United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) organizes large convoys of civilian and military vehicles to supply remote United Nations bases in northern Mali. Supply trucks are part of the convoys.
EFFECTIVE FUNCTIONING OF THE ORGANIZATION

Report of the Secretary-General on the work of the Organization

SELECT MANDATES
- Shifting the management paradigm in the United Nations, GA resolutions 72/266, 72/266 B and 73/281
- An accountability system in the United Nations Secretariat, GA resolution 73/289
- Human resources management, GA resolution 72/254
- Procurement, GA resolution 69/273
- Multilingualism, GA resolution 71/328
- Pattern of conferences, GA resolution 73/270

KEY WORKSTREAMS
- General Assembly affairs and conference management
- Global communications
- Oversight
- Management strategy, policy and compliance
- Offices away from headquarters
- Operational support
- Safety and security

INDICATIVE RESOURCES
$1.45B
$910M regular assessed, $340M peacekeeping assessed (2017-2018) and $200M voluntary contributions

SELECT MANDATES
- Shifting the management paradigm in the United Nations, GA resolutions 72/266, 72/266 B and 73/281
- An accountability system in the United Nations Secretariat, GA resolution 73/289
- Human resources management, GA resolution 72/254
- Procurement, GA resolution 69/273
- Multilingualism, GA resolution 71/328
- Pattern of conferences, GA resolution 73/270

SELECT ENTITIES
- Department for General Assembly and Conference Management
- Department of Global Communications
- Department of Management Strategy, Policy and Compliance
- Department of Operational Support
- Department of Security and Safety
- Office of Internal Oversight Services
- United Nations Offices at Geneva, Nairobi and Vienna
Actor Daryl Mitchell (seated) addresses the special event, “The Art of the Possible”, on the occasion of the International Day of Persons with Disabilities. Standing behind him is a sign language interpreter.
KEY WORKSTREAMS

Several operational processes underpin the functioning of the United Nations Secretariat, with its annual resources of about $13 billion and more than 37,000 civilian staff in 450 duty stations. Many of those processes are being substantially overhauled in 2018/19 as a result of the Secretary-General’s management reform initiative. They include the management of finance, human resources, information and communications technology, supply chains, facilities, conference services, and security and safety operations, as well as the communication of the Organization’s work and the strengthening of relations with the principal organs of the United Nations, Member States and other stakeholders.

KEY RESULTS

In 2018, the United Nations laid the foundation for an ambitious management reform initiative that became effective in 2019. In shifting its management paradigm, the United Nations is putting the strongest emphasis on transparency, accountability and better implementation of mandates. Effective 1 January 2019, the Office of the Secretary-General launched a simplified and streamlined framework for the delegation of managerial authority to more than 200 heads of United Nations entities to cut through bureaucracy and bring decision-making closer to the point of delivery. The Organization began to simplify administrative policies and strengthened its internal accountability framework. It also put in place dashboards to convey performance and compliance data to managers in more timely, reliable and user-friendly ways. Furthermore, the Organization improved its formal programme and performance documentation to present a better overview of results to the General Assembly, aligned with the Sustainable Development Goals. For the first time in its history, the United Nations achieved gender parity among senior management.
The effective functioning of the organization

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To facilitate multilateral dialogue and decision-making of Member States, the Secretariat continued to provide conference services, with multilingual support whenever mandated. The Organization serviced more than 35,000 intergovernmental meetings or conferences in New York, Geneva, Vienna and Nairobi and provided more than 4,500 documents and other materials. To strengthen inclusive multilingualism, the Organization also expanded its pool of conference interpreters and translators from traditionally underrepresented regions.

“\textquote{In 2018, we helped managers engage a record 31,000 staff in leadership dialogues on ethics and integrity.}”

\textit{Elia Yi Armstrong, Director of the Ethics Office}

\section*{ETHICS AND STAFF SUPPORT}

In 2018, the United Nations responded to a higher number of internal requests for confidential ethics advice and guidance on whistle-blower protection. Responsiveness improved, with the average number of days for preliminary reviews dropping by 50 per cent, to 13 days. More than 31,000 staff participated in leadership dialogues on whistle-blowing and a stronger policy against retaliation for reporting wrongdoing. The number of tips on potential wrongdoing increased, suggesting greater awareness of reporting options and increased confidence in the system. To help improve the work environment, the United Nations Ombudsman launched a civility campaign and assisted more than 2,700 staff with a safe space, a confidential ear and independent advice on workplace challenges.

Shireen Lillian Dodson is sworn in as new United Nations Ombudsman.

\section*{OUR EFFECTIVE FUNCTIONING EFFORTS}

We issued new, simplified and streamlined delegations of managerial authority to \textbf{200+} heads of United Nations entities.

We serviced \textbf{35,000+} intergovernmental meetings and conferences.

We put in place broadcasting partnerships with \textbf{1,100} media entities in 153 countries and territories.

\textbf{46M+} visitors visited un.org and some 16M users consulted the dedicated Sustainable Development Goals website.
Visitor watching a virtual reality presentation on the Sustainable Development Goals at the Global Festival of Ideas in Bonn, Germany, with the support of United Nations communications teams
“Walking the talk” on environmental sustainability is a key priority for United Nations operations. Building on its environmental strategy, the United Nations established a performance and risk framework that increases accountability for the environmental footprint of its field missions. The missions – which deploy more than 100,000 people in fragile settings – reported to the General Assembly on their environmental scorecards for the first time in the context of their budget performance reports for 2017-2018.
To keep staff and visitors safe, the United Nations worked with more than 1,400 security officers across its 11 major non-field locations. Across the world, United Nations security officers not only helped to protect staff and their dependants, but also kept 3 million visitors, Heads of State and Government representatives safe as they passed through Secretariat premises.

In 2018, the United Nations Secretariat also strove to better communicate its work to global audiences. By the end of the year, for example, the United Nations had put in place partnerships for broadcasting its content with 1,100 media entities in 153 countries and territories. More than 46 million unique users visited the un.org website, more than 60 per cent of whom were 18–34 years old. Nearly 16 million users consulted the dedicated website on the Sustainable Development Goals. In just one of many global campaigns, some 2,000 people from more than 120 countries shared videos of themselves reading an article of the Universal Declaration of Human Rights in one of 80 native languages.

The United Nations continued to advance its victim-centred, zero-tolerance approach to sexual misconduct. It approved a system-wide model policy on sexual harassment, informed by the first-ever staff survey on the issue. A 24-hour “Speak up” helpline was set up in 2018, and a new Clear Check database now makes it possible to vet job candidates across all United Nations system entities to prevent the rehiring of perpetrators of sexual misconduct. The Organization also introduced a database to better assist victims of sexual exploitation and abuse. Victims’ rights advocates began to deploy to the field, and a new group of sexual misconduct investigators was set up.

Jane Connors (second from left), United Nations advocate for the rights of victims of sexual exploitation and abuse, meets with uniformed personnel serving with the United Nations Mission in South Sudan (UNMISS).
An indicative overview of United Nations resources in 2018 across its eight priorities. Standing at about $13.8 billion, resources were significantly reduced from 2017. The diagram also helps compare the $13.8 billion in contributions to the United Nations Secretariat entities with the approximately $50 billion of the entire United Nations System (including specialized agencies, funds and programmes). See chart below showing all the entities in the United Nations System.

Please note that this diagram is provided for illustrative purposes only. The financial years for the regular budget (2018) and for peacekeeping operations (2017-2018) differ. Allocation of resources to priorities is based on the United Nations Programme Budget 2020. Data for the United Nations System is based on indicative reports to the United Nations Chief Executive Board Secretariat. For detailed information, please refer to audited financial statements.
United Nations Headquarters security personnel during Safety and Security Week.
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