after the appropriate Umoja extensions are in place, comprehensive, real-time and easily accessible transaction-level information about United Nations operations relating to the Sustainable Development Goals, using the standards established by the International Aid Transparency Initiative, which aims to make all information about spending easily accessible. This will increase transparency and allow Member States and the public at large to access and assess information.

### **MAKING OUR BUDGETS A TOOL FOR GREATER ACCOUNTABILITY**

In response to my management reform proposals, the General Assembly in December 2017 approved one of the most significant changes in the programme planning and budgetary processes of the Organization since the 1970s. Starting from 2020, the Secretariat will move towards an annual programme budget document, replacing the current two-year cycle with an annual cycle. Member States, for the first time ever, will be able to access information on programme planning, programme performance, evaluation results and financial requirements in one document. The General Assembly will be able to consider the information at one session instead of several different sessions held over a three-year period. Our budget document will now become a tool for accountability to enable us to better assess the performance of our programmes and how our resources support programme delivery.

### **DUTY OF CARE**

The United Nations continues its commitment to the duty of care for its people. With the leadership of the Secretariat, more than 50 United Nations entities are operating under one security management umbrella. This strategy provides system-wide security policies, multidimensional operational approaches, security threat information, security training and crisis preparedness to ensure the safe delivery of United Nations operations and programmes.

The Organization is also committed to providing the necessary psychosocial and health-related support to all staff. We have promulgated a United Nations workplace mental health and well-being strategy and have implemented duty station health risk assessments and standards for the safety and quality of health care delivered in United Nations facilities.

United Nations personnel work in increasingly challenging and dangerous situations. Protecting them is my top priority and I have enacted these reforms to strengthen the capacity of the Organization to meet that goal while carrying out the mandates enshrined in the Charter.

## KEY ELEMENTS OF THE SECRETARY-GENERAL'S MAJOR REFORM INITIATIVES



### UN Development System reforms seeks 7 transformations

#### **System-wide strategic document**

A strategic tool, prepared by the UN Development Group, to help guide and accelerate our alignment with the 2030 Agenda, focusing on concrete actions

#### **New generation of UN country teams**

Demand-driven and tailored to meet the specific development priorities and needs of countries

#### **Reinvigorated UN Resident Coordinator system**

Development focused, with stronger capacity, leadership, accountability and impartiality

#### **Revamped regional approach**

More cohesion and coordination at the regional level

#### **Strengthened direction, oversight and accountability**

Improved horizontal governance and system-wide transparency and evaluation

#### **Stronger partnerships for the Agenda 2030**

Several workstreams to strengthen UN partnerships and South-South cooperation

#### **New funding compact**

Proposed mutual commitments to foster investment in the UN system and stronger funding mechanisms for the 2030 Agenda



### Management reform of the UN Secretariat focuses on 3 dimensions

#### **Better budgets and plans**

Streamline and improve the planning and budgeting processes to be supportive of Member States mandates

#### **More accountability and authority**

Delegate managerial authority to programme managers and demand greater accountability on behalf of the people we serve

#### **Two new departments to replace the Department of Management and the Department of Field Support**

Change organizational structures for better service, guidance and policies in the service of Member States



### Reform of the Peace and Security pillar at UN Headquarters has 5 main elements

#### **Whole-of-pillar approach in two new departments**

Create a Department of Political and Peacebuilding Affairs and a Department of Peace Operations

#### **One regional approach**

Create a single shared political-operational structure with regional responsibilities

#### **Joint leadership**

Establish a Standing Principals Group for the two departments, under the Secretary-General's chairmanship

#### **Enhanced capacity**

Strengthen priority areas to ensure coherence and coordination

#### **Non-structural changes**

Introduce improvements to day-to-day operations in the pillar