Effective Functioning of the Organization

KEY PROGRAMMES
• 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
$1.6B
$1.2B regular assessed, $333M peacekeeping assessed (2018/19) and $60M voluntary contributions

SELECT MANDATES
• Shifting the management paradigm in the United Nations, General Assembly resolutions 72/266, 72/266 B and 73/281
• An accountability system in the United Nations Secretariat, General Assembly resolution 73/289
• Human resources management, General Assembly resolution 72/254
• Procurement, General Assembly resolution 69/273
• Multilingualism, General Assembly resolution 71/328
• Pattern of conferences, General Assembly resolution 73/270
• Questions relating to the proposed programme budget for 2020, General Assembly resolution 74/262
• Progress towards an accountability system in the United Nations Secretariat, General Assembly resolution 74/271

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
A visitor looks at an exhibition at United Nations Headquarters in New York City, which has been open to the general public since November 1952 (New York, 30 December 2019)

KEY WORKSTREAMS

With more than 36,000 staff in 461 duty stations, the work of the United Nations Secretariat is underpinned by the management of finance, human resources, information and communications technology, supply chains, facilities, conference services and security and safety operations, as well as communicating the work of the Organization to global audiences.

KEY OUTCOMES

The shift to a more decentralized Secretariat, the centrepiece of my management reform, has been anchored by a new system of delegation of authority that came into effect in January 2019. The new approach enhances our effectiveness by delegating more responsibility to the point of mandate delivery. A stronger organizational architecture, led by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, was established to support the new paradigm.

An inside look at one of the United Nations interpreters at work on the opening day of the General Assembly’s general debate (New York, 24 September 2019)
FEMALE REPRESENTATION IS INCREASING AMONG UNITED NATIONS SECRETARIAT STAFF

AGE DISTRIBUTION OF UNITED NATIONS SECRETARIAT STAFF IN 2019

OVER 36,000 STAFF WORKED FOR THE UNITED NATIONS SECRETARIAT WORLDWIDE IN 2019

UNITED NATIONS SECRETARIAT STAFF BY LOCATION (DECEMBER 2019)

UNITED NATIONS SECRETARIAT STAFF BY REGIONAL GROUP*
A newly designed delegation of authority management system has allowed me to directly empower heads of entities and align their responsibility for mandate implementation with the authority to manage resources. Delegation has been simplified and is now managed through an electronic portal.

A new tiered support structure is in place, helping managers in exercising their decision-making authority. The Department of Operational Support provides dedicated advisory support to managers, while the Department of Management Strategy, Policy and Compliance focuses on regulatory frameworks and policies to ensure that they fit the needs of the Organization. The new Management Client Board provides a critical feedback mechanism on performance. Analytics capabilities have been reinforced to foster accountability and transparency. Corporate data from enterprise systems such as Umoja now come together so that verified operational data are available in one place. Based on the data, a standardized performance framework helps to oversee global operations and identify issues. We are also implementing a new risk management approach and a self-evaluation framework to provide more performance information in the new annual budget.

The new annual programme budget, which is in its second year of implementation, is a major step towards more realistic budgeting and a greater focus on results. It improves the accuracy of the Secretariat’s resource estimates, enabling it to adapt more quickly to changes in mandates and allowing it to adjust planning on the basis of actual programme performance, thereby improving accountability for results. Given the annual cycle, the Secretariat was able to capture programmatic changes resulting from the pandemic in the budget for 2021.
In the last year, we have made great strides towards a new management paradigm. Key achievements include:

- **Increased delegations of authority** to improve the effectiveness and accountability of delivery on the ground.
- **Streamlined annual budget** to shorten budgeting timelines, enhance planning and increase responsiveness to emerging demands by Member States.
- **Tiered advisory model** allowing Headquarters to better support empowered managers in the field.
- **Improved human resource management** through increasingly simple policies and processes.
- **Integrated supply chain management** enabling end-to-end planning and management.
- **Improved support to troop and police contributing countries (T/PCCs)** through a new dedicated Uniformed Capabilities Support Division.
- **Continuous feedback loops with managers** through the new Management Client Board, consisting of rotating internal client representatives.
- **Consolidated Information and Technology functions** to create a single IT platform.
- **Increased accountability and transparency** based on a new accountability framework for decision-making and enhanced analytics.

The reform has also started a continuous process to simplify policies and processes. In human resources, for example, we streamlined the recruitment process and are working to improve onboarding. A wider human resources policy review process has begun, and obsolete policies were abolished in 2019.

Gender parity and geographical diversity among staff are among my key priorities. Having already achieved gender parity among senior management, I have set a goal for system-wide gender parity by 2028. The Geographical Diversity Strategy, launched in March 2020, aims to ensure a diverse and inclusive workforce.

*An ethical organizational culture underpins and enables UN core values – integrity, professionalism, and respect for diversity – to thrive and be reflected in our work.*

*Elia Yi Armstrong, Director of the Ethics Office*
Implementation of the Environment Strategy for Peace Operations remains a key priority. It aims to achieve maximum efficiency in the use of natural resources, minimize risk to people and ecosystems, and leave a positive legacy.

The sites of the United Nations peacekeeping mission in the Democratic Republic of the Congo, MONUSCO, were primarily powered by diesel generators due to the previous lack of a robust national electrical power supply across mission locations. Following major developments and improvements to hydroelectric power stations in the Democratic Republic of the Congo, MONUSCO has connected more sites to this renewable grid, leading to a reduction in fuel consumption of approximately 750,000 litres per annum. Hydropower now meets 30 per cent of overall energy requirements.

The toolkit entitled “United to respect” was issued to provide guidance on applying my bulletin “Addressing discrimination, harassment, including sexual harassment, and abuse of authority” (ST/SGB/2019/8). The toolkit includes information on maintaining a work environment in which colleagues are treated with respect and dignity, as well as guidance for those affected by prohibited conduct. We are preparing a plan of action for a one-year campaign aimed at promoting knowledge, awareness and action on racism within the Organization.

In 2019, the United Nations produced information in 106 languages, as well as Braille, to strengthen communication on the Organization’s work. This included coverage of key events, such as the 2019 Climate Action Summit and the Sustainable Development Goals Summit. Through our conference services, we provided support to more than 36,000 multilateral meetings and conferences in 2019. Our security officers enabled the safe access of more than 36,000 staff and delegates and more than 1,000 Heads of State and Government, as well as more than 3 million visitors.
COMMUNICATING WITH GLOBAL AUDIENCES

Produced communications products in 108 languages

Provided communications support in 180 countries

57.8M visitors to the United Nations website

2.2M people engaged online with #ActNow climate campaign

2M users of the Dag Hammarskjöld Library

2,000+ live streams of United Nations meetings and events

“In an increasingly complex operating environment, we must commit to evolving, improving, and innovating to continue providing trusted security leadership and solutions.”

Gilles Michaud, Under-Secretary-General for Safety and Security

“We cannot achieve our ambitious goals unless we capture people’s attention and move them to care.”

Melissa Fleming, Under-Secretary-General for Global Communications

While progress was made in improving our effectiveness, unfortunately the trend of ongoing—and deepening—cash shortfalls continued to affect our work in 2019. The programme budget saw a record deficit of $520 million, surpassing the record high set just a year earlier despite several cash conservation measures. Without these measures, the General Assembly meetings held in September 2019 would have been disrupted. Furthermore, the year ended with $711 million in outstanding contributions, the highest in nearly a decade. The aggravation of the liquidity pressure does not bode well for mandate delivery in 2020. In peacekeeping, outstanding assessed contributions totalled $1.7 billion by the end of the financial period. Troop- and police-contributing countries bore the burden of the cash shortfall as outstanding reimbursements to them reached a record high of $631 million. These persisting liquidity challenges undermine the Organization’s ability to implement its mandates and carry out its approved programme of work. I continue to reiterate my request to Governments to meet their financial obligations to the United Nations and to approve my proposals for structural changes to place the Organization on a sound and sustainable financial footing.

A staff member of the United Nations Facilities and Management Service adjusts the clock at the Security Council chamber as daylight saving time ended on Sunday 3 November (New York, 4 November 2019)
RESOURCES ACROSS PRIORITY AREAS IN 2019

The chart shows an indicative overview of United Nations expenditure in 2019 across its eight priorities. Standing at about $14.2 billion, spending increased slightly from 2018. The diagram also helps compare the expenditure of United Nations Secretariat entities with the approximately $51 billion of the entire United Nations System (including specialized agencies, funds and programmes). See chart on next page for all entities in the United Nations System.

Please note that this diagram is provided for illustrative purposes only. The financial years for the regular budget (2019) and for peacekeeping operations (2018/19) differ. Allocation of resources to priorities is based on the United Nations Programme Budget 2021. 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.