

The Change Plan

PROPOSALS BY THE
CHANGE MANAGEMENT TEAM
TO THE SECRETARY-GENERAL



United Nations

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Atul Khare
Assistant Secretary-General

1. EXECUTIVE SUMMARY

The following plan and the attached annexes represent the CMT's proposals for the Secretary-General to promote:

A modern, engaged and efficient Secretariat, transparent and accountable in its work, responsibly stewarding resources to deliver high-quality results, building confidence in the UN and its ideals.

The achievement of the vision will rely on four key deliverables:

- 1. Enhancing Trust and Confidence: Towards a more stakeholder and client-oriented organizational culture;**
- 2. Engaging Staff: A global, dynamic, adaptable, meritocratic and physically secure work force;**
- 3. Improving Working Methods: A more open and accountable UN with streamlined procedures;**
- 4. Rationalizing structures and functions: Optimal locations, common services and expanded partnerships.**

This plan complements and will enable the achievement of the specific priorities in substantive areas to be outlined separately by the Secretary-General.

To launch this plan, the Secretary-General approved 12 fast track opportunities¹, led by dedicated project leaders in the Departments of Management (DM), General Assembly and Conference Management (DGACM), Peacekeeping Operations (DPKO) and Public Information (DPI) and the Offices of Information and Communications Technology (OICT) and Internal Oversight Services (OIOS).

The Plan includes 61 recommendations, the majority of which can be implemented under the authority of the Secretary-General, or which can be implemented by a specific direction of the Secretary-General. The remaining recommendations will require Member State approval and will be submitted to Member States through existing channels of consultation and approval, via the appropriate legislative body.

Effective monitoring and evaluation of the implementation of the Plan is critical for its success. It is recommended that the Secretary-General assesses the achievements under the plan, as appropriate, through the annual Senior Managers Compacts. In addition, peer reviews of each Department's/Office's achievements under the plan should also be conducted under the chairmanship of the DSG annually.

¹ See attached as Annex 1

RECOMMENDATIONS

1. Enhancing Trust and Confidence: Towards a more stakeholder and client-oriented organizational culture

The CMT recommends the following:

1. That the Secretariat, particularly Senior Staff, be much more available for discussions with Member States, whether individual or groups of Member States, particularly on strategic issues. (Paragraphs 28 – 30)
2. All heads of departments, offices and commissions make greater use of diverse groups of Member States to support information exchange on strategic initiatives. (Paragraphs 28 – 30)
3. Develop a comprehensive internal communications strategy by the Executive Office of the Secretary-General (EOSG), DM and DPI, in 2012. Once the scope of the strategy is finalized, DPI will take the lead in developing its communication aspects aimed at informing, engaging and motivating staff. (Paragraph 31)
4. The Deputy Secretary-General commission a biennial Staff Survey in 2012, and commit to a process to follow-up on the results. (Paragraphs 32-33)
5. The Change Management Focal Points Network (CMFPN), with the active support and guidance of their heads of departments, offices and commissions, lead a process of continuous change and innovation, most notably by facilitating regular consultations with staff. (Paragraphs 34-37)
6. DM should be charged with taking the lead in connecting project teams who won a UN 21 Award and interested Secretariat audiences. (Paragraphs 38-41)
7. The implementation of technology platforms to ensure that UN personnel are able to form flexible communities of practice for collaboration. (Paragraph 44)
8. The use of work process reviews across all departments, offices and commissions, to streamline functional and administrative work processes. (Paragraph 45)
9. The establishment of a three signature rule to streamline review and clearance processes: the drafter, one reviewer, and one approver. (Paragraph 45)
10. All heads of departments and offices relocating to the renovated Secretariat building in New York maintain and fully utilize the new layouts to promote positive changes towards a more open and collaborative working culture. (Paragraph 46)
11. The results of final judgements for/or against a department or office should be noted in the Compact assessments of the relevant department, office or commission heads, with due consideration for where the responsibility for the original error lies, along with the ratio of cases won to total cases. (Paragraph 47)
12. Thematic leadership dialogues are rolled out by the Secretary-General in 2012 to his Senior Management Team, supported by the Ethics Office. (Paragraphs 48-49)
13. The endorsement of 360 degree feedback and that Senior Management are instructed to ensure that all First Reporting Officers up to the D2 level participate fully in the use of this function when it is available, while the Ethical Leadership Survey process will be applied for Senior Managers. (Paragraph 50)
14. Expanding *iNeed* to meet the service needs of Member States as a priority, by 2013. (Paragraphs 51-53)

2. Engaging Staff: A global, dynamic, adaptable, meritocratic and physically secure work force.

The CMT recommends the following:

15. All senior managers fast track expanded Flexible Work Arrangements (FWA), effective as soon as possible. (Paragraphs 55-56)
16. A comprehensive mobility policy that takes into account the issues of job security, better linkages to senior level promotions and the importance of safeguarding institutional knowledge, along with improving the performance appraisal system and improving recruitment. (Paragraph 57)
17. OHRM should encourage mobility within each headquarters duty station and among organizations in the same duty station for General Service staff, together with other, ad hoc options such as temporary staff exchanges between offices in the same location. (Paragraph 58)
18. More rigorous use be made of withholding of a salary increment, the non-extension or termination of contracts (provided remedial actions were undertaken, including a performance improvement plan) for underperforming staff. (Paragraphs 59-62)
19. The Learning Advisory Board, with the support of the United Nations System Staff College (UNSSC) and the United Nations Institute for Training and Research (UNITAR), prepare a comprehensive review of the Secretariat's learning, training and knowledge capacities by mid-2013. (Paragraph 63)
20. All Senior Managers include the contribution to the learning of others as an integral component of their own performance appraisals, starting in 2012. (Paragraph 64)
21. Further reinforcement and prioritization of middle management training across the Secretariat, with a view to eliminating all waiting periods by 2014. (Paragraph 65)
22. An induction for new Senior Managers, developed by UNSSC, should be fully utilized by all departments, offices and commissions. (Paragraph 66)
23. A similar induction course for middle managers new to the Secretariat also be developed as soon as possible. (Paragraph 66)
24. OHRM should explore the modalities of a comprehensive in-house mentoring programme. (Paragraph 67)
25. The establishment of United Nations Security Management System Boards of Inquiry. (Paragraph 68)
26. A more meaningful memorial for colleagues who have paid the supreme sacrifice in the line of duty. (Paragraph 69)

3. Improving working methods: A more open and accountable UN with streamlined procedures

The CMT recommends the following:

27. The Secretary-General instructs DM to review and propose a more strategic budget document, for consideration by the Member States. (Paragraphs 74-77)
28. The Deputy Secretary-General keeps the legislative bodies and other partners well informed as the working groups on cost recovery and programme support costs conclude their work. (Paragraphs 78-79)
29. All programme managers establish appropriate self-evaluation and monitoring capacity, with a commitment to complete comprehensive self-evaluation of all subprogrammes in a phased manner between 2012 and 2016. (Paragraphs 80-82)
30. DM, through its proposed Results Based Management Unit, with methodological advice from OIOS/Inspection and Evaluation Division (OIOS/IED), provide support to all programmes in application of Programme Logic Models (PLMs) for their respective subprogrammes. (Paragraphs 83-84)

31. With regard to Umoja, the CMT recommends: (Paragraphs 87-88)
 - (1) The provision of a governance structure for the project as a matter of priority (no later than at the first half of the resumed part of the sixty-sixth session of the General Assembly);
 - (2) The assessment of the potential of combining some of the business change activities for Umoja and International Public Sector Accounting Standards (IPSAS) to bring benefits in terms of costs (for communications, training, staff time) and effectiveness;
 - (3) The continued development and refinement of the performance measures and the methodology applied for estimating the quantitative benefits resulting from economies, efficiency gains and improved effectiveness, and to provide, where relevant, industry benchmarks for comparative purposes;
 - (4) Clear performance indicators for the relevant Senior Managers leading the project are established in order to ensure implementation on time and within budget.
32. Following the roll-out of IPSAS in 2014, UN expenditure statements should be made publicly available by 2015. (Paragraph 88)
33. UN Headquarters, Offices away from Headquarters (OAHs) and Regional Commissions review all work processes relating to standard administrative procedures with a view to establishing clear timeliness benchmarks. (Paragraph 89)
34. Common procurement activities are expanded as a matter of priority in each Secretariat location to ensure cost efficiencies. (Paragraphs 90-91)
35. A review by the Department of Field Support (DFS) and DPKO with Troop-Contributing Countries (TCCs) to identify measures to expedite the arrival of contingent-owned equipment. (Paragraph 92)
36. Achieving a digital Secretariat by 2015 through implementation of digital signatures in 2012, followed by policy and processes for e-filing, e-archiving and knowledge management, through the work of the Working Group on the Validity of Electronic Transactions. (Paragraphs 93-95)
37. The Secretary-General promote PaperSmart meetings with a view to making Rio+20 and the 67th Session of the General Assembly paper-smart, introducing Member States and the Secretariat to this modality through various pilots in early 2012. (Paragraph 96)
38. All departments, offices and commissions adhere to the Policy Committee decision of 28 April, 2011, to reduce the number and hardcopy distribution of publications and to report outcomes on an annual basis through the Senior Managers Compacts. (Paragraphs 97-98)
39. Streamlining travel entitlements for all levels of staff and between staff and representatives of Member States traveling to participate in UN meetings, consulting with Member States where required. Furthermore, the travel policy should result in less travel by requiring approval from Senior Management for delegations of two or more staff, including for delegations led by ASG and above. (Paragraph 99)
40. The Secretary-General directs his Senior Management Group to use economy class for travel of less than six hours within the same continent, with possible exceptions given to executive heads of funds and programmes, depending on the nature of the travel. (Paragraph 100)
41. Greater use of VTCs in lieu of travel, as demonstrated by the Secretary-General through his bi-weekly Senior Management Group meetings is strongly encouraged. (Paragraph 101)
42. The President of the Economic and Social Council (ECOSOC) and the President of the General Assembly be requested to revisit the organization of alternate meetings of ECOSOC in Geneva, in light of the possibility of streamlining procedures, investing the savings into programme delivery. (Paragraphs 102-103)

4. Rationalizing Structures and Functions: Optimal locations, common services and expanded partnerships

The CMT recommends the following:

43. The CMT recommends that all heads of departments, offices and commissions should assess, over the course of 2012, the substantive functions of each Department, Office or Commission, through the following mechanisms: (Paragraphs 108-110)
- a) By drawing on relevant reviews already undertaken by oversight bodies or by departments, offices or commissions themselves;
 - b) By reviewing the mandates and the Secretary-General Bulletins establishing the substantive functions of each department, office or commission – in working groups that ensure coverage across each pillar;
 - c) By establishing working groups of (pre-existing, where available) inter-departmental coordination bodies.

Based on these substantive functional reviews, each Department and Office should report to the Secretary-General by the end of 2012 which of the following initiatives they have identified to rationalize and re-structure their programme and/or to better integrate their work across the Organization: (Paragraph 110)

- (1) New formal consultation mechanisms;
- (2) Creation of new virtual networks;
- (3) Clearer division of labour;
- (4) Common services and pooled functions;
- (5) Optimal locations;
- (6) New partnerships.

Due consideration would need to be given to measures such as a freeze on hiring or posts, during the process of implementation of the results of these functional reviews.

44. The development of additional formal consultation mechanisms to strengthen collaboration and enhance coherence, where these do not already exist. (Paragraphs 111-112)
45. The creation of virtual networks among those entities that need to strengthen collaboration. (Paragraph 113)
46. Regular reviews of field operations are conducted by DPA and DPKO to better support decisions by Member States. (Paragraphs 114-115)
47. The establishment of a working group of DFS and DM/Office of Programme Planning, Budget and Accounts (OPPBA) to: (Paragraphs 116-117)
- (1) Better define their respective roles and responsibilities;
 - (2) Streamline and simplify the internal budgeting process, and;
 - (3) Ensure efficient operations and minimal overlap in functions.
48. To further enhance support to countries in transition, the Secretariat departments and agencies, funds and programmes, must engage actively with each other, including through the United Nations Development Group (UNDG) and Executive Committees on Humanitarian Affairs (ECHA) Working Group on Transition. The Executive Committee for Economic and Social Affairs (ECESA) should continue its work on sharing experiences, lessons learned, assessments, and analysis in countries in transition, recognizing the work

being done by the UN Working Group on Public Administration led by the United Nations Development Programme (UNDP). Starting in 2012, ECESA should also provide substantive inputs to issues related to peace and security, thereby forging linkages between two crucial pillars of the work of the organization. (Paragraph 118)

49. A comprehensive review of the Secretary-General Bulletins establishing DESA, United Nations Conference on Trade and Development (UNCTAD), the Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS), and the Regional Economic Commissions, be initiated, to ensure that clarity in their respective roles is established, especially with regard to global, regional and country-level responsibilities by early 2013. (Paragraph 119)
50. A consultative process to design the next set of strategic priorities for the UN development system, should be initiated in alignment with the upcoming quadrennial comprehensive policy review in 2012. (Paragraph 120)
51. Based on the outcome of the Rio+20 Summit, the report of the High-level Panel on Global Sustainability and the Independent Evaluation of Delivering as One, a coherent framework of the Secretariat's work in this area be prepared by the Deputy Secretary-General, and proposed to Member States in time for the next biennial budget presentation. (Paragraphs 121-122)
52. To supplement the work of the Regional Coordination Mechanism (RCM) by establishing a formal consultation mechanism exclusively between Economic Commission for Africa (ECA), the Office of the Special Adviser for Africa (OSAA), and DPI both on policy and on programmatic aspects of their work. (Paragraphs 123-124)
53. To ensure better coherence and efficiency in the support extended by the UN to the New Economic Partnership for African Development (NEPAD), a virtual network be created between ECA, OSAA and DPI, and any other relevant entities, to create synergy and exchange of ideas that would support delivery of results at the global, regional and country levels. (Paragraph 125)
54. Every Department and Office should work with the Umoja team during 2012 to identify administrative functions and services that would benefit from the development of Secretariat-wide common service delivery models. (Paragraphs 128-131)
55. DM to develop a proposal for shared human, financial and physical resource management services within the Secretariat by the end of 2012. (Paragraph 133)
56. Expand the DPKO/DFS "common service" model to all Departments of the Secretariat dealing with field operations, including DPA, the Office for the Coordination of Humanitarian Affairs (OCHA), the Office of the High Commissioner for Human Rights (OHCHR), the Peacebuilding Support Office (PBSO) and the Department of Safety and Security (DSS) to ensure maximum coordination and minimum overlap in such areas as policy development and planning, administration of field offices, evaluation and other such areas as deemed relevant. (Paragraphs 134-135)
57. Department heads in New York, Geneva and Vienna, coordinated by the Deputy Secretary-General, should explore new and creative ways to place their existing headquarters posts closer to their beneficiaries by 2016, particularly in order to leverage the emerging capacities in both developing as well as developed countries. (Paragraphs 136-137)
58. The Deputy Secretary-General coordinate the drive towards more common service delivery models and more optimal locations, ensuring that up to 10% of posts be either integrated as shared or common services between Secretariat entities, or relocated to more optimal locations by 2016, using the 2012 allocation of posts to each department as the baseline for calculation, enabling the Secretariat to "deliver more with less." (Paragraphs 138-140)
59. The Global Field Support Strategy (GFSS) and Umoja teams work closely together, under the auspices of the Deputy Secretary-General, to clarify and align terminology, objectives and timelines, with a view to

presenting a coherent, Secretariat-wide, approach on common service delivery, developed with the involvement of all departments, offices and commissions, to Member States in 2012. (Paragraphs 141-147)

60. The formulation of an improved internal policy, guidelines as well as new legal models of collaboration for establishing partnerships more easily. (Paragraphs 148-151)
61. The significant strengthening and expansion of all types of innovative, high quality partnerships, by 2016 by heads of departments, offices and commissions, such that the work of approximately 10% of Secretariat posts (using 2012 as the baseline) will be conducted by local, national or international partners to enable the Secretariat to do more with scarce resources. (Paragraphs 148-152)

2. INTRODUCTION

1. While the purposes and principles of the United Nations as laid out in the Charter remain as salient today as they were in 1945, complex challenges are generating demands on the UN that can only be met by a modern, forward-looking, efficient Secretariat. The transformation of the Secretariat into such an entity will only be possible by enhancing a culture of mutual trust and by improving the way we work.
2. The challenges are daunting: We need solutions to sustainable development. We need to prevent violent conflict and mitigate the risks of natural and other disasters. We need to support, where and when requested, political and economic transitions in Member States. And we need to empower all people, especially young people and women, to embrace the opportunities that are arising from changes around the world.
3. Engaging Member States, our staff, and “we, the peoples” in a dialogue through new and innovative channels is essential for a results-driven and relevant global Secretariat. Furthermore, there is an urgent need for change to ensure that the global Secretariat adequately reflects new realities, and that it benefits from emerging capacities in both developed and developing countries, as well as from countries in transition.

CRISIS OF CONFIDENCE

4. The confidence that Member States have in the Organization has been severely tested. The need to deal with global challenges has resulted in difficult mandates being adopted while, at the same time, funding is restricted. This reality furthers the perception, within countries and within Governments that the UN is unable to deliver on its mandates and lofty plans.
5. The following proposals represent the CMT’s recommendations for the Secretary-General to promote an innovative global UN Secretariat that will be able to meet the challenges, inspiring the confidence of our partners. Continuous learning, high performance and managerial excellence will continue to be essential drivers of the proposed changes.

METHODOLOGY

6. This plan is intended to complement and enable the achievement of the substantive priorities to be outlined separately by the Secretary-General. This change plan was developed² through consultations with Permanent Representatives, senior managers, staff, the Chief Executives Board (CEB) Secretariat, the Change Management Advisory Group, representatives of the SMC and the Change Management Focal Points Network. The CMT is also grateful for suggestions received from prominent academics, think tanks and former senior staff. This plan has also been informed by a review of previous change initiatives, as suggested by the ACABQ.³
7. This proposal focuses primarily on those change initiatives that are within the prerogative of the Secretary-General, with a few critical proposals that may be presented to Member States for their due consideration. The CMT has tried to learn from past lessons to ensure the acceptability and eventual success of its proposals; much time has been spent briefing and consulting Member States, Senior Managers, as well as relevant operational staff, to ensure ownership by the actual implementers of change, as also suggested by the ACABQ. For this reason, individual departments, offices and commissions are going to be charged with implementation of this plan, while the Change Management Focal Points Network will assist them in their endeavours.

² A more complete description of the methodology used to develop this Plan is included under Annex II.

³ A table outlining past reform proposals is contained in Annex IX.

3. CONTEXT

8. The process of renovation, change and improvement is a constant at the UN. While the primary goals of the Organization have remained unchanged, the context in which the goals are to be achieved has been in a continuous state of flux. Cyclical rounds of new reform proposals have been undertaken every five to ten years. At the operational level, less contentious and less visible, though not necessarily less important changes are implemented more often.

PAST REFORMS – PEACE AND SECURITY

9. Since 1992, successive reform agendas have strengthened the various pillars of the international system's architecture – improving the way the UN supported peace, analysed development challenges, and managed its resources.
10. On the peace and security side – the clustering of all peace and security offices into two departments – DPA and DPKO in 1992 by Secretary-General Boutros Boutros-Ghali was a significant step forward in reducing fragmentation of UN's efforts in the peace and security area, while strengthening its focus on both analysis (in DPA) and operations (in DPKO).
11. Over the past twenty years, these two core entities have been further strengthened and focused, by the recommendations of the Brahimi Report in 2000, the establishment of DFS in 2007 to support the operational activities of both departments, and in 2009 with the significant strengthening of the DPA and its regional divisions. The Prodi Report on strengthening peace operations in Africa (2009) and the New Horizons initiative (2009) have also led to a number of forward looking recommendations that have strengthened the UN's overall approach to delivering on its demanding peace and security mandates. In addition, the establishment of the Executive Committee on Peace and Security (ECPS) together with the other three Executive Committees has ensured a measure of coordination between the various actors working on peace and security issues.
12. The establishment of the Peacebuilding Architecture in 2005-06 was another significant structural reform in the area of peace and security, ensuring due attention is afforded to countries emerging from conflict to ensure lasting peace, security and development and complementing the work of DPA, DPKO and UNDP in this critical area.

PAST REFORMS – DEVELOPMENT, ECONOMIC AND SOCIAL

13. Reforms have also led to significant changes in the way the UN approaches its work in the area of development. At its 49th session, in 1994, the Secretary-General presented to the General Assembly his report entitled "Development and International Economic Cooperation: An Agenda for Development". This wide-ranging document recognized that with growing inter-dependence among countries, common problems require multilateral solutions. There was a heightened need for strengthened international cooperation; and, political will was needed to sustain such cooperation. More importantly, it asserted that economic growth was not an end in itself, rather, growth that promoted employment and poverty reduction was paramount. Lastly, guided by the United Nations' Conference on Environment and Development (UNCED) Agenda 21, it recognized that successful development required policies that incorporate environmental considerations.
14. In 1997, another wave of reforms led to the establishment of the undg. Furthermore, in his report to the General Assembly, entitled "Renewing the United Nations: A Programme for Reform" (A/51/950), the Secretary-General recognized the need for a more collaborative and coherent approach to development operations. It proposed the establishment of a United Nations Development Assistance Framework (UNDAF) through the undg that would guide the development work of the UN system at the country level. Three years later world leaders at the United Nations' Millennium Summit in September 2000 adopted the Millennium Declaration (A/RES/55/2), which included an ambitious set of concrete goals and targets with the overarching aim of reducing

extreme poverty and addressing related problems that are sources of global instability. These goals, called the Millennium Development Goals (MDGs), have provided the world at large with a well-articulated framework for development cooperation.

15. In 2005, the World Summit Outcome (resolution 60/1) proposed the establishment of the Annual Ministerial Review and the biennial Development Cooperation Forum within the auspices of ECOSOC. These new functions brought forth much needed interactive multi-stakeholder dialogues and debates to the Council. More recently, in 2006, the Secretary-General's Report entitled 'Delivering as One: Report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment (A/61/583), provided a clear and balanced analysis and series of ambitious but practical recommendations that can have a significant and long-lasting impact on the effectiveness and relevance of the UN system. In the area of development, the report recommended a "One United Nations" at the country level that has full country ownership, and is supported by a strengthened and more consolidated funding structure to substantially increase the effectiveness of UN interventions. Moreover, many of the proposals are meant to ensure a much more effective integration and strengthening of the policy and normative role of the UN and better alignment with operational roles and structures.
16. Going forward, any transformation of the UN development system must take into account the emerging economic landscape if the MDGs are to be met and if the UN is to deliver on its promises.

PAST REFORMS – ADMINISTRATION AND MANAGEMENT

17. In addition to the reform reports on the substantive work of the Organization, there have been three major rounds of managerial reform since 1997, including document A/51/950: Renewing the United Nations: A Programme for Reform; document A/57/387: Strengthening of the United Nations: An Agenda for further Change; and document A/60/692: Investing in the United Nations: For a Stronger Organization World-Wide. These reform proposals resulted in significant internal changes in terms of transforming the management structure of the Organization, introducing results-based budgeting, strengthening accountability and oversight, overhauling the administration of justice, revamping the information technology infrastructure as well as human resource and procurement procedures and institutionalizing standards of ethical conduct.

LESSONS FROM PAST REFORMS

18. While there have been some successful initiatives, there were also significant setbacks. For example, efforts by Member States to undertake a comprehensive review of mandates stalled. Similarly, attempts to streamline the budget presentation and decision procedures faced strong opposition by Member States. It is possible to draw a few lessons from previous processes of institutional change to improve our efforts going forward. For example, mobilizing the Secretariat behind an initiative and forging agreement in the bureaucracy can be a key factor for success. Similarly, the engagement of Member States from the very early stage of a process is necessary to achieve results. We have also learned that broad, robust packages of reform are never adopted as such, and targeted, incremental changes have been more likely to succeed.⁴
19. Generally, managerial reform proposals encountered the strongest resistance if their primary impact was perceived to be on the participatory rights of Member States, even if they might have improved the overall effectiveness of the Organization.
20. Based on a comprehensive review of past reforms, the CMT has determined that approximately 70 per cent of these earlier reform proposals have been implemented, partially implemented or are ongoing, a credit to all who have been involved in the UN for the past 20 years.

⁴ For example, procurement reforms, strengthening of ethics and accountability, the creation of DFS, among others.

4. THE SECRETARY-GENERAL'S VISION

21. Looking ahead, the CMT recommends the following statement for the Secretary-General's long term vision:

A modern, engaged and efficient Secretariat, transparent and accountable in its work, responsibly stewarding resources to deliver high-quality results, building confidence in the UN and its ideals.

22. If all the elements of this plan are implemented, by 2017, the UN will enjoy the strengthened confidence of its stakeholders and benefit from a motivated, multifunctional, and mobile staff that will deliver improved results against its mandates. The Secretariat will leverage innovation to engage people and governments, working better collaboratively to ensure resources are used effectively and to maximum advantage.
23. The plan is a natural progression from over 20 years of reforms and changes dating back to 1992, and focuses on a vision of a trusted Secretariat that is anchored by a geographically diverse, revitalized staff, working through efficient processes in transparent and optimally rationalized structures.
24. A key element of the plan is a strong commitment to expand the use of partnerships, common service arrangements, and the relocation of existing posts in a manner that leverages the new and emerging capacities of both the developed and developing world, while reinforcing the relevance of the Secretariat and the UN itself with emerging centres of growth and dynamism.
25. **The achievement of the vision will rely on four key deliverables:**
- 1. Enhancing Trust and Confidence: Towards a more stakeholder and client-oriented Organizational culture.**
 - 2. Engaging Staff: A global, dynamic, adaptable, meritocratic and physically secure work force.**
 - 3. Improving Working Methods: A more open and accountable UN with streamlined procedures.**
 - 4. Rationalizing Structures and Functions: Optimal locations, common services and expanded partnerships.**

5. DELIVERABLE ONE – ENHANCING TRUST AND CONFIDENCE: TOWARDS A MORE STAKEHOLDER AND CLIENT-ORIENTED ORGANIZATIONAL CULTURE

26. A key finding of the CMT during its six-month tenure was the identification of a trust deficit at different levels. Member States have a diversity of perspectives on many issues and wide divergences on a critical few. Some Member States do not believe that the Secretariat will deliver against its mandates, and some do not believe that the Secretariat communicates with them in a transparent manner. And the level of trust between staff and senior management could certainly be improved.
27. We need to seek new and creative ways to improve the overall tenor of communications, negotiations and consultations. Changing organizational culture will require a number of initiatives, some of which the Secretary-General has already launched.

ENGAGING MEMBER STATES IN SUPPORT OF COMMON GOALS

28. A key driver of mistrust is lack of relevant and usable information – many Member State representatives told the CMT that they felt they did not have access to relevant information on key issues to take informed decisions. Given the sheer volume of reports, resolutions and publications, effective information exchange between Member States and the Secretariat needs to be significantly strengthened to adequately respond to the specific information needs of all Member States, not just the well-resourced. Secretariat staff must be available for discussions with all Member States, whether individual or groups of Member States, particularly on strategic issues, to ensure they have the information they require to make informed decisions.
29. The creation of groups of Member States around specific topics has become a useful and effective vehicle for improving targeted communication and information exchange, complementing traditional negotiating groups, to support specific change agendas. Such open-ended groups, where membership is voluntary and self-defined depending upon the interests of each State, have helped to rebuild trust and confidence among Member States, and between Member States and the Secretariat, by focusing on critical issues where there are common interests. Similar approaches have been found to be useful in the context of peacekeeping, the environment and sustainable development. The CMT recommends better and strengthened communications between Member States and the Secretariat to adequately respond to the information needs of the Member States.
30. **The CMT recommends that the Secretariat, particularly Senior Staff, be much more available for discussions with Member States, whether individual or groups of Member States, particularly on strategic issues. The CMT further recommends that all heads of departments, offices and commissions make greater use of diverse groups of Member States to support information exchange on strategic initiatives.**

ENGAGING STAFF FOR A COMMON VISION

31. Confidence between staff and senior management is also an area of concern. Staff is our biggest asset (and the most important driver of costs), as such employee satisfaction and motivation is a necessary condition for our success as an Organization. Building trust between management and staff requires developing a culture of cooperation and greater transparency through improved communication with staff and more opportunities for staff to be heard. To address the former, **the CMT proposes the development of a comprehensive internal communications strategy by EOSG, DM and DPI, in 2012. Once the scope of the strategy is finalized, DPI will take the lead in developing its communication aspects aimed at informing, engaging and motivating staff.**
32. An important tool to rebuild trust and confidence would be a biennial, Secretariat-wide staff survey and a parallel commitment by management to respond constructively to the results of the survey. A targeted staff survey, conducted systematically every two years, would offer a secure way for staff to provide honest and

anonymous feedback, while allowing the Organization to track changes in staff attitudes and work with them to plan for change.

33. Senior managers must be committed to addressing the issues flagged by the survey and follow up on these commitments on a regular basis. While we can all anticipate that the results from the first such survey will be difficult to hear, commitment and demonstrable actions by senior managers to work with staff to deal with the issues raised will go a long distance in rebuilding confidence. **The CMT recommends that the Deputy Secretary-General commission a biennial Staff Survey in 2012 and commit to following-up on the results.**

CHANGING THE CULTURE – STAFF LEADING CHANGE

34. A key tool for realizing continuous process improvement is a new network of Change Management focal points throughout the Secretariat. The creation of this network was one of the 12 Fast Track Opportunities (FTOs), and the network has already been established. Each Department, Office and Regional Economic Commission appointed a focal point, and they have met as a network four times under the auspices of the CMT. They will continue to meet monthly, using VTCs⁵ to assess progress against the remaining FTOs, and share experiences and best practices in other change initiatives.
35. The Network will be anchored in the Secretary-General's office and will report to the Deputy Secretary-General. An officer will be attached to the Deputy Secretary-General's office to act as Secretary for the Network.
36. The Change Management Advisory Group (CMAG) will also continue. The CMAG has met four times under the chairmanship of the Deputy Secretary-General to evaluate the FTOs and to shepherd this plan through to drafting; the Group will serve as an effective and dynamic sounding board for the Deputy Secretary-General and the Secretary-General as the change process continues. CMAG members serve in their individual capacity and are proactive in suggesting and inspiring change across the Organization.
37. **The CMT recommends that the Change Management Focal Points Network, with the active support and guidance of their heads of departments, offices and commissions, lead a process of continuous change and innovation, most notably by facilitating regular consultations with staff,** as originally planned and required under Secretary-General Bulletin ST/SGB/274, which was issued in 1994. In support of this current exercise, staff submitted over 300 suggestions to the CMT through their departments. It is envisaged that the conduct of these regular consultations to engage staff in the change agenda will firmly anchor a sense of continuous renewal throughout the Organization. These regular consultations, to be held at least every quarter, will also help to rebuild trust and confidence among staff and management, as they work together to improve programme delivery, eliminate inefficiencies, and review working conditions.

MAINSTREAMING THE INNOVATIONS FROM THE UN 21 AWARDS

38. The UN 21 Awards serve as a staff recognition mechanism and as a vehicle for innovation that honours forward-looking initiatives that improve the way the United Nations Secretariat is doing business. Originally conceived in 1996 as a means to prepare the organization for the 21st century and to expand and accelerate managerial reform, the Awards have evolved into a means to foster a culture of innovation across the Secretariat. Staff and management greatly value the recognition accorded by the Secretary-General through the Awards and actively compete for the honour to showcase initiatives that "go the extra mile" to strengthen the Organization from within.
39. After a thorough review in 2009, the UN 21 Awards programme was refocused to better meet emerging needs of the Secretariat. Award categories were linked to the priorities of the Secretary-General, and the process administration was streamlined on the basis of lessons learned from previous years. For wider accessibility, the nomination process was transferred to a web-based online system. An extensive outreach programme was added to ensure greater visibility and broader involvement of all duty stations. Subsequent to the Awards

⁵ As they have over the past four months, obviating the need for travel expenses.

Ceremony which is webcast around the world, a series of articles on iSeek showcases the profiles of the initiatives that were shortlisted as finalists to raise awareness for the noteworthy initiatives and inspire adoption of related good practices in other parts of the Secretariat.

40. Recognizing its great potential for fostering a culture of innovation in the UN Secretariat, the CMT believes that the good practices identified through the UN 21 Awards programme should be mainstreamed across the Secretariat. Therefore, **the CMT recommends that DM should be charged with taking the lead in connecting project teams and interested Secretariat audiences to showcase innovative ideas, in particular, via the following channels:**
 - (1) **Innovation list:** A broader usage of the initiatives nominated for the UN 21 Awards could be facilitated through the introduction of a roster that lists all projects that are potentially worth replicating even if they are not shortlisted for the awards. Such an “innovation list” would be created by jurors during the review and evaluation process.
 - (2) **Innovation dialogue:** To foster the adoption of innovative ideas in different work environments, targeted outreach could be initiated to connect project teams with specialized audiences that may be interested to further examine the projects included in the innovation list. Administrative streamlining proposals, for example, could be presented to the Executive Officers Meeting and to the Managers Forum of DM. Carbon neutrality ideas could be shared with the “Greening the Blue” team. Additional opportunities should be explored with regard to Communities of Practice and other professional networks (e.g. annual meetings of Chief Finance Officers, Chiefs of Mission Support etc.).
 - (3) **Champions of innovation:** To help mainstream ideas that expert audiences have reviewed and recommended for further rollout during the innovation dialogues, senior management involvement should be solicited. To this end, CMAG could receive periodic briefings on key initiatives and endorse their replication/modified adoption across the Secretariat or in select work areas. Senior officials would then commit to become “champions of innovation” and actively pursue the implementation of the innovative practice in their area of responsibility.
41. Progress on the mainstreaming of innovative ideas would be reported back to the larger Secretariat during future UN 21 Awards ceremonies. In fact, using the experience of the UN21 awards, the Secretariat should start to put more emphasis on peer learning and peer evaluation as well as on the use of tools and innovations produced by one Department by others.

FLATTENING STRUCTURES AND BETTER COLLABORATION

42. Another key tool in reinforcing confidence and trust within the Secretariat, especially for younger staff⁶, will be an effort by all managers to flatten our decision-making structures and make work genuinely more collaborative as opposed to hierarchical.
43. The CMT notes instances in the Organization where the hierarchical structures are contrary to efficient work processes and impact morale. For example, according to an oversight report, in one department, analytical and information products can go through as many as six to nine layers of review between the desk officer and the Secretary-General. Talking points and briefing notes can go through up to nine layers⁷. It was further noted that these many layers contribute to delivery delays, and don’t necessarily contribute to improved quality. These multiple layers of review reflect the vertical staff levels in the Secretariat but are unnecessary and inefficient in modern organizations, where collaborative working methods through on-line wikis, proprietary social media networks and other technologies are improving both the quality of work and the level of staff engagement.

⁶ In 2000, 12% of Secretariat staff was under 35, while in 2011 staff under 35 represented 24%.

⁷ Drafter to Section Chief, Section Chief to Deputy Director, Deputy Director to Director, Director to O/ASG, O/ASG to ASG, ASG to O/USG, O/USG to USG, USG to E0SG, E0SG to SG.

44. In recognising the need for a more connected workforce, technologies that empower collaboration and the establishment of professional communities have been implemented, however their utility in enabling better informed and more collaborative decision-making is dependent on support from senior leadership, the evolution of an organisational culture towards greater openness and a work environment where collaboration, over and above simple teamwork, is a core value. **The CMT therefore recommends the implementation of technology platforms by OICT to ensure that UN personnel are able to form flexible communities of practice for collaboration.** Active leadership support of collaboration within the Secretariat and broader UN system, including with partners, is a necessary pre-requisite for this to succeed.
45. The CMT also acknowledges that considerable efforts have already been undertaken by many departments to streamline operations and flatten structures, for example, DM and DFS have simplified procedures following the Lean Six-Sigma approach. **The CMT recommends expanding the use of work process reviews across other departments, offices and commissions, to streamline functional and administrative work processes.** The review of such processes will ultimately lead to flattened structures, and to serve as a goal, **the CMT recommends the establishment of a three signature rule**, which will effectively flatten the operational hierarchy without affecting management hierarchy. Departments, offices and commissions should be required, in part and where appropriate through the Umoja business process re-engineering work, to identify opportunities to establish the three signature rule to streamline review and clearance processes, such that all work, as far as possible, should be limited to the initiator, one reviewer, and one approver, except where extensive consultations are required. Approvals related to leave and other personnel matters should automatically qualify for this rule. The implementation of a three-signature rule is critical to delegating responsibility to staff and ensuring they receive the appropriate feedback for their work, so they feel genuinely responsible for the products they create. It is also expected that management will start to better define where they and other levels of the bureaucracy are expected to add value, improving the overall efficiency of the entire Secretariat.

NEW ENVIRONMENT – NEW APPROACHES

46. In New York, staff will be returning to the iconic Secretariat building, starting in July 2012. The Secretariat building will have a strikingly different appearance which will promote cultural change and greater collaboration and transparency among staff and with Member States. Gone will be the interior walls and private offices. An Open Office design will open up the floor plan to natural light and more space for most staff. The design will promote a transformation of the working culture of the Secretariat, by encouraging communication among groups, and by flattening the hierarchy which was encouraged by the previous design. The green design will both reduce operating costs and the carbon footprint of the Secretariat. The CMP is also providing a once-in-a-generation opportunity to re-allocate office space, using an Executive Leadership model, locating the heads of departments in close proximity to both the Secretary-General and to each other, promoting greater communication, collaboration and trust between departments. However, this design will mean that in many cases, the burden of management and leadership will fall more on directors, who will be co-located with the majority of staff. The building will also be fully accessible for all, meeting or exceeding all Host Country accessibility codes and international standards, better demonstrating the values the Organization is meant to uphold. **The CMT recommends all heads of departments and offices relocating to the renovated building maintain and fully utilize the new layouts to promote changes in working culture.**

GREATER MANAGERIAL ACCOUNTABILITY

47. The Secretariat's internal system of justice, established in July 2009, has made important strides in helping to address both incidents of mismanagement as well as of unjustified claims by staff. However, there is a need to strengthen the link between judgements from the tribunals and the analysing of managers and staff alike. Heads of departments, offices and commissions need to have stronger incentives to improve management accountability and to impart to their managers and mid-managers the importance of applying the lessons learned from the judgements of the tribunals and strictly following the rules and regulations of the organization. At the same time, staff need to become better aware of what constitutes reasonable grounds for complaint and what may be proper

exercise of managerial discretion in decision-making. **The CMT proposes that the final results of judgements for a department, office or commission be noted in the Compact assessments of the relevant department heads, with due consideration for where the responsibility for the original error lies, with the ratio of cases won to total cases further benchmarked for assessment purposes.** Performance against these benchmarks should be determined and evaluated by the Management Review Board and made available on iSeek. The induction training and enhanced training for middle and senior managers (mentioned later in this report) would also assist in improving observance of relevant rules and regulations, while enhancing managerial discretion.

ENCOURAGING ETHICAL LEADERSHIP FROM THE TOP

48. Another important initiative to improve trust and confidence in the Secretariat and between Staff and Management is the introduction of cascading leadership dialogues, which would ensure the clear communication of management expectations to every staff member. The Secretary-General could introduce this concept during one of his first Senior Management Group (SMG) meetings in 2012. These dialogues would revolve around a different theme every year, and be coordinated by the Ethics Office. Once the dialogue is held in the SMG, each SMG member would be expected to cascade the core messages to their direct reports, and such cascades should continue to each management layer until all staff have participated. Core themes for the first three years could include, for example:

2012: Oath of Office: What does it mean to be an International Civil Servant;

2013: Acting ethically in an imperfect world;

2014: Our obligations as UN staff to our stakeholders.

49. The completion and roll-out process for the dialogues could be monitored through the Senior Manager Compacts. **The CMT recommends that thematic leadership dialogues be rolled out by the Secretary-General in 2012 to his Senior Management Team (SMT), supported by the Ethics Office.**

IMPROVING PERFORMANCE THROUGH 360° FEEDBACK

50. Another ongoing effort is the Secretariat's move to 360° feedback, which is being made part of our rating procedures. Senior leaders who participated in this year's pilot of the Ethical Leadership Survey (ELS) as well as their sampled staff members who gave upwards feedback were appreciative of the opportunity. OHRM has piloted a multi-rater feedback function and this has been offered as part of the new Inspira performance management module, for use by seven piloting offices on a purely voluntary basis. OHRM is currently reviewing the data and assessing how it was used. In addition, OHRM is conducting research into best practices and lessons learned from other entities that have rolled out similar tools to ensure that the Secretariat implements this initiative in the best possible way. It is planned that the Inspira Performance module will be fully launched by April 2012. **The CMT recommends the endorsement of 360° feedback and that Senior Management is instructed to ensure that all First Reporting Officers up to the D2 level participate fully in the use of this function when it is available, while the ELS process will be applied for Senior Managers.**⁸

EMPOWERING USERS – A ONE-STOP-SHOP FOR MEMBER STATES AND OTHER CLIENTS

51. Improving the quality of support to Member States is a key deliverable of the long term change plan, given that many delegations highlighted to the CMT basic issues related to obtaining information, arranging meetings and securing assistance. Client relationship management (CRM) at the United Nations Secretariat through *iNeed* is one of the strategic programmes of the Information and Communication Technologies (ICT) strategy, with an objective to improve the quality and cost-effectiveness of services provided to all end-users, including Member States, staff, external organizations and the public.

⁸ For both types of reviews, it would be important to be able to ensure some form of confidential, individualized feedback, resulting in personal commitments to behavioral change as needed.

52. *iNeed* was designed to implement a service-delivery and workflow-based application to standardize and improve the handling of services, in an effort to improve their quality and reduce costs through efficient management of resources. *iNeed* is now being used to manage ICT, facilities, transport and other services for a number of departments and selected peacekeeping missions. It also needs to be expanded to other parts of the Secretariat.
53. By leveraging the CRM system's functional capabilities related to relationship and service management, the Secretariat should prioritize the possibility of building a Member States service management capacity from both the Headquarters and field perspectives. The project's initial focus will be on analysing the interaction of Member States with the Secretariat, recognizing the various points of contact and doing a preliminary analysis to identify the feasible areas for improvement in consultation with Member States. **The CMT recommends the expansion of *iNeed* by OICT to meet the service needs of Member States, as a priority, by 2013.** The end goal is a user-friendly, one stop location (phone number, email and website), for all service and information needs, including tracking so that the Member States can keep abreast of status, progress, or delays.

6. DELIVERABLE TWO – ENGAGING STAFF: A GLOBAL, DYNAMIC, ADAPTABLE, MERITOCRATIC AND PHYSICALLY SECURE WORK FORCE.

54. The UN needs a motivated, multifunctional, mobile and meritocratic work force that is physically secure to deliver against our challenging mandates under complex and often difficult conditions.

DELIVERING OUTCOMES WHILE PURSUING A BETTER WORK-LIFE BALANCE

55. The Secretary-General has already authorized two FTOs to better motivate our global workforce. The implementation of a pilot for expanded Flexible Work Arrangements (FWAs) is underway in three departments; DGACM, OIOS and DPI. **The CMT recommends that all senior managers fast track expanded FWAs, effective as soon as possible.** Several web-based tools to support knowledge sharing on FWAs are due to be launched to support staff in pursuing expanded FWAs. In 2012, a survey of staff will be rolled out to measure staff readiness to use FWAs and, based on that review, a revision to the relevant Secretary-General's Bulletin may be drafted, if warranted. Also in 2012, DM will introduce an award to honour the Department best able to implement FWAs in the conduct of its work.
56. The expansion and greater use of FWAs will serve to challenge managers as much as it engages staff. Managers will be expected to better define deliverable results for staff on expanded FWAs, and in this way, a results-oriented work culture can be affirmed. Over time, and as the Organization learns which functions could be conducted 90-100% through either telecommuting or outside of the formal office environment, there is potential for future savings on office space, security and other infrastructure.

CREATING A MOBILE WORKFORCE

57. The CMT strongly affirms and supports the implementation of a comprehensive mobility policy for the Organization. The framework for comprehensive, functional and geographic mobility of all professional category staff is being worked on now in consultation with all stakeholders, with the aim of presenting a comprehensive policy to the 67th session of the General Assembly. **The CMT recommends that a comprehensive mobility policy takes into account the issues of job security, better linkages to senior level promotions and the importance of safeguarding institutional knowledge.** Other issues to be considered include improving the performance appraisal system, and strengthening and improving recruitment.

Box. 1

WHY MOBILITY?

Mobility will allow for the Organization to deploy effectively where it is required. More frequent staff exchanges between Departments would result in important knowledge sharing, breaking down the silo mentality. Most importantly, staff with diverse backgrounds and experiences will be best prepared to handle new and emerging challenges as they arise.

Based on a Secretariat-wide survey conducted by the Staff Union in 2010, over 70% of staff indicated they would like to be mobile. Changing jobs increases staff's professional credibility and ability to perform at the highest levels. Mobility can bring perspective and expertise to someone's work that is simply not available to someone who has remained in the same post, in the same seat, in the same location for five or more years. There are also financial and career incentives associated with mobility, such as points towards the continuing contract and allowances for mobility and hardship.

GENERAL SERVICE MOBILITY

58. While General Service staff is not subject to geographical mobility due to the nature of their recruitment, the Organization should nevertheless make every effort to support their career development. For this reason it is necessary to introduce a career development model that will foster greater General Service staff movements in headquarters positions within and across Job Networks but limited to the same duty station. **The CMT recommends that OHRM encourages mobility within each headquarters duty station and among Organizations in that duty station for General Service staff, together with other ad hoc options such as temporary staff exchanges between offices in the same location.**

STRENGTHENING ACCOUNTABILITY AND PERFORMANCE

59. The Secretariat has already initiated and implemented a range of human resources management reforms pursuant to General Assembly resolutions 63/250 and 65/247. These include the introduction of a goal-focused Human Resources Management Scorecard, a revised talent management system, the alignment of previous contract types into three basic modalities, the promulgation of one series of Staff Rules, annual performance compacts with our senior officials as well as the establishment of a Management Performance Board.
60. A new policy has been introduced on performance management – the “Performance Management and Development System (PMDS)” – that strengthens managerial accountability while ensuring ongoing feedback, motivation and recognition and staff development. A key feature of this new policy is that it covers all dimensions of performance management and development and not just appraisals and compliance. The policy also includes extensive provision for identifying and addressing performance shortcomings. It clarifies the role of management upon the identification of performance shortcomings and prescribes a series of actions for handling such cases. These include remedial measures in the form of analysing, transfer to a more suitable function, additional training and/or the institution of a time-bound performance improvement plan. If performance shortcomings are not rectified, there are other options available such as withholding salary increments or the non-extension or termination of a contract, provided remedial actions, including a performance improvement plan, have been undertaken. **The CMT recommends more rigorous use of these provisions in the event of underperformance.** The new policy also streamlines the rebuttal process. Only staff members who disagree with an overall rating of “partially meets performance expectations” or “does not meet performance expectations” can rebut their evaluations, and the timelines for the rebuttal process have been shortened.
61. The CMT strongly supports this better linking of individual performance and accountability, as well as the strengthening of support to both staff and management in work performance management and development.
62. The CMT underlines the need, as requested by the General Assembly to, “...continue to develop and implement measures to strengthen the performance appraisal system, in particular, by rewarding staff for excellent performance and imposing sanctions for underperformance.” In this regard the CMT notes the ongoing work being undertaken by ICSC and OHRM on developing a more effective system of rewarding and sanctioning staff on the basis of performance, including through consultations with other relevant Organizations.

ENHANCED TRAINING

63. To properly train and support a mobile workforce, a strengthened and streamlined training capacity will be required. **The CMT recommends the Learning Advisory Board, with the support of UNSSC and UNITAR, prepare a comprehensive review of the Secretariat’s learning, training and knowledge capacities by mid-2013,** with a focus on developing concrete proposals to Member States for streamlining administrative costs and maximizing the investment made on delivering learning to staff, in time for the presentation of the next biennial budget.

CONTINUOUS LEARNING

64. The competencies “managing performance and developing people” and “continuous learning and knowledge sharing” define the expectations in the area of learning. Indeed the contribution to the learning of others is a key function of all managers regardless of level – for example Section 5.1.d of ST/AI/2010/5 establishes that the role of the first reporting officer is to advise, support and coach staff on professional development and in the formulation of a personal development plan. This is not always done and the CMT urges that learning be seen as an integral part of the jobs of all senior managers. **The CMT calls on all senior managers to include the contribution to the learning of others as an integral component of their own performance appraisals, starting in 2012.**

TRAINING FOR MIDDLE AND SENIOR MANAGERS

65. Staff and many delegations urged the CMT to focus on capacity building for middle and senior managers, given the recognized problems in this area. The existing Leadership and Management Development programmes are effective but there still remains a gap in fulfilling the need for example, to date, there is a one year waiting period for the Leadership Development Programme for D1s. **The CMT recommends the further reinforcement and prioritization of middle management training across the Secretariat, with a view to eliminating all waiting periods by 2014.** All P5s and D1s in the Secretariat who manage other people should have completed this training by 2014.
66. In addition, and given the fact that senior managers (at the ASG and USG level) often join the Secretariat from outside the Organization, there is a need to reinforce each leader’s knowledge of the cultural context of the Organization and its regulatory framework, to ensure they are fully aware and briefed on their full responsibilities as a senior manager in the UN system. A new learning initiative, targeting newly appointed and selected USGs and ASGs, is currently being developed by the Staff College. It aims to be an interactive and dynamic knowledge sharing event featuring themes and areas conducive to a productive induction into the UN system. OHRM should contribute to this induction training. The CMT recommends that an induction for new senior managers, developed by the UN System Staff College, be fully utilized by all departments, offices and commissions. **The CMT also recommends that similar induction courses for middle managers new to the Secretariat also be developed as soon as possible.**

MENTORING

67. Effective mentoring is another aspect of staff development that the CMT recommends be further strengthened. While a traditional concept, it has not been available widely throughout the Secretariat. The current mentoring programme is only for young professionals at the P2 or P3 level who have passed the competitive examinations, and the mentors are staff P4 and above. Many more staff, including those at the P4 and P5 level could benefit from mentoring by senior colleagues who can provide career coaching and self-improvement opportunities. Those who have mentored know that they benefit as much as those whom they mentor, learning about the world and new innovations from those actively engaged in new technologies. Effective mentoring is a key element in securing and sustaining a talented workforce that is motivated and feels integrated into a larger vision of the role of the UN, one inspired also by his or her counterparts. An improved system of effective mentoring secures vitality, and creates a community of (continuous) learners supporting a vested interest in achieving common objectives. **The CMT recommends that OHRM should explore the modalities of a comprehensive in-house mentoring programme.** Based on lessons learned from the YPP, OHRM could develop and provide appropriate guidance for how to deliver such programmes in Departments, OAHs and Regional Economic Commissions by 2013.

IMPROVING SECURITY: SECURITY INCIDENT REVIEW

68. Greater security for our staff is also an imperative. While recognizing that the primary responsibility for the security and protection of UN personnel rests with host Governments, the UN system has a duty of care towards its personnel and as such, the United Nations Security Management System has been established. It is a fact that UN personnel and premises have increasingly been directly targeted over the last few years, with the Organization facing unprecedented challenges. Following specific security incidents that impact on one or more UN system organizations, in order to better manage, effectively learn and improve security measures the **CMT supports the initiative currently underway by the IASMN to establish United Nations Security Management System (UNSMS) Boards of Inquiry which may be convened following specific security incidents.** This mechanism would support the Framework of Accountability for the UN Security Management System and identify lessons learned to strengthen security management policies and procedures and address operational gaps in security management through identifying gaps in procedures and policies. In so doing, the CMT is cognizant of the need for board members to consult widely, including with the Critical Incident Stress Management Unit (CISMU) of DSS, and, where appropriate, the Emergency Preparedness and Support Team (EPST) of DM, during the information gathering stage, and be as accessible as possible to those wishing to come forward to provide information. It will also need to develop a communications strategy to help disseminate findings of the inquiries to all UN staff, in an appropriate manner.

REMEMBERING FALLEN COLLEAGUES: A LIVING MEMORIAL

69. **The CMT also proposes a more meaningful memorial for colleagues who have paid the supreme sacrifice in the line of duty.** A tree with a memorial plaque would be planted in memory of each fallen colleague (at a permanent UN location, depending on the wishes of the surviving family members), so that family, friends and co-workers could commemorate their sacrifice, and their memory would form a permanent part of the UN's physical infrastructure.

7. DELIVERABLE THREE – IMPROVING WORKING METHODS: A MORE OPEN AND ACCOUNTABLE UN WITH STREAMLINED PROCEDURES

STRATEGIC FINANCIAL RESOURCE PLANNING

70. Planning and budgeting are the foundations upon which organizational decision-making rests; they inform debates and decisions about objectives, facilitate the funding of priorities and are intended to ensure that resources are used optimally.
71. However, current budgets contain a surfeit of information at very detailed levels. Budgets need to become more strategic and the UN must move to a greater emphasis on results when looking at resource levels and centre the discussion with Member States and within the Secretariat on what we, together, want to achieve. Involvement of Member States is key. The overall objective is to improve the decision-making process and increase the trust level with regard to resource requirements to achieve shared objectives.
72. Strengthened internal controls and accountability will be important tools, while the planning and budgeting processes and their formats need to be improved in terms of clarity and utility for decision-making.
73. Several initiatives are already underway. The Secretariat is working to review how the budget is presented and to enhance effectiveness and efficiency of support to field missions currently designated as special political missions, which represent a significant proportion of the Regular Budget proposals for 2012-2013. The goal is to provide Member States with greater transparency in the presentation of resource proposals.

Box. 2

ALIGNING DELEGATION OF AUTHORITY AND ACCOUNTABILITY

In order to improve the current delegation of authority system, a comprehensive review is underway of the existing system of delegation of authority in respect to the Staff Regulations and Rules (which cover all aspects of human resources management within the Organization) and the Financial Regulations and Rules (which cover all matters related to finance, budgeting, procurement and property management). This comprehensive review is aimed at clarifying who has the delegated authority to take specific decisions and actions and the legal source of authority for each delegation.

A MORE STRATEGIC AND STREAMLINED BUDGET DOCUMENT

74. We need to seek new and creative ways to improve the overall tenor of communications, negotiations and consultations. This is especially true around budgeting – where priority setting effectively takes place.
75. **The CMT recommends that the Secretary-General instruct DM to review and propose a more strategic budget document, for consideration by the Member States.**
76. In 2012, proposals could be made to Member States to make the budget document more strategic, transparent, accessible and meaningful, followed by a more strategic presentation of the proposed programme budget for 2014-2015.
77. In 2013, following discussion with Member States, a revised budget format for 2014-2015 could be presented, providing different or additional budget information, or changes to the presentation. In addition, the proposed and approved budget for 2014-2015 could be presented in a summarized version for public use world-wide through the UN's public website.

Box. 3

GREATER EFFICIENCY THROUGH A REVIEW OF FUNDING AND BACKSTOPPING ARRANGEMENTS FOR SPECIAL POLITICAL MISSIONS (SPMS)

Further to resolution 65/259, DPKO, DPA, DFS and DM are collaborating to improve the budget presentation and timetable, enhance effectiveness and efficiency of support to field missions, and provide greater transparency in the presentation of resources.

Proposals have been made to: create a funding framework for SPMS that better accommodates the volatility of their resource requirements and operational characteristics than do current arrangements; facilitate transition between different forms of UN presences in support of peace, such as from a peace-keeping operation to a special political mission; fill the gap in mechanisms for funding mission start up; and, enhance effectiveness by eliminating barriers to backstopping capacity based on funding streams. The proposals are currently under consideration by the General Assembly.

COST RECOVERY AND PROGRAMME SUPPORT COST POLICY

78. The overall aim of this initiative is to update the existing regulatory framework and policies, harmonize practices organization-wide and increase transparency. The Secretariat constituted two organization-wide, strongly interlinked working groups in August of 2011 – one focusing on programme support costs (PSC) and the other covering service costs. The working groups comprise senior representatives from across the Secretariat. Initial discussions have shown great interest in the cost recovery area; however, many diverging views exist on this subject. A key finding is the significant dependence on PSC to fund the day-to-day work of the Organization. The Controller should keep the Deputy Secretary-General up to date on this issue. **The CMT recommends that the Deputy Secretary-General keeps the legislative bodies and other partners well informed as the working groups conclude their work. The issue should also be included in the agenda of the Management Committee, once the working groups have completed their deliberations.**
79. Additional work may also need to be done in the future based on the early experience emerging from the use of pool funding arrangements to regulate and discipline the mobilization and management of extra-budgetary funds.

STRENGTHENING SELF-EVALUATION AND ENHANCING TRANSPARENCY

80. The overall commitment in the Organization to programme evaluation of results remains weak despite several bienniums of results-based budgeting. The Secretary-General has moved to improve transparency in this area by approving a fast track opportunity, led by OIOS and assisted by OICT, to establish an online, Secretariat-wide database of evaluations, with corresponding procedures, to be in place by March 2012. Currently, evaluation reports produced in the Secretariat are not freely accessible to other departments, thus limiting the accessibility of these valuable sources of lessons learned.
81. A further strengthening of Secretariat-wide self-evaluation functions and a commitment to an overall change in management's approach to programme evaluation is required to better measure and demonstrate results to our stakeholders. A strengthened self-evaluation function will help the Secretariat build a comprehensive base of evidence about the effectiveness, efficiency, economy and relevance of its programmes.
82. As a result, **the CMT recommends that all Programme Managers establish appropriate self-evaluation and monitoring capacity, with a commitment to complete comprehensive self-evaluation of all subprogrammes in a phased manner between 2012 and 2016.** Each programme must submit an evaluation plan to cover all subprogrammes in that period, with the first subprogramme reports available in 2013, the results of which can already be presented in the 2012-13 Programme Performance Report. It is important that the

self-evaluation capacity at the programme level provide adequate capacity to support continuous monitoring of programme effectiveness as well as for risk assessment and management, so as to enable appropriate adjustments in the management and internal controls of programmes to facilitate achievement of all mandates.

Box. 4

OHCHR'S PERFORMANCE MONITORING SYSTEM

OHCHR has created an IT-platform for performance monitoring (OHCHR Performance Monitoring System) accessible by any staff member from anywhere in the world through OHCHR authentication, which will ensure that:

- All planning documentation is stored in one place for reference by OHCHR review bodies as well as by programme and administration staff;
- There is an unbreakable link between what the office commits to achieve in its plans and what it monitors and reports upon at the end of each programming cycle, so that we are accountable for what we have planned;
- Only office-wide indicators are used to define targets so that information can be compiled, analysed and presented for OHCHR as a whole at reporting time;
- Monitoring and reporting are evidence-based;
- Staff can access all planning and reporting documents in order to increase cross-fertilization and institutional learning.

It has also started a comprehensive capacity-building programme which over three years will ensure that all staff members (both professional and general service, both field- and headquarters-based) are able to understand and use results-based management in the implementation of their programmes. It has also switched its public planning and reporting to become increasingly more results- rather than activity-oriented.

83. To strengthen the overall approach to evaluation, the **CMT recommends that DM, through its proposed Results Based Management Unit, with methodological advice from OIOS/IED, provide support to all Programmes in application of Programme Logic Models (PLMs)⁹ for their respective subprogrammes**, in order to clearly specify the linkages between resources used, mandated outputs and expected accomplishments, and to identify relevant indicators with which to measure and monitor progress towards achieving objectives. Effort

⁹ The program logic model (PLM) approach is similar to the basic logical framework approach currently used in the Secretariat. The main difference is that a full application of the PLM will spell out more clearly the relationship between the programmed outputs, expected accomplishments and objectives of the each subprogramme, facilitating the evaluation of programme efficiency and effectiveness. The PLM depicts program action by describing what the program is and what it will do - the sequence of events that links program inputs to results. It serves as the conceptual framework for both program development and evaluation. The program logic model contains six components:

- **Situation/Problem:** the context and issue that the program is to address;
- **Inputs:** the resources provided to the program;
- **Outputs:** the activities, services, events, and products that are created with the inputs;
- **Outcomes:** the results or changes caused by the outputs as experienced by recipient individuals, groups, agencies, communities, states, and/or systems;
- **Impact:** the longer-term or ultimate effect attributable to a programme or project;
- **Assumptions:** the beliefs about the present and future conditions that need to exist in order for the program to work;
- **External Factors:** the factors outside the control of the program implementers that interact with and influence the programme.

should also be made during the development of the PLMs to identify the relevant assumptions and risks to the successful implementation of mandates, which should be inputted into the to-be-established Enterprise Risk Management (ERM) monitoring system. These PLMs should be in place for all Programmes by the time of the next biennial budget submission.

84. OIOS may contribute to this overall effort, with due consideration of its operational independence, by focusing independent evaluations on high risk programmes, higher level impact assessments, cross-functional, strategic or thematic issues, and on evaluating the effectiveness of the self-evaluation activities, with the objective of reducing its current evaluation cycle of ten to twelve years over time.

STREAMLINING PROCEDURES WITH NEW TECHNOLOGIES

85. The UN struggles to keep up with rapid technological advancement in an era of limited resources. Nevertheless, there have been advances in addressing the systemic weaknesses of the Secretariat's ICT governance, leadership and operations.
86. The Secretary-General has already launched an FTO to inform staff members about the many virtual information and communications technologies available, enabling them to perform their jobs more effectively and efficiently either in the office or remotely. These technologies will offer significant benefits to improve staff communication and collaboration by means of a highly integrated work environment. These technologies include: online meetings, online collaboration tools, video conferencing, remote access to the UN network and more. Staff will also be offered a mechanism to propose new and innovative solutions which they have become familiar with in the market or outside their work environment. Such proposals will be given further consideration for potential implementation by OICT.

THE OPPORTUNITY OF UMOJA

87. The establishment of a system-wide Enterprise Resource Planning (ERP) system was never going to be easy, given the differing processes depending on locations, the diversity of objectives and the sheer scope of the exercise. Nevertheless, Umoja presents an opportunity to consolidate many administrative functions and services leading to a rationalized approach to service delivery that takes advantage of economies of scale. Umoja will produce qualitative benefits, through increased operational effectiveness and timeliness; improved accountability; the adoption of international best practices and standards; enhanced transparency; higher client satisfaction; and better internal controls. It is also projected to deliver significant quantitative benefits as a result of the refinement of business processes, significant improvement in the availability and quality of information, reduction in manual effort, and building of staff skills. The project is acknowledged to be significantly delayed and ACABQ has made numerous recommendations to the Secretary-General to ensure that it stays on track under the new schedule. CMT notes in particular ACABQ's emphasis that "Umoja is a key enabler underpinning the Organization's management reform agenda. It emphasizes that the significant investment made by Member States was justified, in part, on the basis of management improvements and reforms that Umoja would enable, including results-based management, risk management, a strengthened internal control framework and enhanced performance and accountability, as well as the enhanced efficiency and effectiveness in programme management that the system would allow."
88. **In this regard, the CMT recommends:**
 - (1) **The provision of a governance structure for the project as a matter of priority (no later than at the first half of the resumed part of the sixty-sixth session of the General Assembly).**
 - (2) **The assessment of the potential of combining some of the business change activities for Umoja and IPSAS to bring benefits in terms of costs (for communications, training, staff time) and effectiveness.**

- (3) The continued development and refinement of the performance measures and the methodology applied for estimating the quantitative benefits resulting from economies, efficiency gains and improved effectiveness, and to provide, where relevant, industry benchmarks for comparative purposes.
- (4) In addition, the CMT recommends clear performance indicators for the relevant Senior Managers leading the project to be established in order to ensure implementation on time and within budget.

The CMT also recommends that following the roll-out of IPSAS in 2014, arrangements be made to make the UN expenditure statements publicly available by 2015.

Box. 5

UPDATE ON IPSAS IMPLEMENTATION

As part of a system-wide effort, the United Nations Secretariat IPSAS Implementation Project is targeting 2014 for delivery of the first IPSAS-compliant financial statements.

During 2011, significant progress was made towards finalizing the framework of IPSAS-compliant accounting policies. Concurrently, the project's focus turned to implementation best evidenced by the IPSAS Steering Committee's shift from policy development to risk management and the formation and tasking of local IPSAS teams in OAHs and missions. Further, pre-implementation activities were launched in UNIFIL, ESCWA, UNOG, and UNON through field validation exercises, with UNOV scheduled for December 2011 and UNMIL for early 2012. These exercises have triggered the detailed work at the individual office level to ensure readiness of the Organization for IPSAS.

Also in 2011, there was a strengthening in the oversight of the project. The Board of Auditors (BoA) reviewed progress towards IPSAS in its first annual audit of the project. The Management Committee commenced consideration of IPSAS progress in conjunction with progress of Umoja, due to the critical linkages between the two. The Umoja deployment strategy was adjusted to mitigate the risks to the implementation of IPSAS, by incorporating core IPSAS requirements in the initial Umoja Foundation phase.

In 2012, the main focus will be on data capture and cleansing, change management and training, and updating the Financial Regulations and Rules. Further, there will be detailed consultations with the BoA on the IPSAS policies and implementation plans, and consultations with IPSAS-compliant UN system organizations to capture lessons learned.

STREAMLINING WORK PROCESSES

- 89. Building on the work done by the "Steering Committee on the Implementation of Change Management Measures," and in addition to the proposal made earlier in the report on streamlining work processes, **UN Headquarters, OAHs and Regional Commissions need to continue to review all work processes relating to standard administrative procedures with a view to establishing clear timeliness benchmarks.** Steps to achieve these benchmarks should include the development of standard operating procedures, elimination of non-value added steps, clarification of roles and responsibilities and leveraging technology. Data on whether these benchmarks have been met should be distributed by the respective departments, offices and commissions on an annual basis, reviewed by the Executive Office of the Secretary-General (EOSG), DM and the Change Management Focal Network, and published on iSeek.

Box. 6

SIMPLIFICATION OF BENEFITS

A simplification of the current system of lump-sum payments and the ultimate rationalization of benefits processing by expanding lump-sum options and self-service delivery to a full range of benefits, will effectively eliminate bureaucracy and simplify processes. The key deliverables will be revised Administrative Instructions (AI) in several areas, including for rental subsidies and education grants. A prototype Rental Subsidy portal has been developed, which the Human Resource Service (HRS) may use to develop an electronic tool for rental subsidy applications. In addition, an education grant portal has been developed which was handed over to the HRS and OPPBA on 13 September 2011 for testing and possible operationalization. The education grant portal also has an element of self-certification in applying for the grant.

IMPROVED AND SIMPLIFIED PROCUREMENT PROCEDURES

90. The High-level Committee on Management (HLCM) Procurement Network's Common Procurement Activities Group (CPAG) of the Geneva-based international organizations is a clear demonstration of the benefits accruing in this area. CPAG believes that volume purchase agreements create more effective and coherent business practices and lower the cost of commonly required goods and services for all. Currently, the Group "Delivering as One" is collaborating on more than 14 procurement projects. In 2010, the Group was able to avoid USD 40 million in costs, according to estimates of the CPAG.
91. The CEB Procurement Network also has a process underway to bring together vehicle procurement for all UN funds, agencies and programmes, including the Secretariat. **The CMT recommends that common procurement activities be expanded as a matter of priority in each location to ensure cost efficiencies.**

Box. 7

PROCUREMENT

The Secretariat has been able to use modern and innovative approaches to shorten the black-out period for procurement, update the inventory of current stocks to reduce new purchases and work "just in time", to extend the life of equipment in field operations through central ownership and recycling, to eliminate outdated and unnecessary bureaucratic protocols, and to simplify procedures through the wider use of systems contracts.

Similarly, the Procurement Division has simplified the vendor registration process, which will make it easier for vendors to register as a potential supplier to the UN, and developed a Mobile App, available to the vendor community worldwide, free of charge. The "UN Procurement" App offers real-time access to information related to business opportunities, business seminar schedules and contract awards.

CONTINGENT-OWNED EQUIPMENT

92. There is a significant time-lag between the authorization of a mandate by the Security Council and the arrival of uniformed peacekeepers, mainly due to the time taken for preparation, the national and UN approval process, and finally the actual deployment of their contingent owned equipment. Efficiency of a peacekeeping mission

can be enhanced by an early deployment of equipment and hence an early arrival of uniformed contingents in the mission. **The CMT recommends that DFS and DPKO review with Troop-Contributing Countries (TCCs) measures to expedite the arrival of contingent-owned equipment.**

Box. 8

EXPEDITING RECRUITMENT OF POLICE AND MILITARY OBSERVERS

DPKO and DFS, in collaboration with OHRM, have undertaken a process improvement project to reduce the recruitment time, which can take up to 600 days, to a target of 180 days, for the recruitment of seconded, active-duty military and police officers. The streamlined process will enable the completion of recruitment within a six-month period, including the 90-day circulation of notes verbal's to invite Member State nominations. The first pilot of the new recruitment process and procedures was launched in November 2011, following briefings to Member States on the new process. Further improvements are being developed, including an analysis of the succession planning and vacancy management of seconded officer posts in the departments, as well as further automation of the recruitment process.

DIGITAL SIGNATURES PAVING THE WAY TOWARDS A DIGITAL SECRETARIAT

93. The Secretary-General has already approved the digital signature initiative as an FTO to ensure the authenticity, integrity and reliability of electronic records. The new policy framework will allow the Secretariat to modify existing business processes supporting our ultimate transition to a fully digital, paper-smart Secretariat. If these transformations are deployed widely, the Organization will not only become “greener” by saving paper, ink and energy, but also increase the efficiency of administrative processes, improve the recording of business transactions, facilitate flexible working arrangements, and support business continuity and emergency preparedness, while maintaining individual accountability and the integrity of these processes.
94. **The CMT recommends achieving a digital Secretariat by 2015 through implementation of digital signatures in 2012, followed by policy and processes for e-filing, e-archiving and knowledge management through the Working Group on the Validity of Electronic Transactions, chaired by OICT.** A paper smart UN environment will include components such as electronic content management (including e-filing and e-archiving), digitization, social computing and instant messaging systems. A critical component which enables a paper smart UN is the implementation of a Social Computing and collaboration platform which allows UN personnel to work in a virtual environment with partner organizations, sharing information and collaborating without the need for paper.
95. Knowledge and its management are critical to the organization’s ability to collaborate, to build rather than reinvent, to learn lessons to evolve. While ongoing initiatives across the Secretariat have attempted to address requirements through various technical and knowledge sharing solutions, current efforts have been fragmented and as a result, information has often become disconnected, with institutional knowledge becoming trapped within thematic programme areas. The implementation of social collaboration tools in a centralized platform would allow people to connect and build internal communities where information is shared in near real time. These technologies empower virtual teams and enable collaboration. Accordingly, efforts to establish Secretariat-wide knowledge management solutions should remain a priority as we approach a fully digital Secretariat.

PAPERSMART MEETINGS

96. The Secretary-General has created the PaperSmart Rio+20 Coordination Group and tasked the Chair, through an Integrated Sustainable PaperSmart Services secretariat, to lead and coordinate the work involved in making Rio+20 a paper-smart meeting. The new approach provides an integrated re-engineered approach to planning

and managing meetings and documentation through strategic utilization of information technology. The objectives of the initiative are to devise a solution that is scalable and modular for all UN bodies, that harmonizes work processes and presents an integrated and secure global management solution to all Secretariat entities. **The CMT recommends that the Secretary-General promote PaperSmart services with a view to making Rio+20 and the 67th Session of the General Assembly paper-smart, introducing Member States and the Secretariat to this modality through various pilots in early 2012.** The Secretary-General has also already approved the issuance of a guide to holding paper-smart meetings as an FTO. Paper-smart solutions will be supported by a dedicated portal – a one-stop-shop for anyone looking for documentation of any UN meeting – which will become part of the organizational knowledge management structure.

Box. 9

REMOTE PARTICIPATION BY DELEGATIONS IN THE SECURITY COUNCIL

The use of VTCs by the Security Council has been steadily expanding. In 2009 there was only one VTC, in 2010 there were eight meetings, three informal consultations and one informal interactive dialogue where Special Representatives of the Secretary-General (SRSGs) and other senior officials participated via VTC so they could remain at their respective locations.

This year, the number of meetings undertaken via VTC has risen further, with 8 meetings and 14 informal consultations. In addition to a number of SRSGs and other senior officials using this facility, Member State representatives are also taking advantage of this capacity; for example, at one meeting, two Presidents, a Prime Minister and a Foreign Minister all participated in the work of the Council via VTC from UN facilities in Africa.

PUBLICATIONS BOARD

97. The Secretary-General has also re-invigorated the Organization-wide Publications Board, and will issue a new Secretary-General's Bulletin as a fast track opportunity, to ensure that UN publications remain a source of high quality, relevant and timely information. At the same time, the new Board will establish publishing policies and standards that align UN publishing activities and practices with the overall goals and priorities of the Organization with regard to relevance, marketability, dissemination, production, cost-effectiveness, and preservation of UN publications. These will help the Secretariat to meet the goals on publications¹⁰ set by the Policy Committee in its decisions of 28th April 2011. These are to reduce the number of publications by a minimum of 30% by consolidating multiple publications and by using the programme effectiveness reviews; to evaluate the impact and continued relevance of each report; and to reduce the hard copy distribution of reports, documents and publications by 50% (2010 baseline) by replacing them with electronic versions by 2013. Through all this, the need to ensure publications of the highest quality is critical. **The CMT recommends that all departments, offices and commissions adhere to the Policy Committee decision of April 28, 2011, to reduce the number and hardcopy distribution of publications and to report outcomes on an annual basis through the Senior Managers Compacts.**
98. In this regard, the CMT has already received several commitments from departments, offices and commissions to contribute towards meeting these objectives and indications are very positive that these goals are achievable. The CMT recommends that the Publications Board take the work forward of helping to guide and to monitor the results of these efforts in its new, re-invigorated capacity.

¹⁰ The CMT recognizes that a distinction must be made between mandated publications and publications that are prepared within programmes but without a specific legislative mandate. The 30% reduction must be applied across the board to all types of publications.

TRAVEL POLICY

99. The Secretary-General has approved, in principle, the drafting of a revised travel policy as an FTO, and the revised policy is currently under review. In addition, a new contract with an external service provider aims to lower costs by 16% by relocating the service provider's staff in a lower cost centre, enhanced self-service ticketing, and due to increased volume through pooled requirements with sister organizations. **The CMT recommends the Secretary-General streamlines travel entitlements for all levels of staff and between staff and representatives of Member States traveling to participate in UN meetings, consulting with Member States where required. Furthermore, the travel policy should result in less travel by requiring approval from Senior Management for delegations of two or more staff, including for delegations led by ASGs and above.**
100. In addition, **the CMT recommends the Secretary-General direct his Senior Management Group to use economy class for travel of less than six hours within the same continent, with possible exceptions given to executive heads of funds and programmes, depending on the nature of the travel.**
101. **Greater use of VTCs in lieu of travel, as demonstrated by the Secretary-General through his fortnightly Senior Management Group meetings, should also be strongly encouraged.**

REVISITING ALTERNATING ECOSOC SESSIONS IN GENEVA

102. Mandated by the General Assembly in its resolution 45/264, from 1992, the Economic and Social Council has been meeting in Geneva every other year. However, organizing meetings of its substantive session in Geneva every other year takes up time and resources. In 2011, the UN Secretariat including DESA and DGACM spent approximately \$290,000 on staff related expenditures (travel and DSA). This is an increase of 54% from 2006.
103. **The CMT suggests that the President of ECOSOC and the President of the General Assembly be requested to revisit the organization of alternate meetings of ECOSOC in Geneva, in light of the possibility of streamlining procedures, investing the savings into programme delivery.** In fact, in all cases where meetings are held in alternative locations, this requirement should be regularly revisited by Member States to ensure the situation still warrants this alternation, which generates considerable travel expenses for the Secretariat and Member States.

8. DELIVERABLE FOUR – RATIONALIZING STRUCTURES AND FUNCTIONS: OPTIMAL LOCATION, COMMON SERVICES AND EXPANDED PARTNERSHIPS

8.a RATIONALIZING STRUCTURES AND FUNCTIONS

104. There are four primary pillars of the Organization's work:
- (1) Peace and security
 - (2) Economic, social and development
 - (3) Human rights
 - (4) Humanitarian assistance
105. In addition, there are the mainstreamed legal, public information and, administrative functions that add to the complexity of the Organization's functions and help the substantive programmes deliver against their mandates. Within each pillar, a diverse number of functional entities have been created. The development pillar has the largest number of discrete entities, followed by peace and security, whereas humanitarian assistance and human rights have less plurality and greater cohesion. Within each pillar, the Organization serves its clients through five broad and overlapping functions:
- (1) A convening role
 - (2) A norm-setting role
 - (3) An analytical role
 - (4) An implementation or operational role and
 - (5) A monitoring or reporting function
106. Reconfiguring the Secretariat's architecture to meet the emerging needs of the Organization's diverse and numerous stakeholders has been a continuous exercise, necessitated by the ever-changing circumstances in which we operate – history has not stopped. The natural progression of this architecture has not been as smooth or as predictable as successive Secretary-Generals would have wished, and there is regular need for reflection on the rationality and functionality of our structures as they grow and change.
107. Nevertheless, and given all these complexities, the CMT recommends a number of measures to advance the further rationalization of the Secretariat over the next five to ten years.

RATIONALIZING STRUCTURES AND FUNCTIONS WITHIN THE SECRETARIAT

108. Given the ever-changing needs and requirements of our Member States and other stakeholders, any future rationalization of structures must ensure that each entity has full clarity of its mandated functions, full clarity on the mandated functions of the other entities in that space, and confidence that mandate delivery is as effective as possible (both in terms of impact and value for money). Overlap needs to be limited to avoid operational redundancy, and the system needs to work together as one coherent whole, establishing and maintaining a clear division of roles and responsibilities while drawing upon each other's unique strengths. The Secretary-General originally requested just such a review from all programme managers in the decisions of the April 2011 Joint Meeting of the Policy and Management Committees.

109. While the Secretary-General cannot direct the autonomous funds and programmes and specialized agencies of the UN, with their diverse set of inter-government governing bodies, to do so, within the Secretariat, the departments, offices and commissions can be directed to conduct comprehensive substantive functional reviews in order to affect fuller rationalization of their respective structures and work.

SUBSTANTIVE FUNCTIONAL REVIEWS

110. **The CMT recommends that all Heads of Offices, Departments and Regional Commissions should assess, over the course of 2012, the substantive functions of each Department, Office or Commission, through the following mechanisms:**
- a) **By drawing on relevant reviews already undertaken by oversight bodies or by departments, offices or commissions themselves,**
 - b) **By reviewing the mandates and the Secretary-General Bulletins establishing the substantive functions of each department, office or commission – in working groups that ensure coverage across each pillar,**
 - c) **By establishing working groups of (pre-existing, where available) inter-Departmental coordination bodies.**

Based on these substantive functional reviews, each Department and Office should report to the Secretary-General by the end of 2012 which of the following initiatives they have identified to rationalize and restructure their programme and/or to better integrate their work across the Organization:

- (1) **New formal consultation mechanisms;**
- (2) **Creation of new virtual networks;**
- (3) **Clearer division of labour;**
- (4) **Common services and pooled functions;**
- (5) **Optimal locations;**
- (6) **New partnerships.**

Due consideration would need to be given to measures such as a freeze on hiring or a freeze on posts, during the process of implementation of the results of these functional reviews.

FORMAL CONSULTATION MECHANISMS

111. The four Executive Committees established in 1997 (ECPS, ECESA, ECHA and undg) continue to improve operations. They demonstrate that effective coordination through formal consultation mechanisms can help to limit duplication and improve collaboration among departments on shared objectives. Equally important are the Regional Coordination Mechanisms (RCMs) that enhance coherence in all regions.
112. **The CMT recommends the development of additional formal consultation mechanisms to strengthen collaboration and enhance coherence, where these do not already exist.**

VIRTUAL NETWORKS

113. A modern and flexible organization relies on informal exchanges of information and knowhow. Creating and encouraging cross-cutting virtual networks and recognizing them as integral to the success of the departments, offices and commissions involved will greatly enhance the effectiveness of the Organization.

The CMT encourages the creation of virtual networks among those entities that need to strengthen collaboration. The full utilization of communications and knowledge management tools already available in the Secretariat should facilitate this.

REGULAR REVIEW OF FIELD OPERATIONS

114. Annual peacekeeping costs remain at record levels; almost three times the UN Secretariat's annualized Regular Budget. The 2011/12 funding requirement is for \$7,528 million, a 4% increase over 2010-11 expenditures. The largest cost driver for budget growth in the Organization over the past 20 years has been the expansion of field operations¹¹, in such challenging environments as Darfur, Eastern Chad, Iraq and Afghanistan. On average, 37 per cent of total expenditure, especially in peacekeeping, is for military and police personnel while only 22 per cent is for civilian staff and volunteers (UNVs). The remaining 41 percent expended on fuel, air operations, construction and renovation, rations and other operational costs.
115. **The CMT recommends that regular reviews of field operations be conducted by DPA and DPKO to better support decision-making by Member States.** These reviews should be undertaken in close consultation with the host government, Troop/Police Contributing Countries (TCCs/PCCs), and other interested Member States, including neighbours and regional organizations. Where possible, new and innovative means to deliver against our challenging mandates should be proposed, including through partnerships with regional and sub-regional organizations. The main objective of such reviews would be to ensure continued effective delivery and a constant attention to value for money and good stewardship of limited resources.

STREAMLINING INTERNAL BUDGETING PROCESS FOR FIELD OPERATIONS

116. The internal budgeting process for field operations has undergone significant streamlining in past years, however the process remains burdensome, with at least eight separate steps involving many actors and several layers of approval.¹²
117. Given the large percentage of the Organization's budget devoted to expenditures on field operations, **the CMT recommends the establishment of a working group of DFS and DM/OPPBA to:**
- (1) Better define their respective roles and responsibilities;**
 - (2) Streamline and simplify the internal budgeting process, and;**
 - (3) Ensure efficient operations and minimal overlap in functions.**

STRENGTHENING PUBLIC ADMINISTRATION IN COUNTRIES IN TRANSITION

118. There is a critical need to strengthen capacities of countries in transition and some developing countries in public administration in governance. Several entities within the UN system including DESA, Regional Commissions, and UNDP, to name a few, work on issues related to governance and public administration. The substantive cluster on governance and institutional building within ECESA brings these entities together to work collaboratively on relevant topics. **The CMT recommends that to further enhance support to countries in transition, the Secretariat departments and agencies, funds and programmes, must engage actively with**

¹¹ Field Operations here is used broadly to include those funded under the special political mission appropriation of the regular budget and those funded by the peacekeeping budget.

¹² Indicative workflow is as follows, involving a minimum of eight steps: instruction from Controller to lead departments, cable from lead departments to missions, development of budget submission by missions, transmission of proposals to lead departments, transmission by lead departments to DFS for costing, resubmission back to lead departments by DFS, submission by the lead departments to the Controller for approvals, submission by the Controller to legislative bodies.

each other, including through the UNDG/ECHA Working Group on Transition. ECESA should continue its work on sharing experiences, lessons learned, assessments, and analysis in countries in transition, recognizing the work being done by the UN Working Group on Public Administration led by UNDP. Starting in 2012, ECESA should also provide substantive inputs to issues related to peace and security, thereby forging linkages between two crucial pillars of the work of the organization.

CLEARER DIVISIONS OF LABOUR

Box. 10

DIVISION OF LABOUR BETWEEN UN POPULATION DIVISION AND UNFPA

The clear division of labour between the United Nations Population Fund (UNFPA) and the United Nations Population Division (UNPD) is illustrative of how clarity can lead to better results. While UNFPA works at the country level in three interlinked core areas of work (reproductive health, gender equality and population and development strategies) UNPD is responsible for monitoring and appraisal of the broad range of areas in the field of population. The Division supports governments and civil society by providing access to information on population trends, their demographic components and their inter-relationships with social and economic development, so as to provide a sound basis for the formulation of government policies and programmes.

119. The importance of clarity of roles and responsibilities also needs to be applied to the three levels of the UN's engagement with its clients – at the global, the regional and the country levels. Activities at all three levels need to be better coordinated and aligned in order to maximize effectiveness, especially in the area of development, and economic and social affairs. **The CMT recommends that a comprehensive review of the Secretary-General Bulletins establishing DESA, UNCTAD, OHRLLS, and the regional economic commissions, be initiated to ensure that clarity in their respective roles is established, especially with regard to global, regional and country-level responsibilities by early 2013.**
120. To help bring about greater synergy and coherence among UN system development actors, there will be a need to put in place a coherent strategic planning process. **The CMT recommends that a consultative process to design the next set of strategic priorities for the UN development system be initiated, in alignment with the upcoming quadrennial comprehensive policy review in 2012,** and consistent with the Secretary-General's priorities for his second term. If carefully presented and implemented, focusing on the 'big picture' rather than details, such an approach could enhance coherence and cross-team collaboration without impacting on the role of individual Executive Boards in setting the direction of specific entities. Indeed, this would substantially (a) allow the key normative and operational entities to clarify their division of labour around practical results rather than in the abstract and (b) reinforce the decision of the General Assembly in the last Triennial Comprehensive Policy Review (TCPR) to harmonize the planning cycles of the funds and programmes.

WORKING TOGETHER BETTER TOWARDS SUSTAINABLE DEVELOPMENT

121. In the area of sustainable development, the UN system must find a more effective way to work together better to deliver results for the poorest and the most vulnerable. Intergovernmental deliberations are under way towards this objective. The outcome document of the Rio+20 Summit (to be held 20-22 June, 2012) will drive the way forward in how the UN addresses the challenges to sustainable development. The UN system will be asked to strengthen its contribution at all levels.

122. Equally important will be the recommendations from the report of the High-level Panel on Global Sustainability, expected on 12 January 2012 and the recommendations from the Independent Evaluation of Delivering as One, to be submitted to the GA in September 2012. **The CMT recommends that, based on the outcome of the Rio+20 Summit, the report of the High-level Panel on Global Sustainability and the independent evaluation of Delivering as One, a coherent framework of the Secretariat's work in this area be prepared by the Deputy Secretary-General, and proposed to Member States in time for the next biennial budget presentation.**

Box. 11

THE H5 INITIATIVE

There are many initiatives that have successfully worked after applying a well-coordinated approach, with a clear division of roles and responsibility to help the UN system deliver on its promises. For example, the Inter-Agency Coordinating Mechanism Working to Accelerate Progress to Improve Women's and Children's Health, which involves five agencies (UNFPA, UNAIDS, UNICEF, WHO and the World Bank, has helped the UN system deliver on its promise made in its Millennium Declaration of 2000 to improve women's and children's health at the country level.

DELIVERING TOGETHER IN SUPPORT OF AFRICA

123. One area where more formal consultations may be required is in the delivery of UN's support to Africa. In its efforts to strengthen collaboration and enhanced coherence, the UN system needs to reinvigorate its support to Africa, while ensuring a clear division of roles and responsibilities to minimize overlap and ensure that resources entrusted for the development of Africa are used effectively for the continent. A more rational approach that is based on the views of African Member States will certainly make for greater efficiency and service delivery for effective results.
124. A starting point would be to determine who does what and at what level. The next step would be to assess structures and arrangements on the ground in Africa and align UN work to them. Several steps have already been taken at the regional level to respond to the new institutional architecture in Africa and to help meet the capacity challenges facing the various institutions. The Regional Coordination Mechanism (RCM-Africa), which brings together all regional partners, as well as UN system partners, has been revitalized and strengthened and more importantly, the African Union (AU) has taken co-ownership of the Mechanism as a means of enabling it to better interface with the large number of UN agencies and programmes that seek to collaborate with the AU. To supplement the work of the RCM yearly meetings, it would be useful to continue and expand the practice whereby regular teleconferences are held between ECA, OSAA, and DPI. **The CMT recommends that a formal consultation mechanism between the three sub-programmes on policy and programmatic aspects should be established.**

VIRTUAL NETWORKS IN SUPPORT OF THE NEW ECONOMIC PARTNERSHIP FOR AFRICAN DEVELOPMENT (NEPAD)

125. An area where virtual networks may play a role is the UN's support for NEPAD. It is critical that the UN strengthens its support for NEPAD, ensuring better coordination and coherence among UN offices that are currently responsible for mobilizing international support for the implementation of NEPAD. The primary responsibility for global advocacy in support of NEPAD lies with OSAA, while ECA is responsible for regional advocacy and UN system wide coordination at the programme and policy levels through the RCM. DPI is a partner for

publicity and information. **To ensure better coherence and efficiency, it is proposed that a virtual network be created between these three offices (ECA, OSAA and DPI), and any other relevant entities, to create synergy and exchange of ideas that would support delivery of results at the global, regional and country levels.** This virtual network would also inform the formal consultation mechanism to be created between the three sub-programmes of ECA, OSAA and DPI in support of Africa.

Box. 12

CIVILIAN CAPACITY REVIEW

The purpose of the civilian capacities initiative, an inclusive effort overseen by a Steering Committee drawn from across the UN system, is to help the UN respond more effectively to the needs of countries emerging from conflict. Its work is focused on three main areas:

- (1) National capacity and ownership: civilian capacities have to meet national needs and demands. The UN is strengthening planning frameworks in order to better identify and prioritize national needs in critical areas for states emerging from conflict. The G77 has called for assistance that is “aligned with peacebuilding and statebuilding objectives... and strengthens (rather than duplicates) national and local capacities and institutions.”

The review is developing guidelines for the whole UN system for better using and developing national capacity in post-conflict contexts, as well as tools to conduct capacity assessments and monitor results.

- (2) Partnerships between the UN and external providers of capacity: Member States have asked for smoother, more effective partnerships through which they can contribute civilian capacities. Countries that have themselves experienced conflict or transition have particularly relevant expertise to offer. Making use of emerging and untapped capacities across the world is therefore a priority. Practical steps include the examination of longstanding modalities that govern the deployment of military and police personnel and the provision of specialized logistics support from Member States, which may be extended to civilian capacity. This is crucial to fill gaps in specialized areas not available within the Secretariat. An on-line platform to ensure accessibility and openness is also being planned, allowing both requesters and providers of civilian capacities to broadcast their needs and availability: a very practical step towards better matching demands with supply.
- (3) A more effective and efficient UN response: implementing mandates effectively, especially in volatile post conflict environments, requires the UN to respond quickly to changing demands. To this end, the UN is developing guidelines for applying the principle of comparative advantage, so that mandated and budgeted functions are carried out by the entity best equipped to do them. In addition, training for senior managers will support their capacity to manage resources flexibly in light of changing circumstances.

The goals of the civilian capacities initiative match the Secretary-General’s vision of a more modern, flexible and client-oriented UN that delivers meaningful results. If implemented, they will help realize that vision, especially in post-conflict situations. Where the Steering Committee of the Civilian Capacity Review identifies further scope for change, proposals will be put to Member States in 2012.

COMMON SERVICES AND POOLED FUNCTIONS

126. The Secretariat needs to do more to either share resources, through common service arrangements, or through the co-location of “like” functions to leverage economies of scale, bringing together “like with like” substantive and administrative functions throughout the Secretariat.
127. By factoring out substantive and administrative functional areas which may not be core responsibilities of each Head of Department or Office, each senior manager would have fewer direct reports and be able to focus on their core responsibilities. Increased pooling and co-location of “like capabilities” should be encouraged to leverage limited capacity across the Secretariat – this will allow the Organization to tackle a wider range of issues while enhancing greater integration and cohesion between the various functioning parts. The drive towards common services and combining “like-with-like” structures will take several years and intense and focused efforts by the senior management teams of each organizational unit. However, the ultimate payback in both effectiveness and efficiencies across the Secretariat cannot be understated.

Box. 13

OPERATIONS MANAGEMENT TEAM IN BANGKOK

In Bangkok, the Operations Management Team (OMT) acts as the central body that discusses all inter-agency operational arrangements, with a mandate to develop, implement, monitor and evaluate agreed common services activities. In Thailand, all UN organizations, the Asian Development Bank, the International Organization for Migration and the World Bank are members and represent country and regionally based operations. A similar effort on procurement is underway in Geneva, as referenced earlier.

UMOJA AND SECRETARIAT-WIDE SERVICE DELIVERY

128. The Secretariat’s new Enterprise Resource Planning initiative, Umoja, presents an opportunity to consolidate many administrative functions and services by 2016. A rationalized and UN-appropriate service delivery approach will reduce duplicative efforts across Secretariat entities and take advantage of economies of scale.
129. The Umoja team recently conducted an assessment of the current operating environment in the Secretariat to identify potential benefits and areas of improvement, and develop a business case and implementation plan, the results of which will be submitted as input into the development of a Secretariat-wide service delivery model.
130. In conjunction with the complementary initiatives being undertaken by DFS (i.e. GFSS) and the OICT, an initial blueprint for a service delivery model will be developed, including:
 - (1) A Global Service Centre that centralizes location-independent activities that do not depend on geographic proximity, language or time zones.
 - (2) Regional Service Centres that support multiple local offices by cost-effectively consolidating activities along geographic/functional lines around time zones, language etc.
 - (3) Local offices that directly manage location-specific “face-to-face” activities that must be physically located in each office.
131. **The CMT recommends that every Department and Office work with the Umoja team during 2012 to identify administrative functions and services that would benefit from the development of Secretariat-wide service delivery models.**

Box. 14

HLCM SUB-COMMITTEE ON IMPROVED EFFICIENCY AND COST-CUTTING MEASURES

Several agencies and funds and programmes have undertaken initiatives that improve efficiencies and control costs. The Ad-Hoc Sub-Committee of HLCM working on identifying measures for improved efficiency and cost control held a workshop in late 2011, where agencies identified, from their internal experience, quick 'wins' worth sharing with others, including the CMT. The findings were presented to the Secretary-General and heads of agencies at the April CEB meeting. Some of these initiatives include:

1. **Off-shoring administrative and other functions in Budapest, by UNHCR and FAO, and by WHO in Kuala Lumpur.**
2. **"Remote participation" in meetings by Member States, being piloted by ITU.**
3. **Consolidated procurement of vehicles across agencies, funds and programmes.**
4. **On travel, UNAIDS has implemented a 25% reduction across the board**
5. **In the area of publishing,** several Geneva-based entities outsourced printing to companies in Malta, achieving 60% savings.

TREASURY SERVICES

132. OPPBA will host a UN system-wide Treasury Working Group to discuss common treasury services with areas of work including banking services, payments, foreign exchange and investments for knowledge sharing and a plan for the next steps in the process of harmonization. OPPBA can share the existing SWIFT infrastructure with other agencies to reduce the transaction costs of all participating organizations.

SHARED FRONT OFFICES WITH EXPANDED RESPONSIBILITIES

133. The April 2011 Joint Meeting of the Management and Policy Committee decided that in order to maximize the potential savings and efficiencies in common services and business innovation, DM would need to develop a proposal for shared human, financial and physical resource management services within the Secretariat. The meeting agreed that such proposals would provide alternatives to the existing service provision model based on individual executive offices in each department and OAH. **The CMT recommends the implementation of this proposal by DM by the end of 2012.**
134. In the peace and security pillar, both DPA and DPKO conduct operations in different circumstances. However, functions such as evaluation, public advocacy, best practices, policy planning and administrative support could be brought together across the scope of all Secretariat units working in the area of peace and security, including DPA, DPKO, DFS, OCHA, DSS and PBSO. The synergies that emerge from such closer collaboration would enable learning from each other's experiences and improve transition planning, especially for missions.
135. Such logic has already been applied for the past two years between DFS and DPKO. **The CMT recommends expanding the DPKO/DFS "common service" model to all departments of the Secretariat dealing with field operations, including DPA, OCHA, OHCHR, PBSO and DSS** to ensure maximum coordination and minimum overlap in such areas as policy development and planning, administration of field offices, evaluation and other such areas as deemed relevant. 20 years after "An Agenda for Peace" a fully inter-operational and interdependent peace and security cluster could be envisaged, absent silos between peacemaking, peacekeeping and longer term peace-building. As a first step, the relevant departments and offices would need to work urgently with the Capital Master Plan office to look at how best to co-locate like functions such as policy planning, administration, public information, audit response, monitoring and evaluation and other similar functions.

8.b OPTIMAL LOCATION

RELOCATION OF POSTS TO BRING THE UN CLOSER TO ITS MEMBER STATES

136. Population, capacities and needs have shifted over the past 20 years, and we expect this to continue. New, dynamic capacities have emerged around the world, which must be better utilized. Meanwhile, other than those deployed in peacekeeping operations, the Secretariat's staff is primarily based in three centres – New York, Geneva and Vienna. The UN needs to work harder at remaining relevant to the people and Governments in the areas where its work is most needed, to be closer to its beneficiaries and better able to serve them well, and where it can best utilize new and emerging capacities.
137. **The CMT recommends that Department heads in New York, Geneva and Vienna explore new and creative ways to place existing headquarters posts closer to their beneficiaries by 2016, particularly in order to leverage the emerging capacities in both developing as well as developed countries.** Greater proximity to our clients will allow the UN Secretariat to continue to evolve and grow, benefiting from emerging centres of growth and dynamism.
138. **To support the proposed drive towards more common service delivery models and more optimal location, the CMT recommends that up to 10% of posts be either integrated as shared or common services between Secretariat entities, or relocated to more optimal locations by 2016, using the 2012 allocation of posts to each Department as a baseline for calculation. Central coordination by the Deputy Secretary-General would be critical for the success of this initiative.**
139. Relocation would require the development of a plan through internal consultations within the departments, offices and commissions, including the staff and their representatives, and discussions with Member States, to ensure that appropriate levels of governance and oversight are duly taken into account.
140. Relocation and/or greater use of common service delivery models would enable the Secretariat to “deliver more with less”.

Box. 15

INSPIRA BANGKOK

OHRM has already located the Inspira support centre in Bangkok and will commit to continue to look at possible options for other functions.

GLOBAL FIELD SUPPORT STRATEGY

141. The Global Field Support Strategy (GFSS) initiated by DFS represents a good example of the Secretariat combining “like-with-like” while at the same time establishing common service delivery in an optimal location. The GFSS was developed as a five-year transformation programme to:
- (1) Facilitate more timely mission start-up;
 - (2) Improve support to missions;
 - (3) Enhance the quality and responsiveness of services provided;
 - (4) Pursue economies of scale where possible and appropriate;
 - (5) Ensure greater accountability and transparency in the use of the resources.

142. To achieve these objectives the GFSS leverages four distinct but integrated pillars:
- (1) A financial framework;
 - (2) Predefined modules and service packages;
 - (3) Service centres both global and regional;
 - (4) An integrated human resources management framework.
143. Five key principles for improvement of service delivery to the field underpin the strategy:
- (1) Broad consultation with Member States;
 - (2) Increased efficiency in the use of resources and faster and improved support to field missions;
 - (3) Optimizing service delivery within existing resources and budgets;
 - (4) Increased transparency and accountability;
 - (5) A strong call for engagements of civilian, military and police field mission components.
144. As a strategic reform initiative, the GFSS was forged with Secretariat partners vested in improving support and service delivery to the field together with the continuous involvement of staff in the field. The experience gained in this collaborative approach is a critical asset to the GFSS' implementation.
145. Already in its second year of implementation, the GFSS new service delivery model has shown results in improved and faster services to the missions, but also in paving the way for significant savings for Member States. It has introduced a safer and more stable working environment for civilian support staff by reducing footprints in countries and regions where security and support can sometimes be variable. It has also promoted the increased use of local staff and goods to promote host country and regional development efforts.
146. This new service delivery model is projected to lead to savings through greater economies of scale and improved distribution and usage of available assets.
147. Given the potential scope for learning and benefit from GFSS' implementation to the wider Secretariat and UN System, the alignment and ultimate interoperability of GFSS systems and the UMOJA service delivery model will be fundamental to ensure that GFSS fully delivers on its objectives. **The CMT recommends that the GFSS and Umoja Teams work closely together, under the auspices of the Deputy Secretary-General, to clarify and align terminology, objectives and timelines, with a view to presenting a coherent, Secretariat-wide, approach on common service delivery to Member States in 2012.**

8.c EXPANDING PARTNERSHIPS

148. The Secretariat, recognizing the value of partnerships, has, over the years, engaged with a variety of stakeholders, within and outside of the UN system. Partnerships are increasingly necessary if the UN is to remain relevant and effective in meeting the real needs of people in today's world.
149. The increase in traditional forms of cooperation and the emergence of new forms of cooperation has enabled the UN to collaborate with a diverse range of partners to an unprecedented degree in most areas of its work. In the future, the UN will be called upon to do more with existing resources. The UN works in partnerships in diverse areas ranging from humanitarian affairs and sustainable development to peacekeeping, disarmament, human rights and good governance. Therefore, a positive trend in enhanced and increased partnerships must continue if the UN is to deliver on its promises to ensure the most effective use of available resources.

Box. 16

OCHA'S PARTNERSHIPS WITH MEMBERSTATES AND REGIONAL ORGANIZATIONS

OCHA's partnership efforts with Member States and regional organizations encompass three levels:

1. Operational, where OCHA aims to strengthen and formalize its engagement with Governments and regional organizations, organizing awareness training on multilateral response tools, facilitating regional and global meetings to share best practice in disaster management and to develop and validate normative guidance among others;
2. Normative, where OCHA aims to bring in additional partner Member States to support the multilateral humanitarian system's policy priorities, as evidenced in UN intergovernmental body discussions and decisions, and in support of a more truly global multilateral humanitarian assistance system responding in a more effective way to individual humanitarian emergencies and
3. Financial, where OCHA seeks to enlarge the volume and diversity of funding sources for multilateral humanitarian action and secure a broader range of both in-kind and financial support for multilateral humanitarian action through the Consolidated Appeals Process (CAP), the Central Emergency Response Fund (CERF), and country-based Pooled Funds, with the aim of ensuring that more priority needs are met in a timely and efficient manner, and promoting in particular global burden-sharing for humanitarian action.

150. The UN system partners in numerous ways such as through consultative status with governing bodies, and philanthropic fund-raising activities. Such partnerships have expanded over the last decade or more. There has been an increase in interaction with diverse actors which also reflects the emergence of new types of cooperation. These range from global, multi-stakeholder initiatives such as the Global Environment Facility, the UN Global Compact, the Global Alliance for Vaccines and Immunization, the multi-stakeholder dialogue process of the Commission on Sustainable Development and the newly constituted Information and Communication Technology (ICT) Task Force, to numerous operational partnerships in individual countries and communities.

Box. 17

PARTNERING WITH THE PRIVATE SECTOR

To better partner with the private sector, the UN Office for Partnerships works with the UN Foundation to promote and implement partnership advisory services and outreach initiatives, as well as foster innovative strategies for engaging non-state actors. The Office leverages its expertise and capacity to engage global corporations, foundations, and leading philanthropists in UN causes while supporting the UN system in its advocacy and outreach efforts through partnership-building.

151. Equally important are public-private partnerships, which have been a cornerstone of many successes around the world – from medical and technological research to providing special assistance to citizens in response to natural disaster and epidemic diseases. **The CMT recommends the formulation of an improved internal policy, guidelines as well as new legal models of collaboration for establishing partnerships more easily.**

152. The UN must leverage such partnerships, based on its unique strengths, and that of its partners', to deliver on its commitments. **The CMT recommends further expansion of this effort by requesting heads of departments, offices and commissions to ensure that high quality and innovative partnerships are significantly strengthened and expanded by 2016, such that the work of approximately 10% of Secretariat posts (using 2012 as baseline) will be conducted by local, national or international partners to enable the Secretariat to do more with scarce resources.**

Box. 18**REGIONAL COMMISSIONS' PARTNERSHIP WITH REGIONAL ORGANIZATIONS**

The Regional Commissions have been working in close partnership with regional and subregional organizations in supporting the development of norms and standards and policy frameworks at the regional level. For instance, in Africa, ECA, AU and the AfDB have set up a joint secretariat to strengthen their partnership on a wide range of development issues that are increasingly translated to policy options on the African Summits. In Asia-Pacific, ESCAP and ASEAN have been working closely together for the implementation of a joint MOU for cooperation. Three high-level summits have been held between UN and ASEAN to review the progress made, and identify new areas of cooperation. The UNECE and the EU share a long history of collaboration particularly in the development of norms and standards in the area of transport, agriculture and trade. In Latin America and the Caribbean, regional actors including CELAC, CARICOM and MERCOSUR receive conceptual and operational support from ECLAC for advancing their institutional objectives. In Western Asia, ESCWA and the League of Arab States (LAS) have built a strong partnership around a set of core areas including trade and economic development, sustainable development, trade, and youth and population issues.

9. MONITORING OF THE PLAN AND ASSOCIATED TIMELINES

153. Effective monitoring and evaluation of the implementation of these proposals would be critical for its success.
154. The CMT recommends that, with the assistance of the Deputy Secretary-General, the Secretary-General assesses achievements under the plan through the annual Senior Managers' Compacts.
155. Peer reviews of each Department's achievements under the plan will be conducted, within clusters of departments, under the chairmanship of the DSG, with the assistance of DM. The assessments should be conducted annually. The proposed Secretariat-wide staff survey would also be useful as a gauge for staff perceptions of changes in organizational culture.

10. CONCLUSIONS

156. The CMT believes that implementation of the recommendations contained in this plan would result in a modern, engaged and efficient Secretariat that enjoys the confidence of the Member States of the Organization and “we, the peoples” by being transparent and accountable in its work, delivering high-quality results, particularly in a climate of scarce resources. This plan reinforces the reality that change is a process, and not an event. Clearly, regular reviews of the implementation, and appropriate modifications to the Plan, as the situation evolves, would be needed.
157. Commitments by senior staff to demonstrate through actions and words that they, too, are prepared to do their part and more, for the realization of this plan, is critical.
158. Effective dissemination, and indeed internalization of the Plan by the leaders, managers and staff alike is crucial for its eventual success. The Secretary-General will meet with his new Senior Management Group to promote a culture of continuous change in mid-2012, at the regular retreats of Senior Advisors organized jointly by UNITAR and UNSSC.
159. As noted earlier, the Change Management Focal Points Network, anchored in the Office of the Deputy Secretary-General and the Change Management Advisory Group will continue to generate new ideas and monitor progress on all issues raised in the Change Plan, based on the benchmarks and timelines developed in consultation with project leaders and senior managers.
160. The Change Management Network, together with project leaders, supported by senior management would also be critical for generating support and further ideas for change. Staff at all levels should be afforded opportunities to actively participate in the implementation of this plan.
161. Support and commitment from Member States will be crucial. The CMT recommends that should this report meet with the approval of the Secretary-General, it be made available to all interested Member States as a non-official ‘white-paper.’ It could also be posted on the website of the Organization in the spirit of full transparency.

11. ANNEXES

1. LIST OF FAST TRACK OPPORTUNITIES

2. METHODOLOGY

3. ACRONYMS

4. PAST REFORM PROPOSALS

ANNEX 1 – FAST TRACK OPPORTUNITIES

FAST TRACK OPPORTUNITIES	PROJECT LEADER
Digital Signature	Thomas Braun, OICT
PaperSmart Meetings	Philippa Burgess-Arcos, DGACM
Publications Board	Maher Nasser, DPI
Expanded use of Virtual Technologies	Monica Barbulescu, OICT
Revised Travel Policy	Arnab Roy, DM/HRM
Evaluation Database	Deborah Rugg, OIOS
Expediting Military and Police Recruitment	Milan Trojanovic, DPKO/EO
Cost Recovery and Programme Support Cost Policy	Controller/Deputy Controller, DM
Change Management Focal Point Network	Steven Siqueira, EOSG/CMT
Expanded Flexible Work Arrangements	Eva Garcia, DM/OHRM
Revisions to Supplier Registration Process	Ard Venema, DM/OCSS
Increased Procurement Outreach via Mobile Application	Willem Tahon, DM/OCSS

ANNEX 2 – METHODOLOGY

This plan was developed through consultations with over 100 Permanent Representatives, all senior managers in the UN System, staff, the Change Management Advisory Group of the Secretary-General, representatives of the SMC and the Secretary-General's Change Management Focal Point Network.

The CMT was formally established on 28 April, 2011 by a decision of the Secretary-General, emerging from a joint meeting of the Policy and Management Committees (decision xii, full text attached). The leader of the CMT, Mr. Atul Khare, was appointed on June 1st 2011 by the Secretary-General. The remaining six members of the team were seconded by the Departments of Management, Political Affairs, Public Information, Economic and Social Affairs and the Office for Internal Oversight Services through the course of the summer.

The CMT was charged with supporting the implementation of proposals and the further development of a long-term agenda for change. The Team was also charged with analysing the feasibility and costs of recommendations proposed by Senior Managers in response to a request from the Deputy Secretary-General, dated 16 March (also attached). The Team was asked to prioritize these recommendations and develop an implementation plan with associated timelines. The CMT also reviewed the experiences and initiatives developed by CEB member organizations in the area of efficiency and effectiveness measures, as presented by the HLCM to the Secretary-General and heads of agencies at the April, 2011 CEB meeting.

A key initial task was the establishment of the Change Management Network of Focal Points, as called for in Decision xiii of the same meeting. Each senior manager or head of Department appointed a change management focal point to help facilitate the process. Terms of reference for both the focal points and the network were drafted and vetted with the focal points, and they adopted the Terms of Reference, ad referendum, on 13 October, 2011. These are also attached to this annex for reference. The Change Management Focal Point Network met a total of five times between September and December, 2011.

The Secretary-General also appointed six Assistant Secretaries-General to serve in their personal capacity as members of a Change Management Advisory Group, as outlined in Decision xiv of the Joint Policy and Management Committee meeting of 28 April. The role of the Change Management Advisory Group was defined as assisting the Deputy Secretary-General to guide the recommendations and implementation plan of the CMT. The Change Management Advisory Group met a total of four times and provided critical advice and support to the Deputy Secretary-General and the CMT throughout the process.

The CMT developed an analytical framework to assess and prioritize the over 300 recommendations proposed by Senior Managers, as noted in Paragraph 3 above. The Team used feasibility, as measured by number of departments involved and whether or not additional legislative approval and/or additional financial resources would be required, as key criteria. Impact, as measured by the number of stakeholders positively impacted by a suggested change, was another key criterion.

Based on an initial assessment, recommendations were categorized into one of four areas – Fast Track Opportunities, Long Term Change Initiatives, Continuing Change and Change “Traps.”

Fast Track Opportunities are initiatives championed by the CMT but led by dynamic project leaders in various departments. No additional legislative approval is required and all 12FTOs are to be implemented under the authority of the Secretary-General. They were presented to the Change Management Advisory Group for their review and support. A complete list of FTOs is attached above as Annex II.

ANNEX 3 – ACRONYMS

	ACRONYM
Advisory Committee for Administrative and Budgetary Questions	ACABQ
African Development Bank	AfDB
Administrative Instruction	AI
Association of Southeast Asian Nations	ASEAN
African Union	AU
Board of Auditors	BoA
Consolidated Appeals Process	CAP
Caribbean Community	CARICOM
Chief Executives Board	CEB
Community of Latin American and Caribbean States	CELAC
Central Emergency Response Fund	CERF
Critical Incident Review Board	CIRB
Chief Information Technology Officer	CITO
Change Management Advisory Group	CMAG
Change Management Focal Point Network	CMFPN
Change Management Team	CMT
Common Procurement Activities Group	CPAG
Client Relationship Management	CRM
Delivering as One	DaO
Department of Economic and Social Affairs	DESA
Department of Field Support	DFS
Department for General Assembly and Conference Management	DGACM
Department of Management	DM
Department of Political Affairs	DPA
Department of Public Information	DPI
Department of Peacekeeping Operations	DPKO
Department of Safety and Security	DSS
Economic Commission for Africa	ECA
Executive Committee for Economic and Social Affairs	ECESA

Executive Committees on Humanitarian Affairs	ECHA
Economic and Social Council	ECOSOC
Executive Committee on Peace and Security	ECPS
Executive Committees on Peace and Security	ECPS
Ethical leadership Survey	ELS
Executive Office of the Secretary-General	EOSG
Enterprise Risk Management	ERM
Enterprise Resource Planning	ERP
European Union	EU
Food and Agriculture Organization	FAO
Fast Track Opportunity	FTO
Flexible Work Arrangement	FWA
General Assembly	GA
Global Field Support Strategy	GFSS
High-level Committee on Management	HLCM
Human Resource Service	HRS
Inter-Agency Security Management Network	IASMN
Information and Communication Technologies	ICT
International Public Sector Accounting Standards	IPSAS
Integrated Sustainable PaperSmart Services	ISPS
International Telecommunication Union	ITU
League of Arab States	LAS
Millennium Development Goals	MDG
Memorandum of Understanding	MOU
New Partnership for Africa's Development	NEPAD
Offices Away from Headquarters	OAH
Office for the Coordination of Humanitarian Affairs	OCHA
Office of the High Commissioner for Human Rights	OHCHR
UN Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	OHRLLS
Office of Human Resources Management	OHRM

Office of Information and Communications Technology	OICT
Office of Internal Oversight Services/ Inspection and Evaluation Division	OIOS/IED
Office of Programme Planning, Budget and Accounts	OPPBA
Office of the Special Advisor for Africa	OSAA
Peacebuilding Support Office	PBSO
Police Contributing Countries	PCC
Programme Logic Models	PLM
Programme Support Costs	PSC
Regional Coordination Mechanism	RCM
Staff Management Committee	SMC
Senior Management Group	SMG
Senior Management Team	SMT
Special Political Missions	SPMS
Troop Contributing Countries	TCC
Triennial Comprehensive Policy Review	TCPR
United Nations	UN
United Nations Conference on Environment and Development	UNCED
United Nations Conference on Trade and Development	UNCTAD
United Nations Development Assistance Framework	UNDAF
United Nations Development Group	UNDG
United Nations Development Programme	UNDP
United Nations Economic Commission for Europe	UNECE
United Nations Population Fund	UNFPA
Office of the United Nations High Commissioner for Refugees	UNHCR
United Nations Children Fund	UNICEF
United Nations Institute for Training and Research	UNITAR
United Nations Population Division	UNPD
United Nations Security Management System Boards of Inquiry	UNSMS-BOI
Video Teleconference	VTC
World Health Organization	WHO
Young Professionals Programme	YPP

ANNEX 4 - PAST REFORM PROPOSALS

REFORM PROPOSAL	STATUS
A/47/277 - S/24111 AGENDA FOR PEACE (1992)	
Action 1. Formal fact finding can be mandated by the Security Council or the General Assembly	Implemented
Action 2. The Security Council should invite a reinvigorated and restructured ECOSOC to provide reports, in accordance with Article 65 of the Charter	Not Implemented
Action 3. The UN should utilize preventive deployment is appropriate circumstances	Implemented
Action 4. All Member States should accept the general jurisdiction of the International Court of Justice under Article 36 of its Statute	Not Implemented
Action 5. States should support the Trust Fund established to assist countries unable to afford the cost involved in bringing a dispute to the Court	N/A
Action 6. All UN bodies in the UN system should be coordinated when the need for resources arises during peacekeeping, as there is no adequate mechanism to fully convene all the bodies and their resources for conflict resolution.	Implemented
Action 7. Sanctions should be accompanied by the involvement of financial institutions and other components of the UN system that can insulate states from economic difficulties.	Implemented
Action 8. Personal training and incentives should be instituted for secretariat staff service in peacekeeping operations	Implemented
Action 9. Pre-positioned stock of basic peace-keeping equipment such as vehicles, communication equipment and generators should be provided.	Implemented
Action 10. Governments themselves should commit to keeping equipment on standby for immediate sale, loan, or donation for peacekeeping missions when necessary.	Implemented
Action 11. Future post-conflict stabilization mandates may include the following: disarming previously warring parties, custody and possible destruction of weapons, repatriating refugees, advisory and training support for security personnel, monitoring elections, advancing efforts to protect human rights, reforming or strengthening governmental institutions and promoting formal and informal processes of political participations.	Implemented
Action 12. De-mining will help with the rebuilding of agricultural activity and restoration of transport routes and will be integral to post-conflict stabilization.	Implemented
Action 13. Immediate establishment of a revolving peace-keeping reserve fund of \$50 million.	Implemented
Action 14. Pre-Commitment Authority for peace operations	Implemented
Action 15. Delegated authority for contracting in peace operations	Implemented

A/50/60 - S/1995/1 SUPPLEMENT TO THE AGENDA FOR PEACE (1995)	
Action 1. Include in the regular budget a contingency provision for such activities.	Implemented
Action 2. The formation of a rapid reaction force would be added to the Security Council's strategic reserve for deployment when the need arises for emergency peace-keeping troops	Not Implemented
Action 3. Missions work toward providing a credible and impartial source of information in order to counter misinformation.	Implemented
Action 4. Transfer of decision-making responsibility for a country undergoing peacebuilding from the Security Council to the General Assembly or other inter-Governmental body with responsibility for civilian peace-building activities	Not Implemented
Action 5. DDR - termed as "micro-disarmament" should be included in mandates where appropriate	Implemented
Action 6. Mine Action should be made a priority of post-conflict stabilization	Implemented
Action 7. Ensure, whenever sanctions are imposed, provision is made to facilitate the work of humanitarian agencies.	Implemented
Action 8. Establishment of a mechanism to: (a) assess, at the request of the Security Council, and before sanctions are imposed, their potential impact on the target country and on third countries; (b) To monitor application of the sanctions; (c) To measure their effects in order to enable the Security Council to fine tune them with a view to maximizing their political impact and minimizing collateral damage; (d) To ensure the delivery of humanitarian assistance to vulnerable groups; (e) To explore ways of assisting Member States that are suffering collateral damage and to evaluate claims submitted by such States under Article 50.	Not Implemented

A/51/950 RENEWING THE UNITED NATIONS: A PROGRAMME FOR REFORM (1997)	
Action 1. A Senior Management Group will be established in the Secretariat, comprising the convenors of the four Executive Committees, together with several additional senior officials selected by the Secretary-General. Its primary responsibility will be to assist the Secretary-General in leading the process of change and instituting sound management throughout the Organization.	Implemented
Action 2. A strategic planning unit will be set up in the Office of the Secretary-General to identify emerging global issues and trends, analyse their implications for the Organization, and devise policy recommendation for the Secretary-General and the Senior Management Group.	Implemented
Action 3. A Plan will be developed to phase out the use of gratis personnel in the Secretariat at the earliest possible date.	Not Implemented
Action 4. In the Field, the Special Representative of the Secretary-General will have authority over all UN entities	Implemented

<p>Action 5. With immediate effect, the Department of Political Affairs, in its capacity as the current convenor of the Executive Committee on Peace and Security, will be the focal point within the United Nations for post-conflict peace-building. The Executive Committee on Peace and Security, in collaboration with other executive committees as appropriate, will be responsible for the design and implementation of post-conflict peace-building initiatives, including the definition of objectives, criteria and operational guidelines for post-conflict peace-building by the organizations of the United Nations system.</p>	<p>Implemented</p>
<p>Action 6. A Department for Disarmament and Arms Regulation, headed by an Under-Secretary-General, will be established to develop policies and proposals and to coordinate them with the entities concerned.</p>	<p>Implemented</p>
<p>Action 7: (a) A substantive ECOSOC secretariat headed at a senior level will be established in the new consolidated Department of Economic and Social Affairs (See A/51/829). Details will be contained in the revised estimates. b) The Department of Economic and Social Affairs and UNCTAD will undertake a review of their activities in the macro-economic area in order to strengthen their cooperation and rationalize and enhance United Nations work in this area. This review will include options to reorient, reinforce and better focus the capacities of the United Nations to ensure its leadership in meeting priority information needs of the world community. Recommendations will be presented to the Secretary-General by 1 October 1997.</p>	<p>(a) Implemented (b) Not Implemented</p>
<p>Action 8. Bolstering international efforts to combat crime, drugs and terrorism by consolidating United Nations programmes and activities in Vienna under an Office for Drug Control and Crime Prevention.</p>	<p>Implemented</p>
<p>Action 9. (a) The United Nations Development Group will supersede the current sectoral group on development operations and will be led by a reconstituted Executive Committee chaired by the convenor of the Executive Committee on Development Operations, the Administrator of UNDP. The membership of the undg Executive Committee will consist of the heads of UNDP, UNICEF and UNFPA, with provision for the participation of other organizations in areas relevant to their interests. (b) The Executive Committee of undg will be asked to develop counterpart arrangements at the country level.</p>	<p>(a) Implemented (b) Implemented</p>
<p>Action 10. (a) In order to achieve goal-oriented collaboration, programmatic coherence and mutual reinforcement, the United Nations programmes of assistance will be formulated and presented as part of a single United Nations Development Assistance Framework (UNDAF) with common objectives and time frame. Programme funds managed by each of the programmes and funds would be included in the document, but remain clearly identifiable. Preparation would entail collaborative programming and close consultation with governments, including compatibility with Country Strategy Notes wherever they exist. (b) All funds and programmes and United Nations Information Centres will be part of a single United Nations office under the Resident Coordinator as the designated representative of the Secretary-General and Leader of the United Nations Country Team who would be accredited to the head of government. (c) Common premises of the United Nations at the country level will be named "UN House". The office in South Africa will be the first such case with the designation of "UN House" coming into immediate effect.</p>	<p>(a) Implemented (b) Implemented (c) Implemented</p>

<p>Action 11. (a) A proposal elaborating the details of a burden-sharing arrangement designed to increase core resources will be prepared by the Secretary-General for the consideration of Member States. (b) An Office for Development Financing will be established. Responsibility for setting up the Office will be assigned to the Deputy Secretary-General who will draw up terms of reference and modalities of cooperation in consultation with the UNDG.</p>	<p>Implemented N/A</p>
<p>Action 12. The Secretary-General will, in consultation with governments, the Executive Director of UNEP and the Executive Director of the United Nations Centre for Human Settlements, develop new measures for strengthening and restructuring the two organizations, based on General Assembly resolutions 2997 (XXVII) and 32/162 and taking into account the decisions and recommendations of the Governing Council of UNEP and the United Nations Commission on Human Settlements, and will make recommendations to the General Assembly at its fifty-third session.</p>	<p>Implemented</p>
<p>Action 13. (a) An Office of the ERC, headed by an Under-Secretary-General, will be established at United Nations Headquarters. (b) The Emergency Relief Coordinator will focus on the core functions identified in General Assembly resolution 46/182. The Department of Humanitarian Affairs (DHA) will be discontinued in its present form. (c) Some of the functions of DHA will be redistributed within the United Nations system, as indicated above. (d) The IASC will be further strengthened and continue to be the main consultative body for humanitarian agencies, chaired by the ERC. An IASC Steering Committee will be established with six members, as indicated above. (e) The IASC will be asked to identify measures to harmonize processes and further enhance the CAP to ensure that Appeals are needs based and prioritized, taking into account the comparative advantage of each agency. (f) In the field, a lead agency may be designated by the ERC to coordinate complex emergencies.</p>	<p>(a) Implemented (b) Implemented (c) Implemented (d) Implemented (e) Implemented (f) Implemented</p>
<p>Action 14. The reorganization of the human rights secretariat is to be fully implemented. Under the new High Commissioner for Human Rights, both offices will be consolidated in a single unit to be called the Office of the High Commissioner for Human Rights. The Deputy High Commissioner will assist and provide management support to the High Commissioner and manage the office in her absence.</p>	<p>Implemented</p>
<p>Action 15. (a) The Office of the High Commissioner will assess the work carried out on human rights issues in the Executive Committees and will regularly participate in every stage of the Organization's activities in relation to actual or potential conflicts or post-conflict situations that have a human rights dimension. (b) The High Commissioner will undertake an analysis of the technical assistance provided by the United Nations entities in areas related to human rights and formulate proposals for improving complementarity of action. (c) The representation of the High Commissioner's office at headquarters will be upgraded and strengthened.</p>	<p>(a) Implemented (b) Implemented (c) Implemented</p>
<p>Action 16. (a) The Secretary-General will ask the High Commissioner for Human Rights to review the human rights machinery and develop recommendations on possible ways to streamline and rationalize it. (b) Actions underway in the context of the restructuring of the human rights programme to strengthen and coordinate the substantive and technical support to the legislative bodies, monitoring committees and special procedures will be given the highest priority. The establishment of common data banks of information, research and analysis to assist these bodies will be accelerated.</p>	<p>(a) Implemented (b) Implemented</p>

<p>Action 17. (a) A series of gatherings involving eminent leaders of different sectors of civil society and the Secretary-General will be initiated. Constituencies will include academicians, organized labour, NGOs, private business, youth and the foundation community. (b) All substantive departments of the United Nations will designate an NGO liaison officer to facilitate access by civil society to the United Nations. At the country level, where appropriate, the United Nations system should create more opportunities for tripartite cooperation with governments and civil society. Training programmes for United Nations staff will include a component dedicated to cooperation with civil society. This will be reflected in the curricula of the United Nations Staff College. (c) The Secretary-General will consult with the ACC with a view to establishing a jointly funded inter-agency business liaison service to be named the United Nations Enterprise Liaison Service, patterned along the lines of the Non-Governmental Liaison Service. (d) Arrangements will be made with leading business organizations to establish improved mechanisms for continuing the dialogue between representatives of business and the United Nations.</p>	<p>(a) Implemented (b) Partially implemented (c) Not implemented (d) Implemented</p>
<p>Action 18. By the beginning of 1998, a fundamental review will have been undertaken, significant progress made, and the preparation of a programme of further action prepared for the management of human resources in the Organization. This shall include identifying and undertaking concrete steps in recruitment and placement, human resources planning, career service and compensation packages, career development and mobility, performance management, and staff-management consultation.</p>	<p>Implemented</p>
<p>Action 19. Establish a one-time training and redeployment programme funded with up to \$15 million from appropriated resources to assist staff affected by the measures outlined in the context of reform.</p>	<p>N/A</p>
<p>Action 20. The Secretary-General will seek the advice of an informal group of independent advisers on senior appointments.</p>	<p>Implemented</p>
<p>Action 21. The central administrative and support offices as well as every department and office will be given specific savings targets to reduce their administrative and other overhead costs over the next two biennia - - to create a "Dividend for Development" growing to at least \$200 million for the biennium beginning 1 January 2002, to be available for reallocation to a Development Account.</p>	<p>Not Implemented</p>
<p>Action 22. Building on the lessons of the efficiency reviews and in close coordination with the budget process and targets, departments and offices will continue to carry out management reviews to enhance the delivery of mandated programmes, strengthen services to Member States and identify ways to achieve the targets set for the reduction of overhead.</p>	<p>Implemented</p>
<p>Action 23. The Secretary-General will take steps to delegate maximum authority, responsibility and full accountability to line managers for the management of human and financial resources.</p>	<p>Partially implemented</p>
<p>Action 24. The rules and administrative issuances of the Organization will be reviewed and rationalized.</p>	<p>Implemented</p>
<p>Action 25. A major simplification of procurement and human resource management processes will be completed by December 1997, and financial and other processes by December 1998.</p>	<p>Not implemented</p>

<p>Action 26. (a) The quality and cost-effectiveness of current common services will be enhanced to better support programmes and programme managers in the United Nations and in funds and programmes, by the consolidation as far as possible, by January 1998, of headquarters procurement services, taking into account field requirements and specialized procurement expertise, with a view to expanding the use of electronic procurement and organization-wide competitive contracts in key areas; developing a unified management structure to provide information technology and telecommunications infrastructure and services on a cost-effective basis; and taking specific steps to enhance the provision of common support services described above. (b) One or more common service facilities will be established at United Nations Headquarters in New York, Geneva and Vienna to offer to all United Nations organizations certain common services.</p>	<p>(a) Implemented (b) Partially Implemented</p>
<p>Action 27. (a) The United Nations Web Site and Home Page and related sites such as Relief Web will be enhanced and electronic postings on the Internet for delegates, Member States, non-governmental organizations and the broader public will be rationalized and expanded. (b) As the United Nations replaces its main documents systems, the internal systems that produce, store and disseminate documents, including terminology data bases and information technology tools to support production, tracking, management and distribution of documents electronically will be modernized. (c) The use of the Intranet to facilitate internal communication and administrative simplification and streamlining will be enhanced. (d) An Information Technology Strategy for New York Headquarters and offices away from headquarters that assures adequate infrastructure and investment to support staff members and services to Member States will be finalized and adopted.</p>	<p>(a) Implemented (b) Implemented (c) Implemented (d) Not implemented</p>
<p>Action 28. The Secretary-General will consult with the ACC on ways to systematically introduce issue management methods and techniques at the inter-agency level. The Executive Committee for Economic and Social Affairs and UNDG are being asked to contribute to the identification of areas where issue management networks could be fruitfully established and to identify appropriate lead agencies.</p>	<p>Implemented</p>
<p>Action 29: (a) The Secretary-General will initiate, in consultation with the United Nations University and other research institutes, measures for coordinating and rationalising the respective activities of these institutes and ensuring that they contribute more fully and effectively to the policies, programmes and priorities of the United Nations. This will include recommendations which might be made to Member States to improve governance arrangements in respect of these institutes. It could also include amendments to the Charter of the United Nations University in accordance with the procedures described in the Charter of the University. (b) The United Nations Staff College will be requested, in preparing programmes for international civil servants throughout the United Nations system, to make full use of the research and capacity-building experience of the research institutes.</p>	<p>(a) Partially implemented (b) Partially implemented</p>

<p>Recommendation 1. That the General Assembly: (a) Decide, two years in advance, on an issue to be the subject of a special high-level, one-week segment; (b) Decide to incorporate the principal features of United Nations conferences into the working methods of the General Assembly; (c) Decide to arrange for each of its Main Committees to have an annual thematic focus for its work which would represent a collective effort to address in each General Assembly session a number of areas of current concern; (d) Decide to conceptualize and organize its agenda around the eight priority areas of the medium-term plan of the Organization; (e) Decide that normally policy recommendations to Member States and the international community would be in the form of resolutions while procedural or work programme conclusions would be in the form of concise decisions; and. (f) Decide that its annual sessions, beginning on the third Tuesday in September, would not extend beyond November.</p>	<p>Ongoing process</p>
<p>Recommendation 2. (a) That governments possessing the relevant capabilities establish the practice of providing information to the Secretary-General which would strengthen his efforts in preventive action. (b) That the Security Council and the General Assembly consider measures to enhance the rapid reaction capacity of the United Nations. (c) That the Security Council, in establishing a peacekeeping operation, prescribe a timeframe for the conclusion of the Status of Forces Agreement (SOFA) between the United Nations and the host government for the operation in question and that, pending the conclusion of such an agreement, the model SOFA (document A/45/594) would apply provisionally.</p>	<p>(a) Implemented (b) Not Implemented (c) Implemented</p>
<p>Recommendation 3. That the General Assembly undertake a review of the work of the Disarmament Commission and the First Committee with a view to updating, rationalizing and streamlining their work.</p>	<p>Implemented</p>
<p>Recommendations 4. (a) That the Economic and Social Council should consider holding its various segments at different, pre-established periods during the year, without affecting the total duration of the meetings held by the Council in any given year. This should facilitate attendance at these segments by the ministers directly concerned with the themes and policy issues considered at each of these segments. The duration of the operational activities segment should be extended to enable the Council to provide effective policy guidance to the work of the different Programmes and Funds. (b). That the Committee for Development Planning be replaced by panels of experts on various policy issues set up by ECOSOC on an ad hoc basis, whose membership would be appointed on the basis of the recommendations of the Secretary-General. (c). That the work of the operational activities for development segment should be enhanced through extending the length of the segment and establishing a trust fund to facilitate the participation of officials from LDCs in the segment.</p>	<p>(a) Implemented (b) Implemented (c) Implemented</p>

<p>Recommendation 5. That: (a) The work and functions of the Committee on New and Renewable Sources of Energy and Energy for Development and the Committee on Natural Resources be consolidated into the Commission on Sustainable Development; (b) The Commission on Science and Technology for Development become a subsidiary body of the UNCTAD Trade and Development Board with the UNCTAD secretariat continuing to provide the substantive servicing secretariat to the Commission; (c) The functions of the Commission on Crime Prevention and Criminal Justice and the Commission on Narcotics Drugs be consolidated into a single Commission under arrangements which will fully preserve the treaty-based functions entrusted to the latter. The International Narcotics Control Board would report to the new Commission; (d) The Intergovernmental Group of Experts on International Standards of Accounting and Reporting be maintained as an expert body reporting through the UNCTAD Commission on Investment, Technology and Related Financial Issues; (e) The work of the Ad Hoc Group of Experts in International Tax Matters be reviewed after the completion of its present mandate; (f) The Committee on Economic, Social and Cultural Rights report to the Economic and Social Council through the Commission on Human Rights.</p>	<p>(a) Partially implemented (b) Not implemented (c) Not implemented (d) Implemented (e) N/A (f) N/A</p>
<p>Recommendation 6. That the Economic and Social Council initiate a general review of the regional commissions, in consultation with other regional bodies and governments, bearing in mind the individual reviews each commission has already conducted, in order to consider the core competencies of the regional commissions vis-a-vis global bodies and other regional and sub-regional intergovernmental bodies; and evaluate the most appropriate division of labour with regard to both standard-setting and technical cooperation activities and prospects for further rationalization and consolidation.</p>	<p>Implemented</p>
<p>Recommendation 7. Member States are invited to consider arrangements for a closer integration of the governance oversight of UNDP/UNFPA and UNICEF with consecutive and/or joint meetings of the existing Executive Boards, and the convening of joint committees to review issues and matters of common concern.</p>	<p>Implemented</p>
<p>Recommendation 8. That the General Assembly decide to discontinue the High-Level Advisory Board on Sustainable Development.</p>	<p>Implemented</p>
<p>Recommendation 9: That the General Assembly designate the Emergency Relief Coordinator (ERC) as the United Nations Humanitarian Assistance Coordinator (UNHAC), and transfer the ERC's responsibilities related to the coordination of natural disaster mitigation activities to UNDP. That a humanitarian affairs segment of the ECOSOC be established as soon as possible.</p>	<p>Implemented</p>
<p>Recommendation 10. That the General Assembly initiate a review of the International Civil Service Commission (ICSC), including its mandate, membership and functioning in order to increase its effectiveness in meeting the challenges facing the United Nations system of organizations. That the General Assembly approve the Code of Conduct. Once approved, it will become an integral part of the United Nations Staff Regulations and Rules.</p>	<p>Partially implemented</p>
<p>Recommendation 11. That a Revolving Credit Fund capitalized at a level of up to \$1 billion be established through voluntary contributions or any other means of financing that Member States may wish to suggest to provide liquidity as an advance on Member States' outstanding contributions. That any unspent balances of the regular budget, at the end of the fiscal period, will in future be retained.</p>	<p>Not implemented</p>

Recommendation 12. That the General Assembly establish an Account to be funded from savings from reductions in administration and other overhead costs and prescribe the specific purposes and associated performance criteria for the use of such resources.	Implemented
Recommendation 13. That the General Assembly review the existing arrangements governing the planning, programming and budgeting process in order to enhance their role in providing strategic direction, establishing better performance yardsticks and reporting, and focusing more on accountability for performance than on input accounting - a shift to results-based budgeting.	Implemented

A/RES/55/2: THE UNITED NATIONS MILLENNIUM DECLARATION (2000)	
30. We resolve therefore: To strengthen further cooperation between the United Nations and national parliaments through their world organization, the Inter-Parliamentary Union, in various fields, including peace and security, economic and social development, international law and human rights and democracy and gender issues.	Implemented
To give greater opportunities to the private sector, non-governmental organizations and civil society, in general, to contribute to the realization of the Organization's goals and programmes	Ongoing
31. We request the General Assembly to review on a regular basis the progress made in implementing the provisions of this Declaration, and ask the Secretary-General to issue periodic reports for consideration by the General Assembly and as a basis for further action.	Ongoing

A/55/305-S/2000/809 BRAHIMI REPORT (2000)	
Action 1. More frequent use of fact-finding missions to areas of tension.	Implemented
Action 2. A small percentage of the mission's budget should be made available to the SRSG to fund quick impact projects, with the advice of the UN Resident Coordinator.	Implemented
Action 3. A doctrinal shift in the use of civilian police, other rule of law elements and human rights experts in complex peace operations to reflect an increased focus on strengthening rule of law institutions and improving respect for human rights in post-conflict situations.	Implemented
Action 4. Demobilization and reintegration programmes should be integrated into assessed budget for the first phase of complex peacekeeping operations	Partially Implemented
Action 5. Have the Executive Committee on Peace and Security make recommendations to the Secretary-General in order to increase the United Nations' capacity to develop peace-building strategies and programmes to support those strategies	Implemented

Action 6. Provide United Nations peacekeepers with the robust mandates they need to effectively engage with those groups who renege on their commitments to peace or who seek to undermine peacekeeping operations through the use of violence	Implemented
Action 7. Have the Security Council ensure the consistency of ceasefire or peace agreements with international human rights standards and with the practicability of specified tasks and timelines	Implemented
Action 8. The Security Council should leave resolutions pertaining to peacekeeping operations in draft form until the Secretary-General has firm commitments from Member States of necessary resources	Implemented
Action 9. Security Council resolutions should establish a clear chain of command for peacekeepers	Implemented
Action 10. In order to facilitate more efficient distribution of vital information, the Secretariat must transparently communicate with the Security Council when forming and changing mandates for peacekeeping operations and briefings from the Secretariat to the Security Council should be made available to those Member States that have contributed troops to the relevant operation.	Implemented
Action 11. The Secretary-General should establish the ECPS Information and Strategic Analysis Secretariat (EISAS) to provide members of ECPS with relevant information about operations	Not Implemented
Action 12. A panel of international legal experts should be convened in order to evaluate the feasibility of developing an interim criminal code to be utilized during peacekeeping operations until local rule of law and enforcement capabilities can be established	Implemented
Action 13. The United Nations should define “rapid and effective deployment capacities” as the ability to fully deploy traditional peacekeeping operations within 30 days after the adoption of a Security Council resolution, and within 90 days in the case of a complex peacekeeping operation	Not Implemented
Action 14. The Secretary-General should systematize the method of selecting mission leaders for peacekeeping operations with respect to adequate geographic and gender representation and with input from Member States	Implemented
Action 15. The leadership of a mission should be assembled at Headquarters as quickly as possible.	Implemented
Action 16. The Secretariat should provide mission leadership with guidance relevant to implementing Security Council mandates	Implemented
Action 17. Member States should be encouraged to enter into partnerships within the context of the United Nations Standby Arrangement System (UNSAS)	Implemented
Action 18. The Secretary-General should be given the authority to canvass Member States that have entered into partnerships with UNSAS for potential troop contributions when a ceasefire agreement appears likely	Implemented

Action 19. The Secretariat should send teams to assess the preparedness of troop contributions before deployment.	Implemented
Action 20. The creation of an “on-call” list of 100 military officers should be created within UNSAS.	Not Implemented
Action 21. Member States are encouraged to establish a pool of reserve civilian police to be deployed on short notice for UN peace operations	Partially Implemented
Action 22. Member States are encouraged to enter into regional training partnerships for civilian police	Not Implemented
Action 23. The creation of a single point of contact within Member States should be created for the provision of civilian police to United Nations peace operations	Not Implemented
Action 24. The creation of a revolving “on-call” list of 100 police officers to be created and utilized within UNSAS.	Partially Implemented
Action 25. Member States are urged to create regional training partnerships, form pools of civilian staff for penal, human rights, and judicial specialists for UN peace operations	Partially Implemented
Action 26. The Secretariat should create a list of pre-selected civilian candidates to be available on short notice for UN peace operations	Partially Implemented
Action 27. Conditions of service for UN personnel should be revised to attract and retain the most qualified personnel	Implemented
Action 28. DPKO should outline a comprehensive staffing strategy for peace operations	Not Implemented
Action 29. Additional resources should be allocated to mission budgets for public information	Implemented
Action 30. The Secretariat should develop a global logistics support strategy to support rapid deployment of personnel for UN peace operations	Implemented
Action 31. The General Assembly should approve a onetime expenditure for the purchase of five mission start-up kits to be kept in Brindisi	Implemented
Action 32. The Secretary-General should be given authority to draw up to \$50 million from the Peacekeeping Reserve Fund once an operation becomes apparent but before the Security Council passes a resolution	Implemented
Action 33. The Secretariat should conduct a review with the aim to provide field missions greater flexibility over financial resources	Not Implemented
Action 34. The Secretariat should increase the level of procurement authority delegated to field operations from \$200,000 to \$1 million	Partially Implemented

Action 35. Secretary-General should submit a proposal to the General Assembly requesting a substantial increase in resources to support Headquarters in peace operations	Implemented
Action 36. Support for Headquarters operations should be funded through the regular biennial programme budget of the Organization	Not Implemented
Action 37. The Secretary-General should request the General Assembly improve an increase to the Support Account for adding more personnel to the DPKO	Implemented
Action 38. Integrated Mission Task Forces (IMTFs) should be the first point of contact for mission-specific planning and support	Implemented
Action 39. The Military and Civilian Police Division should be restructured and the Civilian Police Unit should be moved out of the military reporting chain	Implemented
Action 40. The Military Adviser's Office in DPKO should be restructured to correspond more closely to the way in which the military field headquarters in United Nations peacekeeping operations are structured	Implemented
Action 41. A new unit should be created within DPKO to address criminal law issues in peacekeeping operations	Implemented
Action 42. The Under-Secretary-General for Peacekeeping Operations should be given responsibility for peacekeeping-related budget management for a two-year trial period	Not Implemented
Action 43. The Lessons Learned Unit should be given greater resources and moved into DPKO Office of Operations	Partially Implemented
Action 44. A new Assistant Secretary-General in DPKO should be created, named the Principal Assistant Secretary-General, and will function as the deputy to the Under-Secretary-General	Partially Implemented
Action 45. A new unit should be formed within DPKO or DPI and will be tasked with carrying out planning and support of public information for peace operations	Implemented
Action 46. There should be increased budgetary support for the creation of a Peace-building Unit within DPA	Implemented
Action 47. Increased assistance should be made available to the Electoral Assistance Division should be made regular	Implemented
Action 48. The United Nations Office for Project Services should undertake procurement, logistics, staff recruitment and other support services for non-military field missions	Implemented
Action 49. Increased funding should be made to the Office of the United Nations High Commissioner for Human Rights for the purposes of enhancing field mission planning	Not Implemented
Action 50. EISAS should be the centre to oversee and implement the common information technology strategies of the peace and security departments of Headquarters	Not Implemented

Action 51. EISAS, with cooperation from the Information Technology Services Division (ITSD), should implement an enhanced peace operations element on the current United Nations Intranet and link it to the missions through a Peace Operations Extranet (POE)	Implemented
Action 52. Increased geographic information systems (GIS) technology should be made available	Implemented
Action 53. IT needs of civilian components should be better anticipated	Implemented
Action 54. Headquarters and field missions should co-develop web sites related to their missions	Implemented

A/57/387 STRENGTHENING OF THE UNITED NATIONS: AN AGENDA FOR FURTHER CHANGE (2002)	
A. Aligning activities with priorities: I will submit to the General Assembly in 2003 a thoroughly revised programme budget that better reflects the priorities agreed to at the Millennium Assembly.	Implemented
B. Strengthening of human rights. The United Nations High Commissioner for Human Rights will develop and implement a plan, in cooperation with the United Nations Development Group and the Executive Committee for Humanitarian Affairs, to strengthen human rights-related United Nations actions at the country level.	Implemented
Action 3. The United Nations High Commissioner for Human Rights will consult with treaty bodies on new streamlined reporting procedures and submit his recommendations to me by September 2003.	Implemented
Action 4. The United Nations High Commissioner for Human Rights will undertake a review of the special procedures and report back to me by September 2003 with recommendations on how to enhance their effectiveness and improve the support provided.	Implemented
Action 5: The United Nations High Commissioner for Human Rights will develop a plan to strengthen management, taking into account the recommendations emerging from the management review conducted by the Office of Internal Oversight Services. I expect the report to be submitted to me by March 2003.	Implemented
Action 6. The Department of Public Information will be restructured as follows: (a) A Division of Strategic Communications which will devise and disseminate and evaluate United Nations messages around priority themes;(b) An Outreach Division in which services to delegations, liaison with civil society and activities for the general public will be grouped together;(c) A strengthened News and Media Division which will incorporate the Department's web-site operation;(d) Transfer of the Cartographic Section to the Department of Peacekeeping Operations.	(a) Implemented (b) Implemented (c) Implemented (d) Implemented
Action 7. The Department of Public Information, with assistance from the Office of Internal Oversight Services, will, over a three year period, conduct a systematic evaluation of the impact and cost-effectiveness of all of its activities.	Implemented

<p>Action 8. I propose to rationalize the network of United Nations information centres around regional hubs, starting with the creation of a Western European hub.</p>	<p>Implemented</p>
<p>Action 9. The management of United Nations libraries will be improved as follows: (a) The Dag Hammarskjöld Library in New York assumes responsibility for setting policy and coordinating the work of all United Nations libraries; (b) The Department of Public Information, in conjunction with the Department of Management, will prepare a comprehensive plan for the integration of the United Nations library services at various locations, through the use of information and communications technologies; (c) The Department of Public Information will formulate and implement a plan to improve electronic access to United Nations collections, facilitate the transfer of paper collections to electronic files and provide training to depository librarians.</p>	<p>(a) Implemented (b) Partially Implemented (c) Implemented</p>
<p>Action 10. Improvements to publications will be made as follows: (a) The Executive Committees will plan and coordinate all publications within their respective thematic areas in order to reduce the number of and improve the coherence, focus and scheduling among the Organization's many publications. The Department of Public Information will do the same for the titles it publishes; (b) The Publications Board will be reconstituted as a standard-setting body, with appropriate membership and terms of reference to match that function; (c) The feasibility and cost of online publications delivery, supplemented by a print-on-demand capability will be reviewed; (d) The Repertory of Practice of United Nations Organs should no longer be produced by the United Nations.</p>	<p>(a) Not implemented (b) Partially implemented (c) Implemented (d) Implemented</p>
<p>Action 11. Reporting will be improved by: Consolidating reports on related subjects; Writing sharper reports with clearly defined actions; Observing stipulated page limits.</p>	<p>Partially implemented</p>
<p>Action 12. I encourage the General Assembly to establish a mechanism to review the continuing need and the frequency of recurring reporting requirements.</p>	<p>Not implemented</p>
<p>Action 13. The Department of General Assembly and Conference Management will implement changes to allow a more integrated approach to planning and managing meetings and documentation.</p>	<p>Implemented</p>
<p>Action 14. The United Nations Development Group will develop, by September 2003, an implementation plan to strengthen the effectiveness of the Organization's presence in developing countries. This plan will include such features as joint programming, pooling of resources, common databases and knowledge networks, dedicated support for the resident coordinator and integrated planning, budgeting and resource mobilization tools for countries emerging from conflict.</p>	<p>Implemented</p>
<p>Action 15. A document clarifying roles and responsibilities in the area of technical cooperation will be prepared by September 2003.</p>	<p>Implemented</p>
<p>Action 16. I will propose in the next biennium budget the creation of an additional position of Assistant Secretary-General to support policy coherence and management in the Department of Economic and Social Affairs.</p>	<p>Implemented</p>
<p>Action 17. A policy planning unit will be established in the Department of Economic and Social Affairs.</p>	<p>Implemented</p>

<p>Action 18. The Adviser for Special Assignments in Africa will coordinate and guide the preparation of reports and input for the Africa related debates of the General Assembly and its subsidiary bodies. For this purpose, the resources allocated to the Office of the Special Coordinator for Africa and the Least Developed Countries will be transferred to his office.</p>	<p>Implemented</p>
<p>Action 19. I will establish a panel of eminent persons to review the relationship between the United Nations and civil society and offer practical recommendations for improved modalities of interaction.</p>	<p>Implemented</p>
<p>Action 20. A Partnerships Office will be created to regroup under one common umbrella the Global Compact Office and the United Nations Fund for International Partnerships.</p>	<p>Implemented</p>
<p>Action 21. An improved planning and budgeting system should include the following features: (a) A shorter, more strategic medium term plan covering two years rather than four, and submitted closer to the period to which it relates; (b) A budget outline that could be combined with the medium-term plan; (c) A shorter, more strategic budget with supplementary detail provided separately; (d) Flexibility to reallocate resources between programmes and between allocations for personnel and other allocations by up to 10 per cent within a single budgetary period; (e) A strengthened system of evaluation and monitoring that will better measure the impact of our work.</p>	<p>(a) Implemented (b) Implemented (c) Implemented (d) Not implemented (e) Ongoing</p>
<p>Action 22. Consistent with the above approach, I recommend that the intergovernmental review of plans and budgets currently performed by both the Fifth Committee and the Committee for Programme and Coordination be absorbed under the aegis of the Fifth Committee itself.</p>	<p>Not implemented</p>
<p>Action 23. Future peacekeeping budgets will be presented in a new format, reflecting a more strategic approach to the process of resource allocation.</p>	<p>Not implemented</p>
<p>Action 24. The management of trust funds will be improved by: (a) Consolidating and reducing their number; (b) Harmonizing as much as possible the rules and requirements relating to trust fund management and reporting; (c) Revising the system of support cost charges; (d) Streamlining procedures for accessing trust fund monies.</p>	<p>Ongoing</p>
<p>Action 25. In order to enhance staff mobility across the United Nations system, we will: (a) Review, by the end of 2003, the contractual arrangements and benefits offered to Secretariat staff in field locations, with a view to ensuring that they are comparable or equivalent to those of the United Nations funds and programmes; (b) Review agreements between the Secretariat and the United Nations funds, programmes and specialized agencies, in order to reduce current barriers to between common-system organizations; (c) Create longer-term contractual prospects for deserving staff serving in field missions; (d) Identify special recruitment and reward mechanisms for duty stations at which there are debilitating vacancy rates; (e) Review all arrangements between the Secretariat and the United Nations funds, programmes and specialized agencies in order to ensure that spouses of United Nations with appropriate qualifications are given favourable consideration when applying for posts in field locations; (f) Approach Governments to explore possibilities for the renegotiation of host country agreements so as to allow United Nations spouses to work in those countries.</p>	<p>(a) Implemented (b) Implemented (c) Implemented (d) Implemented (e) Ongoing (f) Ongoing</p>

<p>Action 26. I urge Member States to consider lifting the restrictions on the numbers of General Service staff eligible for promotion to the Professional category.</p>	<p>Not implemented</p>
<p>Action 27. An implementation plan will be developed over the next 12 months, which will include: (a) A comprehensive review of General Service functions, responsibilities and competencies; (b) Improvements to the system of General Service induction and career planning; (c) Opportunities and incentives for mobility across functions, offices and service in field and peacekeeping missions.</p>	<p>Implemented</p>
<p>Action 28. Effective 1 January 2003, all employees of the United Nations Secretariat will be referred to as international civil servants.</p>	<p>Implemented</p>
<p>Action 29. The following measures will be introduced: (a) Introducing flexible working arrangements in all Secretariat departments, subject to work requirements, from 1 January 2003; (b) Broadening the opportunities for part-time employment for Secretariat staff.</p>	<p>(a) Implemented (a) Not implemented</p>
<p>Action 30. Measures will be introduced to: (a) Enable better planning for the replacement of departing staff members; (b) Develop more targeted recruitment mechanisms; (c) Enhance the existing departure package to include career placement assistance and facilitating transition arrangements.</p>	<p>Ongoing</p>
<p>Action 31. I will recommend in the next biennium budget a significant increase in the resources allocated to training.</p>	<p>Partially implemented</p>
<p>Action 32. In order to continue efforts to improve management: (a) A thorough review will be conducted of delegated authority in order to increase the capacity and flexibility of managers to manage the resources allocated to them; (b) The roles and responsibilities of the Department of Management, along with those of the executive offices, will be redefined in order to support the increased delegation of authority; (c) Training of managers will be strengthened across the Organization, making particular use of the Staff College.</p>	<p>Ongoing</p>
<p>Action 33. A thorough review should be completed to ensure that the Organization's policy on HIV/AIDS is fully implemented, and additional measures should be implemented, where needed, by the end of 2002.</p>	<p>Implemented</p>
<p>Action 34. A review of the current system of internal justice will be conducted to improve the efficiency of the system and to allow staff fair and due process.</p>	<p>Implemented</p>
<p>Action 35. I encourage: (a) The International Civil Service Commission to finalize its proposals for a more competitive pay and benefits system; (b) The initiation of an independent review of the operations and functions of the Commission itself.</p>	<p>Implemented N/A</p>
<p>Action 36. The Deputy Secretary-General will oversee the implementation of the approved reforms.</p>	<p>Implemented</p>

A/RES/60/1 (see also A/60/430) WORLD SUMMIT OUTCOME (2005)	
<p>155. We reaffirm the role that the Charter and the General Assembly have vested in the Economic and Social Council and recognize the need for a more effective Economic and Social Council as a principal body for coordination, policy review, policy dialogue and recommendations on issues of economic and social development, as well as for implementation of the international development goals agreed at the major United Nations conferences and summits, including the Millennium Development Goals. To achieve these objectives, the Council should: (a) Promote global dialogue and partnership on global policies and trends in the economic, social, environmental and humanitarian fields. For this purpose, the Council should serve as a quality platform for high-level engagement among Member States and with the international financial institutions, the private sector and civil society on emerging global trends, policies and action and develop its ability to respond better and more rapidly to developments in the international economic, environmental and social fields; (b) Hold a biennial high-level Development Cooperation Forum to review trends in international development cooperation, including strategies, policies and financing, promote greater coherence among the development activities of different development partners and strengthen the links between the normative and operational work of the United Nations; (c) Ensure follow-up of the outcomes of the major United Nations conferences and summits, including the internationally agreed development goals, and hold annual ministerial-level substantive reviews to assess progress, drawing on its functional and regional commissions and other international institutions, in accordance with their respective mandates; (d) Support and complement international efforts aimed at addressing humanitarian emergencies, including natural disasters, in order to promote an improved, coordinated response from the United Nations; (e) Play a major role in the overall coordination of funds, programmes and agencies, ensuring coherence among them and avoiding duplication of mandates and activities.</p>	<p>(a) Implemented (b) Implemented (c) Implemented (d) Implemented (e) Implemented</p>
<p>156. We stress that in order to fully perform the above functions, the organization of work, the agenda and the current methods of work of the Economic and Social Council should be adapted</p>	<p>Implemented</p>
<p>169. We support stronger system-wide coherence by implementing the following measures: (a) Strengthening linkages between the normative work of the United Nations system and its operational activities; (b) Coordinating our representation on the governing boards of the various development and humanitarian agencies so as to ensure that they pursue a coherent policy in assigning mandates and allocating resources throughout the system; (c) Ensuring that the main horizontal policy themes, such as sustainable development, human rights and gender, are taken into account in decision making throughout the United Nations; (d) Implementing current reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence with a strengthened role for the senior resident official, whether special representative, resident coordinator or humanitarian coordinator, including appropriate authority, resources and accountability, and a common management, programming and monitoring framework; (e) Inviting the Secretary-General to launch work to further strengthen the management and coordination of United Nations operational activities so that they can make an even more effective contribution to the achievement of the internationally agreed development goals, including the Millennium Development Goals, including proposals for consideration by Member States for more tightly managed entities in the fields of development, humanitarian assistance and the environment; (f) Strengthening the effectiveness of the United Nations humanitarian response, inter alia, by improving the timeliness and predictability of humanitarian funding, in part by improving the Central Emergency Revolving Fund; (g) Further developing and improving, as required, mechanisms for the use of emergency standby capacities, under the auspices of the United Nations, for a timely response to humanitarian emergencies</p>	<p>(a) Ongoing (b) Ongoing (c) Ongoing (d) Ongoing (e) Ongoing (f) Ongoing (g) Ongoing</p>

<p>Recognizing the need for more efficient environmental activities in the United Nations system, with enhanced coordination, improved policy advice and guidance, strengthened scientific knowledge, assessment and cooperation, better treaty compliance, while respecting the legal autonomy of the treaties, and better integration of environmental activities in the broader sustainable development framework at the operational level, including through capacity building, we agree to explore the possibility of a more coherent institutional framework to address this need, including a more integrated structure, building on existing institutions and internationally agreed instruments, as well as the treaty bodies and the specialized agencies</p>	<p>Ongoing</p>
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A/61/583 DELIVERING AS ONE: REPORT OF THE HIGH-LEVEL PANEL ON UNITED NATIONS SYSTEM-WIDE COHERENCE IN THE AREAS OF DEVELOPMENT, HUMANITARIAN ASSISTANCE AND THE ENVIRONMENT (2006)	
<p>Recommendation The United Nations should deliver as one by establishing, by 2007, five One Country Programmes as pilots. Subject to continuous positive assessment, demonstrated effectiveness and proven results, these should be expanded to 20 One Country Programmes by 2009, 40 by 2010 and all other appropriate country programmes by 2012.</p>	<p>Ongoing</p>
<p>Recommendation United Nations resident coordinators should have the authority to lead the One Country Programme. To perform this function, resident coordinators should have appropriate competencies, capabilities and support capacities. Their enhanced authority should be matched by a clear accountability framework and an effective oversight mechanism to ensure system-wide ownership of the resident coordinator system.</p>	<p>Ongoing</p>
<p>Recommendation UNDP will consolidate and focus its operational work on strengthening the coherence and positioning of the United Nations country team delivering the One Country Programme.</p>	<p>Ongoing</p>
<p>Recommendation To ensure that there is no potential for, or perception of, a conflict of interest, UNDP should establish an institutional firewall between the management of its programmatic role and management of the resident coordinator system (including system-wide strategic and policy support).</p>	<p>Ongoing</p>
<p>Recommendation To avoid a fragmented approach to humanitarian assistance, there should be stronger partnership arrangements between the United Nations, national Governments, the International Federation of Red Cross and Red Crescent Societies and NGOs, based on the coordination and leadership roles of the Emergency Relief Coordinator at the global level and the humanitarian coordinator at the country level.</p>	<p>Not Implemented</p>
<p>Recommendation The Central Emergency Response Fund should be fully funded to its three-year target of US\$ 500 million from additional resources. A substantial increase should be considered over the coming five years, following a review of its performance.</p>	<p>Not Implemented</p>
<p>Recommendation The humanitarian agencies should clarify their mandates and enhance their cooperation on internally displaced persons.</p>	<p>Not Implemented</p>

Recommendation The repositioned UNDP should become the United Nations leader and coordinator for early recovery.	Not Implemented
Recommendation Adequate funding for the United Nations role in early recovery should be ensured,	Not Implemented
Recommendation To build long-term food security and break the cycle of recurring famines, especially in sub-Saharan Africa, WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development should review their respective approaches and enhance inter-agency coordination.	Not Implemented
Recommendation The United Nations efforts on risk reduction should be urgently enhanced, through full implementation and funding of international agreements and other recent initiatives and the involvement of communities.	Not Implemented
Recommendation The United Nations should continue to build innovative disaster assistance mechanisms, such as private risk insurance markets, as means to provide contingency funding for natural disasters and other emergencies.	Not Implemented
Recommendation International environmental governance should be strengthened and more coherent in order to improve effectiveness and targeted action of environmental activities in the United Nations system.	Not Implemented
Recommendation An upgraded UNEP should have real authority as the environment policy pillar of the United Nations system, backed by normative and analytical capacity and with broad responsibility to review progress towards improving the global environment.	Not Implemented
Recommendation United Nations agencies, programmes and funds with responsibilities in the area of the environment should cooperate more effectively on a thematic basis and through partnerships with a dedicated agency at the centre.	Not Implemented
Recommendation Efficiencies and substantive coordination should be pursued by diverse treaty bodies to support effective implementation of major multilateral environmental agreements.	Not Implemented
Recommendation GEF should be strengthened as the major financial mechanism for the global environment.	Not Implemented
Recommendation The Secretary-General should commission an independent and authoritative assessment of the current United Nations system of international environmental governance.	Not Implemented
Recommendation A stronger partnership between UNEP (normative) and UNDP (operational) should build on their complementarities. They should: Integrate environment in country-owned development strategies through the resident coordinator system; Strengthen the analytical and technical capacities of national institutions; Work with countries in implementing multilateral environmental agreements; Contribute the environmental perspective in disaster preparedness and post disaster recovery and reconstruction; Implement the strategic approach agreed to in the Bali Strategic Plan for Technology Support and Capacity-building. This requires environmental expertise from UNEP in United Nations country teams.	Not Implemented

<p>Recommendation Sustainable development should be mainstreamed into the work of the Economic and Social Council.</p>	<p>Not Implemented</p>
<p>Recommendation The Panel recommends strengthening the coherence and impact of the United Nations institutional gender architecture by streamlining and consolidating three of the United Nations existing gender institutions as a consolidated United Nations gender equality and women’s empowerment programme.</p>	<p>Implemented</p>
<p>Recommendation Resident coordinators and United Nations country teams should be held accountable and be better equipped to support countries in their efforts to protect and promote human rights.</p>	<p>Not Implemented</p>
<p>Recommendation OHCHR, the centre of excellence on human rights, should provide dedicated support to the resident coordinator system.</p>	<p>Not Implemented</p>
<p>Recommendation All United Nations agencies and programmes must further support the development of policies, directives and guidelines to integrate human rights in all aspects of United Nations work.</p>	<p>Not Implemented</p>
<p>Recommendation The Panel recommends that the Secretary-General establish an independent task force to build on the foundation of its work. It would: Clearly delineate the roles of the United Nations and its funds, programmes and specialized agencies to ensure complementarity of mandates and to eliminate duplicated functions, making concrete recommendations for consolidating or merging United Nations entities where necessary. Such a process has the potential to lead to significant annual savings, possibly up to 20 per cent, which should be redirected to supporting the One United Nations at the country level. Review the assessed funding required by United Nations specialized agencies — to address the current imbalance between assessed and voluntary resources dedicated to the implementation of normative mandates. The review should determine whether the current policy of zero real growth can allow United Nations agencies to deliver on global mandates. Review the functioning and continuing relevance of existing regional structures in addressing regional needs, taking into account the different needs of regions and the emergence of strong regional and subregional institutions. The review should also consider options for streamlining and consolidation.</p>	<p>Not Implemented</p>
<p>Recommendation A Global Leaders Forum of the Economic and Social Council should be established.</p>	<p>Not Implemented</p>
<p>Recommendation A Sustainable Development Board should be established.</p>	<p>Not Implemented</p>
<p>Recommendation Meetings of the Sustainable Development Board should supersede the joint meeting of the boards of UNDP/UNFPA/gender entity, WFP and UNICEF. Milestone: Member States should agree on the composition and mandate of the Sustainable Development Board by September 2007, and the Board should convene its first session by June 2008.</p>	<p>Not Implemented</p>

<p>Recommendation CEB should review its functions, in the light of experience gained since its establishment five years ago, with a view to improving its performance and accountability for system-wide coherence.</p>	<p>Not Implemented</p>
<p>Recommendation: The Secretary-General should appoint the UNDP Administrator as the Development Coordinator to chair the Development Policy and Operations Group that would support One United Nations at the country level.</p>	<p>Not Implemented</p>
<p>Recommendation United Nations entities at the regional level should be reconfigured and the United Nations regional setting should be reorganized around two interrelated sets of functions: Focusing on analytical and normative work, as well as activities of a trans-boundary nature. The regional commissions would act as a catalyst for these functions, using, inter alia, their convening power at both the intergovernmental and Secretariat levels. Focusing on coordinating the servicing of the United Nations country teams. Being responsible for managing the resident coordinator system, UNDP would act as the catalyst for these functions.</p>	<p>Not Implemented</p>
<p>Recommendation Regional offices of United Nations entities should be co-located and the definition of regions among all United Nations entities should be standardized to ensure consistency and coherence in the work of the United Nations at the regional level.</p>	<p>Not Implemented</p>
<p>Recommendation At the national level, Governments should establish an “all of- government” approach to international development to ensure coordination in the positions taken by their representatives in the decision-making structures of all relevant organizations, including the Bretton Woods institutions and the World Trade Organization.</p>	<p>Not Implemented</p>
<p>Recommendation The United Nations should establish benchmarks by 2008 to ensure the implementation of principles of good multilateral donorship, so that the funding provided at headquarters and at the country level do not undermine the coherence of development efforts and funding of the United Nations development system.</p>	<p>Not Implemented</p>
<p>Recommendation As a matter of urgency the Secretary-General, the President of the World Bank and the Executive Director of IMF should set up a process to review, update and conclude formal agreements on their respective roles and relations at the global and country level. These reviews must be periodically updated as well as assessed. This process should be undertaken on the basis of the enhanced performance, strengthened delivery and more influential role that the United Nations will have if our reforms are implemented.</p>	<p>Not Implemented</p>
<p>Recommendation To review cooperation within the international development structure, and to ensure policy consistency and coordination, an annual meeting should be chaired by the Secretary-General, with the participation of the President of the World Bank, the Managing Director of IMF, the Development Coordinator and relevant heads of agencies, funds and programmes, including the Directors-General of the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and others, depending on the issue under discussion</p>	<p>Not Implemented</p>

<p>Recommendation The capacity of the resident coordinator’s office to advocate, promote and broker partnerships between Government and relevant civil society organizations and the private sector should be enhanced to build stakeholder consensus and realize country-specific goals as embodied in the national development plans.</p>	<p>Not Implemented</p>
<p>Recommendation Funding for the One Country Programmes should be predictable and multi-year.</p>	<p>Not Implemented</p>
<p>Recommendation There should be full core funding for individual United Nations organizations committed to reform.</p>	<p>Not Implemented</p>
<p>Recommendation The United Nations should drive reform by channeling reform savings back into the system through mechanisms, such as an empowerment fund.</p>	<p>Not Implemented</p>
<p>Recommendation CEB, chaired by the Secretary-General, should lead efforts to improve management efficiency, transparency and accountability of the United Nations system; International Public Sector Accounting Standards, which will be implemented across the entire United Nations system by 2010, must provide an important basis for simplifying and harmonizing business practices; To break down barriers to programmatic and administrative collaboration, enterprise resource planning standards, and data warehouses for reporting, should be harmonized across the system by 2010. Entities currently selecting enterprise resource planning systems (including the United Nations Secretariat) should base their selection on data-sharing compatibility and interconnectivity; Improvements in results-based management, results-based budgeting, evaluation and other measures to increase transparency and accountability should be in place by 2008. This should include harmonizing the principles, terms and methods of results-based management and the audit procedures across the United Nations system; A system-wide security management system based on common policies, standards and operating procedures should be established at the country level, particularly for humanitarian affairs.</p>	<p>Ongoing</p>
<p>Recommendation The business practices of the United Nations system should be harmonized.</p>	<p>Ongoing</p>
<p>Recommendation Evaluation mechanisms should be established for transparency and accountability.</p>	<p>Ongoing</p>
<p>Recommendation Human resource policies and practices should be updated and harmonized.</p>	<p>Ongoing</p>
<p>Recommendation Executives should be selected according to clear criteria, and for limited terms.</p>	<p>Partially implemented</p>
<p>Recommendation Change should be managed at the highest levels.</p>	<p>Partially implemented</p>
<p>Recommendation The Panel recommends that the Secretary-General appoint a senior member of his staff and provide the necessary resources to form a senior change management team.</p>	<p>Not implemented</p>

A/60/692 INVESTING IN THE UNITED NATIONS: FOR A STRONGER ORGANIZATION WORLDWIDE (2006)	
Action 1. Recruitment should be proactive, targeted and faster.	Ongoing
Action 2. Staff mobility should integrate headquarters and field staff; it should be a condition of service and a prerequisite for promotion; and the authority of the Secretary-General to move staff laterally should be reaffirmed and expanded.	Partially implemented
Action 3. Career development should be fostered through targeted training, mandatory requirements for advancement and diverse career paths.	Ongoing
Action 4. Contracts should be streamlined and conditions of service harmonized.	Partially implemented
Action 5. The role of the Deputy Secretary-General should be redefined by the Secretary-General so as to delegate to him or her formal authority and accountability for the management and overall direction of the functions of the Secretariat.	Implemented
Action 6. The 25 departments and other entities currently reporting directly to the Secretary-General should be reorganized to about eight departments, significantly reduce the reporting span. Each group would be headed by an Under-Secretary-General.	Implemented
Action 7. A major new leadership development plan is needed, covering recruitment, training and career development, to build middle and senior management capacity.	Implemented
Action 8. The post of Chief Information Technology Officer should be created, at the Assistant Secretary-General level, to oversee the creation and implementation of an effective information management strategy.	Implemented
Action 9. An urgent upgrading of Secretariat-wide ICT systems should be undertaken.	Ongoing
Action 10. Subject to the final results of soon-to-be-completed feasibility studies, I propose to replace IMIS, Galaxy and other stand-alone ICT management support systems with a fully integrated global system. I propose that such a system, supporting the full range of management functions, be introduced by 2009.	Ongoing
Action 11. The General Assembly should modify previous guidance, allowing the Secretariat to consider all options for alternative service delivery, including identifying the potential for relocation and outsourcing.	Not implemented
Action 12. Systematic cost-benefit analyses of the potential for applying these options in select administrative services should be completed in the next 12 months.	Not implemented
Actions 13-15. A range of measures will be implemented to improve and tighten procedures for United Nations procurement of goods and services.	Ongoing
Action 16. The cycle for reviewing and adopting the budget should be shortened, and budget appropriation consolidated from the present 35 sections into 13 parts; and the Secretary-General should have expanded authority to redeploy posts as necessary, and to use savings from vacant posts.	Not implemented

Action 17. Peacekeeping accounts should be consolidated and trust fund management streamlined; the level of the Working Capital fund and the ceiling of the commitment authority granted by the General Assembly should be increased; and the financial processes of the Organization should be re-engineered to allow significant delegation of authority within a framework of accountability.	Not implemented
Action 18. The budget and planning process should be explicitly linked to results and managerial performance, as part of a more rigorous monitoring and evaluation framework.	Ongoing
Action 19. Secretariat reporting mechanisms should be improved, including through the development of a single, comprehensive annual report, and the 30 existing reports on management should be consolidated into six reports;	Not implemented
Action 20. New principles to guide the interaction between the Secretariat and the General Assembly on management and budgetary issues should be introduced to make it more focused, strategic and results-oriented.	Not implemented
Action 21. The General Assembly is urged to consider ways to reform its interaction with the Secretariat on management and budgetary issues.	Not implemented
Action 22. Dedicated resources should be appropriated to the change management process; in particular, resources will be needed at an early stage for a change management office and a staff buyout.	Not implemented
Action 23. An appropriate intergovernmental mechanism should be setup to work with the change management office.	Not implemented

A6-0411 PRODI REPORT (2007)	
Action 1. A shared strategic vision needs to be defined between the African Union Commission and the United Nations Secretariat	Not Implemented
Action 2. The United Nations Secretariat should develop a more formalized process of communication with the African Union Commission on issues of mutual concern	Implemented
Action 3. Greater resource commitment by the international community should be made to Africa	Not Implemented
Action 4. Member States should contribute to the capacity-building fund to support peace-keeping in Africa	Implemented
Action 5. Capacity-building partners should work with the AUC to implement the African Peace and Security Architecture	Implemented
Action 6. Financing for capacity-building efforts for the AU should be made at the regional level	Implemented

Action 7. The creation of two new funding mechanisms. Funding for capacity-building should be voluntary and funding for peacekeeping should be based on United Nations-assessed funds	Not Implemented
Action 8. The first six months of UN authorized- AU peacekeeping should come from UN-assessed funds	Not Implemented
Action 9. Examine the possibilities of greater cooperation between private sector development initiatives and peacekeeping	Not Implemented
Action 10. A stronger and more consistent coordination of action between the AU and the UN	Implemented

A NEW PARTNERSHIP AGENDA-NEW HORIZON (2009)	
Action 1. Present to the Security Council proposals on the full range of supporting actions that Member States and regional partners might provide to expedite mission deployment, including political measures as well as strategic lift, logistics and other operational support	Implemented
Action 2. Mandate a UN peacekeeping mission at least six months in advance of the envisaged transfer of authority to enable coordinated planning and start-up.	Not Implemented
Action 3. Authorize, where conditions on the ground permit, the deployment of advance planning capacities so as to facilitate the deployment of the future mission.	Implemented
Action 4. Crafting mission mandates to reflect clearly achievable objectives and to specify those activities for which the mission is responsible	Not Implemented
Action 5. Consult systematically with Member States in advance of a technical assessment mission on its objectives and broad parameters and debrief Member States on its main findings	Implemented
Action 6. Adopting, when possible, a phased approach to the establishment of future UN peacekeeping missions to enable consultation, through existing forums or troop and police pledging events, with potential contributing countries and key partners prior to mandate authorization on mission objectives and available resources.	Not Implemented
Action 7. Establishing, with interested Member States, informal mission-specific engaged stakeholders to assist the Secretary-General in sustaining the necessary political and operational support	Implemented
Action 8. Strengthen consultations with the Security Council and troop- and police contributing countries on proposed tasks affecting their personnel	Implemented
Action 9. Include information on consultations with troop- and police-contributing countries in regular reports of the Secretary-General to the Security Council on individual operations.	Implemented
Action 10. Develop more robust accountability frameworks between headquarters and senior mission leaders	Implemented

Action 11. Engage members of the Security Council and contributing countries on strengthening mechanisms for consultation and interaction on mission planning processes within the framework of UN command and control	Implemented
Action 12. Review current reporting practices and engage the Security Council and troop- and police-contributing countries in a dialogue on priority information requirements and options for enhanced mutual information-sharing	Implemented
Action 13. Produce, by December 2009, a proposal for updated and streamlined reporting procedures to be implemented within existing resources.	Not Implemented
Action 14. Review with the Secretariat recurrent mandate tasks to enhance clarity and understanding of their objectives, operational implications, and persistent challenges in their fulfillment	Implemented
Action 15. Utilize the findings of the DPKO independent study to develop a clear and comprehensive concept and appropriate guidance	Partially Implemented
Action 16. Utilize the findings of the DPKO independent study to identify the required capacities, equipment and training necessary for future peace operations	Implemented
Action 17. Produce a draft strategic guidance note for discussion with Member States before the end of 2009	Implemented
Action 18. Develop guidance for mission planners for situations where a robust peacekeeping approach may be required	Implemented
Action 19. Member States and the Secretariat should work to define the logistical, training and equipment requirements for robust operations	Implemented
Action 20. The Secretariat should engage with Member States to develop ways to manage and minimize caveats for restricting robust mission mandates	Not Implemented
Action 21. The Secretariat should work to develop a coherent strategy for sequencing, re-sourcing and implementing mandated early safety and security stabilization tasks	N/A
Action 22. The Secretariat should request missions, as relevant, to include information on progress in peacebuilding in their regular assessments on mandated tasks, as well as on related actions of UN agencies, funds and programmes and other partners, and to collectively draw attention to critical gaps	Implemented
Action 23. The Secretariat should pursue options, in consultation with Member States, to enhance information gathering, analysis and security-risk assessment capacity, including drawing on information provided by contributing countries.	Implemented
Action 24. When planning new missions and reviewing mission plans, the Secretariat should provide to the Security Council an assessment, together with estimated costs and options, for reserve capacity requirements	N/A

<p>Action 25. The Secretariat should engage Member States in a programme to design and establish standards for performing essential mission tasks, drawing on the operational requirements of missions today</p>	<p>Implemented</p>
<p>Action 26. The Secretariat should extend the rotation cycle of their uniformed personnel when conditions are appropriate</p>	<p>Not Implemented</p>
<p>Action 27. Member States should work to resume a senior-level dialogue with the Secretariat on the equipment and self-sustainment requirements for UN peacekeeping.</p>	<p>Implemented</p>
<p>Action 28. Member States and the Secretariat are encouraged to intensify their dialogue with relevant regional organizations to put in place framework arrangements for reimbursement and logistics support, as well as to examine the feasibility of pooling strategic capabilities.</p>	<p>Implemented</p>
<p>Action 29. The Secretariat should continue to consult with Member States to identify innovations in service delivery and options that will enhance the overall effectiveness of field support, including: options to better support field operations globally, regionally and in-mission; and improved financial arrangements to allow operational flexibility and rapid deployment</p>	<p>Partially Implemented</p>

