THE ESSENTIAL GUIDEBOOK FOR UNITED NATIONS SECRETARIAT STAFF

United Nations

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TABLE OF CONTENTS

Forward 2
United Nations Acronyms 3

1. THE UNITED NATIONS CHARTER AND PRINCIPAL ORGANS 8

United Nations Charter: Purposes and Principles 10
Role of the International Civil Servant 11
Principal Organs 13
General Assembly 13
Security Council 18
Economic and Social Council 20
International Court of Justice 21
Trusteeship Council 22
Secretariat 22
Other bodies 22
Annex One: Subsidiary Organs of the General Assembly 24
Annex Two: Subsidiary bodies of the Security Council 28
Annex Three: Subsidiary bodies of the Economic and Social Council 30

2. THE SECRETARY-GENERAL AND HIS EXECUTIVE OFFICE 34

United Nations Secretary-General 35
Executive Office of the Secretary-General: Integrated Leadership 37
Secretary-General Ban Ki-moon: First- and Second-Term Priorities 39
Executive Management Bodies: The Nuts and Bolts of the EOSG 40
Senior Management Group 41
Policy Committee 41
Management Committee 42
Management Performance Board 43
Senior Manager and Head of Mission Compacts 44
Annex One: Organizational Chart of the EOSG 45
Annex Two: Members of the Senior Management Group 46
Annex Three: Members of the Policy Committee 47
Annex Four: Members of the Management Committee 48

3. THE SECRETARIAT 50
Nature of the United Nations Secretariat 51
Role and Purpose of Mandates 54
Structure and Purpose of the United Nations Secretariat. 57
Headquarters, Offices Away from Headquarters, and Regional Commissions 57
Peace and Security 61
Development 63
Human Rights 64
Humanitarian Affairs 66
International Law 67
United Nations Field Missions 67
Where to Go for More Information. 70
Annex One: Secretariat Structure 71
Annex Two: United Nations Field Missions 72

4. AGENCIES, FUNDS, PROGRAMMES, RELATED ORGANIZATIONS AND COORDINATION MECHANISMS. 76
Components of the United Nations System: Agencies, Funds, Programmes, and Related Organizations in Focus 77
United Nations System Chief Executives Board for Coordination 80
United Nations Development Group 83
Working Across the System: Cross-Cutting Policy Streams of Work 84
Coordination at Country and Regional Levels. 87
Annex One: Organizational Chart of the UN System 90
Annex Two: Examples of Coordination Mechanisms 92
Annex Three: UNDG Working Mechanisms. 93

5. ETHICS, ACCOUNTABILITY AND OVERSIGHT 96
Understanding the Ethical Framework of the United Nations 97
Applying the Ethical Framework 100
Managing Conflicts of Interest 101
Maintaining a Harmonious Workplace 104
Office of Internal Oversight Services 105
Joint Inspection Unit. 107
Board of Auditors 108

Panel of External Auditors 108
Annex One: Sources of Support 109

6. HUMAN RESOURCES 112

Human Resources Management at the united nations 113
Staff Selection System 115
Work-life Balance 117
Learning, Career Support and Performance Management 117
Formal and Informal Dispute Resolution 118
Staff-Management Relations 120
Staff Health and Wellness 121
Annex One: Where to Go for More Information. 122
Annex Two: Administration of Justice Mechanisms[19] 125
Annex Three: Sources of Support 126

7. BUDGET AND FINANCE 132

Budget and Finance at the United Nations 133
Budgets and Assessed Contributions 134
Voluntary Contributions and Other Funding Mechanisms. 137
Planning and Management Tools and Frameworks 138
Accountability for Budget and Finance 140
Annex One: Regular Budget Cycle 142

8. SECURITY 144

Department of Safety and Security. 145
Preparing for and Responding to Security-Related Incidents 147
Annex One: Forms of Support Provided by DSS (Department of Safety and Security) 151
Annex Two: Resources for Emergencies and Related Incidents 152

9. INTERNAL AND EXTERNAL COMMUNICATIONS. 154

Communications at the United Nations 155
Talking to the Media 157

Office of the Spokesperson 158
Multilingualism 159
Leveraging Social Media. 160
Other Ways to Communicate with the Public 162
Internal Communication 162
Annex One: Media Guidelines for United Nations Officials 163
Annex Two: Additional Guidance on Using Twitter 164

RECOMMENDED ADDITIONAL READINGS 166

KEY UNITED NATIONS POLICIES 16

FOREWORD TO *THE ESSENTIAL GUIDEBOOK FOR UNITED NATIONS SECRETARIAT STAFF*

I am pleased to present *The Essential Guidebook for United Nations Secretariat Staff*.

The mandate of the United Nations spans the globe and encompasses the concerns and aspirations of all humanity. Our Organization seeks to improve social and economic well-being for present and future generations; promote international cooperation, human rights and the peaceful resolution of disputes; and support the protection and sustainable management of the planet's environment and natural resources.

Working towards these goals requires dedication and perseverance. The following material is designed to provide new staff with essential information and a common knowledge base to facilitate effective work across the Organization.

I welcome you to the United Nations Secretariat and count on your contribution at a time of such great challenge and opportunity.

BAN Ki-moon
United Nations Secretary-General

UNITED NATIONS ACRONYMS

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AGG	Advisory Group on Gender
AI	Administrative Instruction
AOJ	Administration of Justice
ASEAN	Association of Southeast Asian Nations
AU	African Union
BINUCA	United Nations Integrated Peacebuilding Office in the Central African Republic AOJ Administration of Justice
BOA	Board of Auditors
BNUB	United Nations Office in Burundi
CAAC	Children and Armed Conflict
CAP	Consolidated Appeal Process
CARICOM	Caribbean Community
CEB	Chief Executives Board
CBD	Convention on Biological Diversity
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEIT	Eastern European Group
CHAP	Consolidated Humanitarian Appeal Process
CIVPOL	United Nations Civilian Police
CMP	Capital Master Plan
CMT	Crisis Management Team
CNMC	Cameroon Nigeria Mixed Commission
CHAP	Consolidated Humanitarian Appeal Process
CONGO	Conference on Non-Governmental Organizations in Consultative Status
CPA	Comprehensive Peace Agreement
CPC	Committee for Programme and Coordination
CRB	Central Review Body
CTBTO	Comprehensive Nuclear-Test-Ban Treaty Organization
CMT	Crisis Management Team
CTITF	Counter-Terrorism Implementation Task Force
DD	Disarmament and Demobilization
DDR	Disarmament, Demobilization and Reintegration
DDRR	Disarmament, Demobilization, Rehabilitation and Reintegration
DDRRR	Disarmament, Demobilization, Repatriation, Reintegration and Resettlement
DESA	Department of Economic and Social Affairs
DFS	Department of Field Support
DG	Director General
DGACM	Department for General Assembly and Conference Management
DHSSS	Division of Headquarters of Security and Safety Services
DM	Department of Management
DO	Designated Official
DOCO	Development Operations Coordination Office
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DSG	Deputy Secretary-General
DSRSG	Deputy Special Representative of the Secretary-General
DSS	Department of Safety and Security

ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
EC-ESA	Executive Committee on Economic and Social Affairs
ECHA	Executive Committee on Humanitarian Affairs
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council
ECOWAS	Economic Community of West African States
ECPS	Executive Committee for Peace and Security
ED	Executive Director
EO	Executive Office
EOD	Entrance on Duty
EOSG	Executive Office of the Secretary-General
e-PAS	Electronic Performance Appraisal System
ERC	Emergency Relief Coordinator
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FPD	Field Personnel Division
FRO	First Reporting Officer
FWA	Flexible Working Arrangement
GA	General Assembly
GJP	Generic Job Profile
GRULAC	Latin American and Caribbean Group
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HLCM	High Level Committee on Management
HLCP	High Level Committee on Programmes
HR	Human Resources
HRC	Human Rights Council
HRM	Human Resources Management
IAAC	Independent Audit Advisory Committee
IAEA	International Atomic Energy Agency
IAP	Integrated Assessment and Planning
IASMN	Inter-Agency Security Management Network
IBRD	International Bank for Reconstruction and Development
IC	Information Circular
ICAO	International Civil Aviation Organization
ICJ	International Court of Justice
ICSC	International Civil Service Commission
ICSID	International Center for Settlement of Investment Disputes
ICT-EC	Information Communications Technology Executive Committee
ICTR	International Criminal Tribunal for Rwanda
ICTY	International Criminal Tribunal for the former Yugoslavia
IDA	International Development Association
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IGAD	Inter-Governmental Authority on Development
ILO	International Labour Organization
IMDIS	Integrated Monitoring & Documentation Information System
IMF	International Monetary Fund
IMIS	Integrated Management Information System

IMO	International Maritime Organization
IMPP	Integrated Mission Planning Process
INCB	International Narcotics Control Board
ISF	Integrated Strategic Framework
ISG	Integration Steering Group
ITF	Integrated Task Force
IOT	Integrated Operational Team
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
JSR	Joint Special Representative
LAS	League of Arab States
LOA	Letter of Appointment
NMD	News and Media Division
MC	Management Committee
MDG	Millennium Development Goal
MEU	Management Evaluation Unit
MIGA	Multilateral Investment Guarantee Agency
MILOB	Military Observer
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MINUSMA	United Nations Multidimensional Integrated Stablization Mission in Mali
MPB	Management Performance Board
MSD	Medical Services Division
NAM	Non-Aligned Movement
NCE	National Competitive Examinations
NCRE	National Competitive Recruitment Examinations
NGO	Non-Governmental Organization
OAH	Office Away from Headquarters
OAJ	Office of Administration of Justice
OCHA	Office for the Coordination of Humanitarian Affairs
OCSS	Office of Central Support Services
OD	Outreach Division
ODA	Office for Disarmament Affairs
ODS	Official Document System
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OIC	Organization of the Islamic Cooperation
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OPPBA	Office of Programme Planning, Budget and Accounts
OPWC	Organisation for the Prohibition of Chemical Weapons
ORMS	Organisational Resilience Management System
OSAA	Office of the Special Adviser on Africa
OSAPG	Office of the Special Adviser on the Prevention of Genocide
OSSG	Office of the Spokesperson for the Secretary-General
PAS	Performance Appraisal System
PBC	Peacebuilding Commission
PBF	Peacebuilding Fund
PBSO	Peacebuilding Support Office
PC	Policy Committee

PCNA	Post-Conflict Needs Assessment
PDSRSG	Political Deputy Special Representative of the Secretary-General
PHP	Personal History Profile
POC	Protection of Civilians
PPBD	Programme Planning and Budget Division
PPME	Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation
PRSP	Poverty Reduction Strategy Paper
QCPR	Quadrennial Comprehensive Policy Review
QUIP	Quick Impact Project
RBB	Results Based Budget
RBM	Results Based Management
RC	Resident Coordinator
RR	Rehabilitation and Reintegration
RR	Resident Representative
RRR	Relief, Recovery and Rehabilitation
SASG	Special Adviser to the Secretary-General
SEA	Sexual Exploitation and Abuse
SCAD	Security Council Affairs Division
SCD	Strategic Communications Division
SG	Secretary-General
SGB	Secretary-General's Bulletin
SMG	Senior Management Group
SMT	Security Management Team
SPM	Special Political Mission
SRA	Security Risk Assessment
SRM	Security Risk Management
SRO	Second Reporting Officer
SRSG	Special Representative of the Secretary-General
SSAFE	Safe and Secure Approaches to Field Environments
SVC	Sexual Violence in Conflict
TCPR	Triennial Comprehensive Policy Review
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union/United Nations Hybrid operation in Darfur
UNAT	United Nations Appeals Tribunal
UNBISnet	United Nations Bibliographic Information System
UNCCD	United Nations Convention to Combat Desertification
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNFIP	United Nations Fund for International Partnerships
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees

UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNICTRAL	United Nations Commission on International Trade Law
UNIDIR	United Nations Institute for Disarmament Research
UNIDO	United Nations Industrial Development Organization
UNIFIL	United Nations Interim Force in Lebanon
UNIFSA	United Nations Interim Security Force for Abyei
UNIOGBIS	United Nations Integrated Peacebuilding Support Office in Guinea-Bissau
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNISDR	United Nations International Strategy for Disaster Reduction
UNITAR	United Nations Institute for Training and Research
UNJSPF	United Nations Joint Staff Pension Fund
UNLB	United Nations Logistics Base
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in the Republic of South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCA	United Nations Regional Office for Central Asia
UNOCI	United Nations Operation in Côte d'Ivoire
UNODC	United Nations Office on Drugs and Crime
UNDT	United Nations Dispute Tribunal
UNOG	United Nations Office at Geneva
UNOMIG	United Nations Observer Mission in Georgia
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNOV	United Nations Office at Vienna
UNOWA	United Nations Office for West Africa
UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia
UNRISD	United Nations Research Institute for Social Development
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSCO	Office of the United Nations Special Coordinator for the Middle East Peace Process
UNSCOL	Office of the United Nations Special Coordinator for Lebanon
UNSCR	United Nations Security Council Resolution
UNSMIL	United Nations Support Mission in Libya
UNSOM	United Nations Mission in Somalia
UNSSC	United Nations System Staff College
UNTSO	United Nations Truce Supervision Organization
UNU	United Nations University
UNV	United Nations Volunteers
UNWTO	World Tourism Organization
UPR	Universal Periodic Review
UPU	Universal Postal Union
USG	Under-Secretary-General
VAW	Violence Against Women
WAFF	Women Associated with Fighting Forces
WEOG	Western European and Other Groups
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WTO	World Trade Organization
XB	Extra-budgetary
YPP	Young Professionals Programme

1 THE UNITED NATIONS CHARTER AND PRINCIPAL ORGANS

We the peoples of the United Nations determined

to save succeeding generations from the scourge of war, which twice in our lifetime has brought untold sorrow to mankind, and

to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations large and small, and

to establish conditions under which justice and respect for the obligations arising from treaties and other sources of international law can be maintained, and

to promote social progress and better standards of life in larger freedom,

and for these ends

to practice tolerance and live together in peace with one another as good neighbours, and

to unite our strength to maintain international peace and security, and

to ensure, by the acceptance of principles and the institution of methods, that armed force shall not be used, save in the common interest, and

to employ international machinery for the promotion of the economic and social advancement of all peoples,

have resolved to combine our efforts to accomplish these aims.

Accordingly, our respective Governments, through representatives assembled in the city of San Francisco, who have exhibited their full powers found to be in good and due form, have agreed to the present Charter of the United Nations and do hereby establish an international organization to be known as the United Nations.

Preamble, Charter of the United Nations

UNITED NATIONS CHARTER: PURPOSES AND PRINCIPLES

The United Nations Charter is the treaty upon which the Organization was founded. It was signed by 51 nations on 26 June 1945 and entered into force on 24 October of the same year. Today, the United Nations has 193 Member States, which – as such – are bound by the provisions of the Charter. In its essence, the Charter reflects the universal aspirations of the international community and sets out the purposes and principles of the United Nations. Only key aspects of the Charter are touched upon in this chapter.

Key purposes and principles of the United Nations in the Charter

The key purposes of the United Nations are:

- To maintain international peace and security.
- To develop friendly relations among nations based on respect for the principle of equal rights and self-determination of peoples, and to take other appropriate measures to strengthen universal peace.
- To achieve international cooperation in economic, social, cultural or humanitarian matters, and in promoting and encouraging respect for human rights and for fundamental freedoms for all.
- To be a centre for harmonizing the actions of nations in the attainment of these common ends.

The key principles of the United Nations and its Members are:

- To respect the sovereign equality of all Member States.
- To fulfill in good faith the obligations under the Charter.
- To settle disputes by peaceful means.
- To refrain from the threat or use of force against the territorial integrity or political independence of any state.
- To give the United Nations every assistance in any action it takes in accordance with the Charter.
- To ensure that states which are not Members act in accordance with these principles as far as may be necessary to ensure international peace and security.
- Not to interfere in matters that are essentially within the domestic jurisdiction of any state (though this principle does not prejudice the application of enforcement measures under Chapter VII).

The **Universal Declaration of Human Rights** should be read along with the UN Charter. The declaration has become accepted as an influential statement of standards, setting out the content of the human rights and fundamental freedoms referred to in the Charter. Provisions of the declaration have become part of international customary law.

ROLE OF THE INTERNATIONAL CIVIL SERVANT

The role of international civil servants is outlined in Article 100 of the Charter, which states that "the Secretary-General and his staff shall not seek or receive instructions from any government or from any other authority external to the Organization. They shall refrain from any action which might reflect on their position as international officials responsible only to the Organization." In turn, "each Member of the UN undertakes to respect the exclusively international character of the responsibilities of the Secretary-General and the staff and not to seek to influence them in the discharge of their responsibilities."

Obligations of international civil servants[1]

International civil servants must embody the mandate of the United Nations as outlined in the Charter and, at all times, faithfully serve the Organization. United Nations officials shall carry out their duties with only the interests of the Organization in mind. This obligation is reflected in the Oath of Office, which you signed upon joining the United Nations.

> **I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international civil servant of the United Nations, to discharge these functions and regulate my conduct with the interests of the United Nations only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the Organization.**

Upon his arrival in New York following his election to office in 1953, the second Secretary-General of the United Nations, Dag Hammarskjöld, summarized this principle as follows:

> *I – like all of you, like all engaged in diplomatic or political activity – have my views and ideas on the great international issues facing us. But those personal views of mine are not – or should not be – of any greater interest to you today than they were just a couple of weeks ago. Those views are mine as a private man. In my new official capacity the private man should disappear and the international public servant take his place. The public servant is there in order to assist, so to say from the inside, those who take*

the decisions which frame history. He should – as I see it – listen, analyze and learn to understand fully the forces at work and the interests at stake, so that he will be able to give the right advice when the situation calls for it. Don't think that he – in following this line of personal policy – takes but a passive part in the development. It is a most active one. But he is active as an instrument, a catalyst, perhaps an inspirer – he serves.[2]

Rights of international civil servants

Under the *Convention on the Privileges and Immunities of the United Nations*, all officials enjoy functional immunity, i.e., such privileges and immunities as are necessary for the independent exercise of their functions in connection with the Organization. The Secretary-General, Under-Secretaries-General and Assistant Secretaries-General also enjoy diplomatic immunity.

Privileges and immunities are granted to officials in the interests of the United Nations and not for the personal benefit of the individuals themselves. The Secretary-General shall have the right and the duty to waive the immunity of any official in any case where, in his opinion, the immunity would impede the course of justice and can be waived without prejudice to the interests of the United Nations. In the case of the Secretary-General, the Security Council shall have the right to waive immunity.

Working with Member States

As representatives of the Organization, all United Nations Secretariat staff are accountable to Member States. Member States are responsible for making final decisions about the direction the Organization will take. Secretariat officials work closely with Member States to develop ideas, support the decision-making process, and implementation of these decisions.[3]

Each Member State of the Organization has one vote in the General Assembly (GA); thus, they should be respected and treated equitably. In this spirit, international civil servants act as "mediators" for a particular proposal they believe to be in the interests of the membership – and therefore the Organization as a whole. The task of the Secretariat as a whole is to work with Member States to build trust and foster consensus for policies and actions that further the purposes and principles of the Charter.

As an international civil servant, no staff member carries the agenda of any Member State or group of Member States in particular. The loyalty

of each international civil servant lies with the principles of the Organization and its Charter. The credibility of the Secretariat rests on its actual and perceived independence, which in turns relies upon transparent and responsive relationships with Member States.

PRINCIPAL ORGANS

The United Nations operates through six principal organs:[4] the GA, the Security Council, the Economic and Social Council (ECOSOC), the International Court of Justice (ICJ), the Trusteeship Council and the Secretariat. In recent years, both the Human Rights Council (HRC) and the Peacebuilding Commission (PBC) were created. While these are not principal organs, they are covered in this chapter, as they play an important role in the Organization.

General Assembly

Established in 1945 under the United Nations Charter, the General Assembly (GA) occupies a central position as the chief deliberative, policymaking and representative organ of the United Nations. Comprising all 193 Members, it provides a unique forum for multilateral discussions of the full spectrum of international issues covered by the Charter. It also plays a significant role in the process of standard setting and the codification of international law. The GA meets intensively from September to December each year in its regular session, in resumed sessions in March and May, and then as required until the next regular session. It may also be convened in "special" and "emergency special" sessions, in accordance with the Rules of Procedure.[5]

The functions and powers of the GA are outlined in Chapter IV of the United Nations Charter. Article 10 states that the GA "may discuss any questions or any matters within the scope of the present Charter or relating to the powers and functions of any organs provided for in the present Charter, and, except as provided in Article 12, may make recommendations to the Members of the United Nations or to the Security Council or to both on any such questions or matters."[6]

A common misconception – perhaps emanating from different interpretations and inconsistent application of Article 12 – is that the GA may not consider matters related to peace and security. Under Article 11 and subject to Article 12, unless the Security Council is "exercising" its functions on a particular matter, the GA is permitted to make recommendations, including on general principles of cooperation in the maintenance of international peace and security. These comprise the principles governing disarmament and the regulation of armaments,[7] as well as any other questions relating to the maintenance of international peace and security.

Unlike the Security Council, which can impose binding obligations on all states, the GA is usually limited to making recommendations to Member States. The power of the GA comes instead from being the only universal platform for dialogue – with global reach – currently in existence. As such, the GA reflects the collective conscience and will of the international community. The GA also maintains the authority to approve budgets, playing a critical role in ensuring that resources are available for the implementation of mandates.

The GA has established a large number of subsidiary bodies that deal with the administrative and substantive areas of the United Nations' work.[8] The GA is also responsible for:

- Appointing the Secretary-General (based on the recommendation of the Security Council)
- Supervising the work of ECOSOC
- Electing the members of ECOSOC, the non-permanent members of the Security Council and judges for the ICJ
- Broadly supervising the work of the Secretariat, especially in terms of budget; staff regulations and the appointment of senior staff; and other important functions

The GA has a dual function: it provides a deliberative forum for Member States to discuss the work of the Organization on the one hand, and it oversees the work of the Secretariat on the other.[9] Secretariat support to the GA is provided directly through the Department for General Assembly and Conference Management (DGACM).

Decision-making in the General Assembly

The GA power structure is based on the principle of "one state, one vote," which means that each Member State has one vote of equal weight, irrespective of geopolitical, strategic or other considerations.

GA resolutions are normally adopted by a simple majority, or by a two-thirds majority for "important questions."[10] Resolutions are normally drafted in subsidiary bodies, and then sent to the full assembly for final vote. In recent years, a special effort has been made to reach decisions by consensus, rather than by formal vote. The President, after having consulted and reached a consensus among all delegations, can propose that a resolution be adopted without a vote.

While all states are equal, some seats within the GA – such as the Presidency and various committees and subcommittees – are allocated on the basis of "elective seats." Elective seats are distributed among five regional groups: Africa, Asia, Eastern Europe, Latin America and the Caribbean, as well as "Western European and Other States Group." Other

groups and configurations have since morphed into an informal, broader selection of fluid, dynamic and often internally divided "blocs," including:

- G77 and China
- Non-Aligned Movement (NAM)
- JUSCANZ[11]

The Holy See and the State of Palestine are non–member States with observer status in the GA. A number of intergovernmental organizations also enjoy observer status,[12] including but not limited to:

- Caribbean Community (CARICOM)
- Commonwealth Secretariat
- Economic Community of West African States (ECOWAS)
- International Organization of la Francophonie
- League of Arab States (LAS)
- African Union (AU)
- European Union (EU), which enjoys enhanced participation rights
- Organization of Islamic Cooperation (OIC)

Prominent General Assembly activities in recent years

- The Millennium Declaration of 2000, which led to the development of the Millennium Development Goals.
- The 2005 World Summit Outcome Document, which led to the creation of the Peacebuilding Commission, the establishment of the United Nations Human Rights Council, the acceptance by the international community of text on the Responsibility to Protect, broad United Nations management reform and formulation of the "Delivering as One" concept.[13]
- The Future We Want Outcome Document, adopted at the United Nations Conference on Sustainable Development (often referred to as "Rio+20"), held in June 2012. The conference gathered world leaders and participants from governments, the private sector, NGOs and other groups, in order to shape policies aimed at reducing poverty, advancing social equity and ensuring environmental protection on an ever more crowded planet.
- The World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance in 2001,[14] and the Durban Review Conference in 2009.[15]

Fifth Committee

The Fifth Committee of the GA, comprised of all 193 Member States, is responsible for administrative and budgetary matters. The Fifth Committee meets during the regular GA session, which takes place from September to December, as well as during its resumed sessions in March and May. The May session is primarily devoted to peacekeeping issues.

Fifth Committee delegates speak on behalf of their governments, but tend to negotiate in regional groups – G77, EU, CANZ, etc. – although sometimes certain other groupings negotiate particular issues, such as the African Group and the Group of Latin American and Caribbean Countries. There are often major differences of view between groups, including on how the United Nations should be managed and how resources should be spent. The Committee traditionally only adopts resolutions by consensus rather than vote, and thus negotiations can be lengthy.

The Fifth Committee reviews proposals submitted by the Secretary-General, which are accompanied by a report from the Advisory Committee on Administrative and Budgetary Questions (ACABQ). It has the authority to accept, reject or revise the proposals of the Secretary-General and the recommendations of the ACABQ as it sees fit.

Advisory Committee on Administrative and Budgetary Questions

The Advisory Committee on Administrative and Budgetary Questions (ACABQ) examines and reports on the regular and peacekeeping budgets, the accounts of the United Nations and the administrative budgets of specialized agencies. It also advises the GA on other administrative and financial matters referred to it, such as human resources reform. The ACABQ has 16 members, who are elected by the GA on the basis of broad geographical representation, personal qualifications and experience. ACABQ members thus serve in their personal capacity and do not represent the interests of any government. The rules of procedure state that the ACABQ shall include at least three financial experts of recognized standing; members rotate every three years. The ACABQ is an advisory body; its reports include observations, conclusions and recommendations to the Fifth Committee on the proposals of the Secretary-General.

Committee on Programmes and Coordination

Whereas the Fifth Committee reviews the budget and administrative matters of a proposed programme, the Committee on Programmes and Coordination (CPC) reviews the substantive programme content. The Fifth Committee and the CPC are supported by the Secretariat of the Fifth Committee and the Committee for Programme and Coordination in the Department of Management (DM).

The budget process[16]

When your department proposes a change with budget implications, the following steps should be followed:

1. Proposal discussed with the Controller.
2. Proposal discussed with the Executive Office of the Secretary-General (EOSG), if appropriate.
3. If the proposal is approved, a report of the Secretary-General should be prepared.
4. The head of department presents and defends the proposal before the ACABQ, who will send its report with observations and recommendations to the Fifth Committee.
5. Senior leaders build support for the initiative with Member States, including the Chair of the Fifth Committee.
6. The head of department presents and defends the proposal before the Fifth Committee.

The budget process is as political as any other work of the Organization; as such, it should be approached diplomatically, and with careful preparation. National/regional dynamics will likely play out in decision-making processes related to financial questions. Those engaging in the process should be aware of political sensitivities, and sufficient broad and inclusive outreach among Member States regarding should be done regarding the department's strategic direction.

The timeline from starting to develop a new budget to getting it approved in the Fifth Committee is long and preparations should be undertaken well in advance. Every other year is a regular budget year. Regular budget "business" takes place in May and June of odd years, with preparations beginning one year in advance and accelerating around January/February of the budget year.[17] Support Account meetings take place in May of each year. Only half of the reports received by the ACABQ can be planned for in advance. The other reports tend to be produced in response to a request by the GA, a proposal of the Secretary-General, a change in a Security Council mandate or new GA resolution.

Refer to Chapter 7: Budget and Finance for additional information.

Security Council

The Security Council[18] (hereafter "Council") has primary responsibility for the maintenance of international peace and security. In discharging its duties, the Council shall act in accordance with the purposes and principles of the United Nations. Its main functions and powers include:[19]

- Maintaining international peace and security.
- Investigating any dispute or situation.
- Seeking the pacific settlement of disputes.
- Determining the existence of any threat to the peace, breach of the peace or act of aggression.
- Making recommendations or deciding on measures to maintain or restore international peace and security, including provisional measures and other measures not involving the use of armed force.
- Establishing and overseeing United Nations peacekeeping operations and special political missions.
- Authorizing the use of force to maintain or restore international peace and security.

The Council is organized so as to be able to function continuously, and a representative of each of its members must be present at United Nations Headquarters (HQ) at all times. While other organs of the United Nations make recommendations to governments, the Council alone has the power to take decisions that Member States are obligated, under the Charter, to carry out.

Ten non-permanent members are elected by the GA for two-year terms and are not eligible for immediate re-election. The number of non-permanent members was increased from six to ten by an amendment to the Charter that came into force in 1965. The five permanent members (China, France, the Russian Federation, the United Kingdom and the United States) and ten non-permanent (or elected) members are often referred to as the P5 and the E10, respectively. The Presidency of the Security Council is held in turn by the members of the Council, rotating alphabetically by country. Each member holds the Presidency for one calendar month. Secretariat support to the Council is provided by the Security Council Affairs Division in the Department of Political Affairs.

Decision-making in the Security Council

Each Council member has one vote. Decisions on procedural matters are made by an affirmative vote of at least nine of the 15 members. Decisions on substantive matters require nine votes, including the concurring votes ("yes" or abstention) of all five permanent members. A "no" vote by any one of the five permanent members constitutes a veto. A Member State of the United Nations whose interests are affected by a question before

the Council, or a non–Member State who is a party to a dispute being considered by the Council, may be invited to take part in the Council's discussions on that question or dispute but cannot vote. The Council sets the conditions for participation by a non–Member State.

When a complaint concerning a threat to peace is brought before the Council, its first action is usually to recommend to the parties that they try to reach agreement by peaceful means. In some cases, the Council itself undertakes an investigation and/or mediation. It may appoint a Special Representative or request the Secretary-General to do so, or to use his own good offices to investigate the matter, mediate and/or propose options. It may also set forth principles for a peaceful settlement.

When a dispute leads to a threat to the peace, breach of the peace or act of aggression, the Council's first concern is to bring it to an end as soon as possible. On many occasions, the Council has issued cease-fire directives that have been instrumental in preventing wider hostilities. It also approves the establishment of United Nations peacekeeping forces to help reduce tensions in troubled areas, keep opposing forces apart and create conditions of calm in which peaceful settlements may be sought. The Council may decide to adopt enforcement measures, enact economic or targeted sanctions (e.g., travel bans, asset freezes and arms embargos) or authorize military action. The Council's powers are without prejudice to Member States' inherent right of individual or collective self-defense if an armed attack occurs against a Member of the United Nations.

The Secretariat often has a role in advising and preparing a set of recommendations to the Security Council regarding action on a particular issue. However, unlike in the ACABQ/Fifth Committee, Council decisions are taken without the input of the Secretariat.

Security Council reform

Discussions concerning reform of the Security Council have been ongoing for decades, with the latest intergovernmental negotiation process launched in 2008. Recent negotiations have focused on five key issues: categories of membership, the question of the veto, regional representation, the size of an enlarged Council and its working methods, and the relationship between the Council and the GA.

The Small Five Group, known as the S5 (Costa Rica, Jordan, Liechtenstein, Singapore and Switzerland), has been leading discussions on improving the working methods of the Council. Troop-contributing countries have also been strongly pushing for reform. Members opposing such proposals argue that the Charter allows the Security Council to decide on its own procedures, and that the proposed changes would make the Council less effective.[20]

The G4 (India, Germany, Brazil and Japan) proposal for Council enlargement calls for a "reform of the Council to include an expansion in both the permanent and non-permanent membership of the Council as well as improvements in its working methods."[21] The group "Uniting for Consensus" (Italy, Spain, Argentina, Mexico, Pakistan, the Republic of Korea and others) has been an outspoken opponent of the G4 proposal, and put forward an alternative proposal that includes a new category of non-permanent seats elected for an extended duration. Finally, the African Group seeks an increase in membership, because of the large number of African issues on the Council's agenda.

Any changes to the composition or working methods of the Council that require an amendment of the Charter also require agreement from the P5. The debates about reform tend to centre around the concepts of legitimacy (e.g., greater/better representation) on the one hand, and effectiveness on the other.

In-depth details regarding the working methods of the Security Council can be found at S/2010/507.

Economic and Social Council

The Economic and Social Council (ECOSOC),[22] which has 54 members, each serving a three-year term, was created to coordinate and mediate among the different bodies of the United Nations system. ECOSOC makes policy recommendations to the GA and other parts of the United Nations. It meets for a four-week session every July. The high-level portion of the meeting is a forum for ministers, executive heads of international institutions and high-ranking officials, as well as civil society and private-sector representatives, to discuss key issues on the international agenda in economic, social and environmental development. The 2005 World Summit Outcome Document, for example, mandated ECOSOC to hold annual ministerial reviews to assess progress on implementing outcomes of the major United Nations conferences and summits of the past decade and a half, including the internationally agreed upon development goals.[23] Secretariat support to ECOSOC is provided through the Department of Economic and Social Affairs.

Role of ECOSOC

ECOSOC makes or initiates studies and reports on international economic, social, cultural, educational, health and human rights matters. It makes recommendations on these issues to the GA and is charged with bringing greater coherence to the work of the specialized agencies and the rest of the United Nations system. It also makes recommendations for promoting respect for, and observance of, human rights. ECOSOC prepares draft conventions for submission to the GA and convenes international conferences when necessary. It enters into agreements with specialized

agencies and makes arrangements for consultations with non-governmental organizations (NGOs).

Decision-making at ECOSOC

Decisions are generally taken by consensus; only on rare occasions is voting needed. The decisions of ECOSOC are not binding on Member States.

Relationship with NGOs

ECOSOC is the key intermediary between the United Nations and NGOs. In accordance with the Charter, ECOSOC has made arrangements for consultations with NGOs. There are currently over 3,000 NGOs enjoying general or special consultative or roster status with ECOSOC. This status gives them the right to participate in certain United Nations meetings, studies and projects and to submit reports to ECOSOC. NGOs, however, have their own liaison body, the Conference on Non-Governmental Organizations in Consultative Status.

International Court of Justice

The International Court of Justice (ICJ)[24] is the UN's principal judicial organ, and its statute is an integral part of the United Nations Charter. The Court's main function is to decide, in accordance with international law, cases that are submitted to it by States. It is directed to apply:

- International conventions establishing rules expressly recognized by the contesting states.
- International custom, as evidence of a general practice accepted as law.
- The general principles of law recognized by civilized nations.
- Judicial decisions, and the teachings of the most highly qualified international law experts, as subsidiary means for the determination of rules of law.

The decision of the Court has no binding force except between the parties and in respect to that particular case. The Court also gives advisory opinions to the GA and the Security Council on legal questions, and advisory opinions to other organs of the United Nations and specialized agencies that are authorized by the GA to request them.

The Court has 15 members, who are elected by the GA and the Security Council, no two of whom may be nationals of the same state.

Trusteeship Council

The Trusteeship Council was set up under Chapters XII and XIII of the United Nations Charter to ensure that non–self-governing territories were administered, in order to further international peace and security, and to promote the political, economic, social and educational advancement of the inhabitants of the trust territories and their progressive development towards self-government or independence. The Trusteeship Council suspended operation on 1 November 1994, one month after the last remaining United Nations trust territory, Palau, became independent.

Secretariat

The Secretariat is headed by the Secretary-General. The main Charter provisions concerning the Secretariat are contained in Chapter XV (Articles 97-101). The Secretariat has an important servicing and implementing role in the system, and is in constant dialogue with the GA, the Security Council, ECOSOC and, by extension, with all Member States. The Secretariat is covered in detail in Chapter 3: The Secretariat.

OTHER BODIES

While not principal organs, two recently created bodies. The Peacebuilding Commission and the Human Rights Council, are noteworthy and perform important functions within the Organization.

Peacebuilding Commission

Established in 2005 by concurrent resolutions of the GA and the Security Council, the Peacebuilding Commission (PBC) is a key intergovernmental advisory body that supports peacebuilding efforts in countries emerging from conflict. The PBC was established following the proposals by the High-Level Panel on Threats, Challenges and Change and the report of the Secretary-General In *Larger Freedom*. The PBC was created to address a critical void in post-conflict assistance, and to specifically focus attention on reconstruction and institution-building necessary for recovering from conflict and laying the foundation for sustainable development. Its main purpose, therefore, is to improve the coordination of all relevant actors within and outside of the United Nations who are involved in post-conflict peacebuilding and reconstruction, and to bring together relevant actors to marshal

resources, support the development of integrated strategies, identify best practices and help to ensure predictable financing.[25]

The PBC Organizational Committee is composed of seven members selected by the Security Council, including five permanent members; seven members elected by the GA; seven members elected by ECOSOC; the five top providers of assessed contributions to United Nations budgets and voluntary contributions to United Nations agencies, funds and programmes; and the five top providers of military personnel and civilian police to United Nations field missions.

Human Rights Council[26]

Established in 2006, the Human Rights Council (HRC) is a subsidiary, intergovernmental body of the GA. The HRC is responsible for promoting universal respect for the protection of human rights and fundamental freedoms for all, without distinction of any kind and in a fair and equal manner. It is mandated to consider violations of human rights, including gross and systemic violations, and to make recommendations. The HRC is also expected to promote effective coordination and mainstreaming of human rights within the United Nations system.

The HRC has several components.

- The Universal Periodic Review (UPR) is a unique process involving a review of the human rights records of all United Nations Member States. The UPR is a state-driven process, under the auspices of the HRC, which provides the opportunity for each state to declare what actions it has taken to improve its human rights situation and to fulfill its human rights obligations. The UPR is designed to ensure equal treatment for every country when its human rights situation is assessed.
- The Advisory Committee serves as the "think tank" of the HRC, providing it with expertise and advice on thematic human rights issues.
- The revised Complaint Procedure mechanism allows individuals and organizations to bring complaints about human rights violations to the HRC's attention.
- The special procedures of the HRC are independent human rights experts with mandates to report and advise on human rights from a thematic or country-specific perspective.

The HRC meets for at least 10 weeks a year over three regular sessions and can convene special sessions if necessary. It comprises 47 members elected by the majority of GA members for a period of three years, based on equitable geographic distribution. The GA takes into account the candidate States' contributions to the promotion and protection of human rights, as well as their voluntary pledges and commitments in this regard.

ANNEX ONE: SUBSIDIARY ORGANS OF THE GENERAL ASSEMBLY

Main Committees

- First Committee (Disarmament and International Security Committee)
- Second Committee (Economic and Financial Committee)
- Third Committee (Social, Humanitarian and Cultural Committee)
- Fourth Committee (Special Political and Decolonization Committee)
- Fifth Committee (Administrative and Budgetary Committee)
- Sixth Committee (Legal Committee)

Boards

- Board of Auditors [established by GA resolution 74 (I)]
- Trade and Development Board [established by GA resolution 1995 (XIX)]
- United Nations Joint Staff Pension Board [established by GA resolution 248 (III)]
- Advisory Board on Disarmament Matters [established by GA resolution 37/99 K]

Executive Boards

- Executive Board of the United Nations Children's Fund [established by GA resolutions 57 (I) and 48/162]
- Executive Board of the United Nations Development Programme and of the United Nations Population Fund [established by GA resolutions 2029 (XX) and 48/162]
- Executive Board of the World Food Programme [established by GA resolution 50/8]

Commissions

- Disarmament Commission [established by GA resolutions 502 (VI) and S-10/2]
- International Civil Service Commission [established by GA resolution 3357 (XXIX)]
- International Law Commission [established by GA resolution 174 (II)]
- United Nations Commission on International Trade Law [established by GA resolution 2205 (XXI)]
- United Nations Conciliation Commission for Palestine [established by GA resolution 194 (III)]
- United Nations Peacebuilding Commission [established by GA resolution 60/180 and UN Security Council resolution 1645(2005)]

Advisory Commission

- Advisory Commission on the United Nations Relief and Works Agency for Palestine Refugees in the Near East [established by GA resolution 302 (IV)]

Committees

- Investments Committee [established by GA resolution 155 (II)]
- United Nations Staff Pension Committee [established by GA resolution 248 (III)]
- Committee for the United Nations Population Award [established by GA resolution 36/201]
- Committee on Contributions [established by GA resolution 14 (I) A]
- Committee for Programme and Coordination [established by GA resolution 31/93 and ECOSOC resolution 2008 (LX)]
- Committee on Conferences [established by GA resolution 43/222B]
- Committee on Information [established by GA resolution 33/115 C]
- Committee on Relations with the Host Country [established by GA resolution 2819 (XXVI)]
- Committee on the Exercise of the Inalienable Rights of the Palestinian People [established by GA resolution 3376 (XXX)]
- Committee on the Peaceful Uses of Outer Space [established by GA resolution 1472 A (XIV)]
- United Nations Scientific Committee on the Effects of Atomic Radiation [established by GA resolution 913 (X)]

Ad Hoc Committees

- Ad Hoc Committee on the Administration of Justice at the United Nations [established by GA decision 62/519]
- Ad Hoc Committee on Criminal Accountability of United Nations Officials and Experts on Mission [established by GA resolution 61/29]
- Ad Hoc Committee Established by General Assembly Resolution 51/210 [established by GA resolution 51/210]
- Ad Hoc Committee of the General Assembly for the Announcement of Voluntary Contributions to the Programme of the United Nations High Commissioner for Refugees [established by GA resolution 1729 (XVI)]
- Ad Hoc Committee of the General Assembly for the Announcement of Voluntary Contributions to the United Nations Relief and Works Agency for Palestine Refugees in the Near East [established by GA resolution 1729 (XVI)]
- Ad Hoc Committee on a Comprehensive and Integral International Convention on Protection and Promotion of the Rights and Dignity of Persons with Disabilities [established by GA resolution 56/168] *Note: The Ad Hoc Committee was last active during its seventh session, from 16 January to 3 February 2006.*

- Ad Hoc Committee on the Elaboration of a Convention against Corruption [established by GA resolution 55/61] *Note: The Ad Hoc Committee was last active during its 13th session from 26 January to 6 February 2004.*
- Ad Hoc Committee on the Indian Ocean [established by GA resolution 2992 (XXVII)]
- Ad Hoc Committee on the Scope of Legal Protection under the Convention on the Safety of United Nations and Associated Personnel [established by GA resolution 56/89] *Note: The Ad Hoc Committee was last active during the 60th session of the General Assembly, from 4 to 10 October 2005.*

Advisory Committees

- Advisory Committee on Administrative and Budgetary Questions [established by GA resolution 173 (II)]
- Advisory Committee on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law [established by GA resolution 2099 (XX)]
- Independent Audit Advisory Committee [established by GA resolution 60/248]

Executive Committee

- Executive Committee of High Commissioner's Programme [established by GA resolution 1166 (XII)]

High-level Committee

- High-Level Committee on South-South Cooperation [established by GA resolution 33/134]

Special Committees

- Special Committee on Peacekeeping Operations [established by GA resolution 2006 (XIX)] *(also referred to as the C-34)*
- Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization [established by GA resolution 3349 (XXIX)]
- Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples [established by GA resolution 1654 (XVI)]
- Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories [established by GA resolution 2443 (XXIII)]

Councils

- Human Rights Council [established by GA resolution 60/251]
- Council of the United Nations University [established by GA resolution 3081 (XXVIII)]

Governing Councils

- Governing Council of the United Nations Environment Programme [established by GA resolution 2997 (XXVII)]
- Governing Council of the United Nations Human Settlements Programme, UN-HABITAT [In its resolution 56/206, the GA decided to transform the Commission on Human Settlements into the Governing Council of the United Nations Human Settlements Programme, UN-HABITAT. GA resolution 32/162 states the objectives, functions and responsibilities of the Governing Council.]

Panel

- Panel of External Auditors of the United Nations, the Specialized Agencies and the International Atomic Energy Agency [established by GA resolutions 347 (IV) and 1438 (XIV)]

Working Groups

- Working Group on the Finance of the United Nations Relief and Works Agency for Palestine Refugees in the Near East [established by GA resolution 2656 (XXV)]

Ad Hoc Working Group

- Ad Hoc Working Group on the Revitalization of the General Assembly [established by GA resolution 64/301]

Open-Ended Ad Hoc Working Groups

- Open-ended Ad Hoc Working Group of the General Assembly on the Integrated and Coordinated Implementation of and Follow-up to the Major United Nations Conferences and Summits in the Economic and Social Fields [established by GA resolution 57/270] *Note: The Ad Hoc Working Group was last active during the 57th session of the GA, in 2003.*
- Ad Hoc Open-ended Informal Working Group on Marine Biological Diversity beyond areas of national jurisdiction [established by GA resolution 59/24]
- Ad Hoc Open-ended Working Group of the General Assembly to Follow up on the Issues Contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development [established by GA resolution 63/305]
- Open-ended Working Group towards an Arms Trade Treaty: establishing common international standards for the import, export and transfer of conventional arms [established by GA resolution 63/240]

Open-Ended Working Groups

- Open-ended Working Group on the Causes of Conflict and the Promotion of Durable Peace and Sustainable Development in Africa [established by GA resolution 54/234]. *Note: The Working Group was last active during the 55th session of the GA in 2001.*

- Open-ended Working Group on the Question of Equitable Representation on and Increase in the Membership of the Security Council and Other Matters Related to the Security Council [established by GA resolution 48/26]
- Open-ended Working Group to consider the objectives and agenda, including the possible establishment of the Preparatory Committee, for the Fourth Special Session of the General Assembly devoted to disarmament or "Open-ended Working Group on SSOD-IV" [established by GA resolution 57/61]
- Open-ended working group on Ageing for the purpose of strengthening the protection of the human rights of older persons [established by GA resolution 65/182]

Other

- United Nations Appeals Tribunal [established by GA resolution 62/228] *Note: As a result of the decision of the GA to establish a new system of administration of justice, the United Nations Administrative Tribunal was abolished as of 31 December 2009. (See also GA resolution 61/261.)*
- United Nations Dispute Tribunal [established by GA resolution 62/228]. *Note: As a result of the decision of the GA to establish a new system of administration of justice, the United Nations Administrative Tribunal was abolished as of 31 December 2009. (See also GA resolution 61/261).*
- Joint Inspection Unit [established by GA resolution 2150 (XXI)]
- United Nations Open-Ended Informal Consultative Process on Oceans and the Law of the Sea [established by GA resolutions 54/33 and 57/141

ANNEX TWO: SUBSIDIARY BODIES OF THE SECURITY COUNCIL

Standing Committees

There are three committees at present, and each includes representatives of all Security Council Member States:

- Security Council Committee of Experts
- Security Council Committee on Admission of New Members
- Security Council Committee on Council Meetings Away from Headquarters

Ad Hoc Committees

They are established as needed, comprise all Council members and meet in closed session:

- Governing Council of the United Nations Compensation Commission [established by Security Council resolution 692 (1991)]

Counter-Terrorism and Non-proliferation Committees

- Committee established pursuant to resolution 1373 (2001) concerning Counter-Terrorism
- Committee established pursuant to resolution 1540 (2004) – regarding the non-proliferation of weapons of mass destruction

Sanctions Committees

- Security Council Committee pursuant to resolutions 751 (1992) and 1907 (2009) concerning Somalia and Eritrea
- Security Council Committee pursuant to resolutions 1267 (1999) and 1989 (2011) concerning Al-Qaida and associated individuals and entities
- Security Council Committee established pursuant to resolution 1518 (2003)
- Security Council Committee established pursuant to resolution 1521 (2003) concerning Liberia
- Security Council Committee established pursuant to resolution 1533 (2004) concerning the Democratic Republic of the Congo
- Security Council Committee established pursuant to resolution 1572 (2004) concerning Côte d'Ivoire
- Security Council Committee established pursuant to resolution 1591 (2005) concerning the Sudan
- Security Council Committee established pursuant to resolution 1636 (2005)
- Security Council Committee established pursuant to resolution 1718 (2006)
- Security Council Committee established pursuant to resolution 1737 (2006)
- Security Council Committee established pursuant to resolution 1970 (2011) concerning Libya
- Security Council Committee established pursuant to resolution 1988 (2011)

Working Groups

- Security Council Working Group on Peacekeeping Operations
- Security Council Ad Hoc Working Group on Conflict Prevention and Resolution in Africa
- Security Council Working Group established pursuant to resolution 1566 (2004)
- Security Council Working Group on Children and Armed Conflict
- Security Council Informal Working Group on Documentation and Other Procedural Questions

Peacekeeping Operations

- Since 1948 there have been more than 65 United Nations peacekeeping operations.[27]

Special Political Missions

- Including peacebuilding missions, there have been more than 25 field-based United Nations political missions.[28]

International Tribunals

- International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 – established by S/RES/808 (1993) – known as the International Criminal Tribunal for the Former Yugoslavia
- International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994 – established by S/RES/955 (1994) – known as the International Criminal Tribunal for Rwanda
- International Residual Mechanism for Criminal Tribunals – established by S/RES/1966 (2010)

Advisory Subsidary Body

- Peacebuilding Commission

ANNEX THREE: SUBSIDIARY BODIES OF THE ECONOMIC AND SOCIAL COUNCIL

Functional Commissions

- Commission on Narcotic Drugs
- Regional Meetings of Heads of National Drug Law Enforcement Agencies
- Commission on Population and Development
- Commission on Science and Technology for Development
- Commission on Sustainable Development (to be replaced by the High-Level Political Forum)
- Commission on the Status of Women
- Statistical Commission
- Commission for Social Development
- Commission on Crime Prevention and Criminal Justice
- United Nations Forum on Forests

Regional Commissions

- Economic Commission for Africa (based in Ethiopia)
- Economic and Social Commission for Asia and the Pacific (based in Thailand)
- Economic Commission for Europe (based in Switzerland)
- Economic Commission for Latin America and the Caribbean (based in Chile)
- Economic and Social Commission for Western Asia (based in Lebanon)

Standing Committees

- Committee for Programme and Coordination
- Committee on Non-Governmental Organizations
- Committee of Experts on International Cooperation in Tax Matters
- Committee for Development Policy
- Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labeling of Chemicals
- Committee on Economic, Social and Cultural Rights
- Committee of Experts on Public Administration
- Permanent Forum on Indigenous Issues

Other Subsidiary Bodies

- United Nations Group of Experts on Geographical Names
- United Nations Committee of Experts on Global Geospatial Information Management

ENDNOTES

1 An international civil servant is usually a civilian employee of an international organization. Within the United Nations, this is defined as a staff member or other personnel holding a letter of appointment with a valid signature. For seconded military or police officers, the status as staff and therefore as international civil servant depends on the nature of the contractual arrangement; some receive a letter of appointment, while others operate under different agreements and therefore are not regarded as staff.

2 Dag Hammarskjöld, Statements After Election to Office, *The International Public Servant*, Statement to the press on arrival at International Airport, New York, 9 April 1953 in Foote, Wilder (ed.), Servant of Peace, *A Selection of the Speeches and Statements of Dag Hammarskjöld*, Harper and Row Publications, New York and Evanston, 1962, p. 354.

3 Peck, Connie, *On Being a Special Representative of the Secretary-General*, United Nations Institute for Training and Research, 2006, Chapter 17.

4 A useful way to keep abreast of developments in the main organs is to consult the Journal of the United Nations; the Journal is a resource that informs all United Nations staff of the meetings scheduled on a given day and summarizes actions taken at the previous day's meetings. It is available on iSeek.

5 See A/520/Rev.17 or http://www.un.org/en/ga/about/ropga/index.shtml.

6 Article 12 states: "While the Security Council is exercising in respect of any dispute or situation the functions assigned to it in the present Charter, the General Assembly shall not make any recommendation with regard to that dispute or satiation unless the Security Council so requests."

7 Pursuant to its "Uniting for Peace" resolution of November 1950 (resolution 377 (V)), the Assembly may also take action if the Security Council fails to act, owing to the negative vote of a permanent member, in a case where there appears to be a threat to the peace, breach of the peace or act of aggression. The Assembly can consider the matter immediately with a view to making recommendations to Members for collective measures to maintain or restore international peace and security.

8 Please see Annex One for a breakdown of the subsidiary bodies of the GA.

9 Peterson, M. J., "General Assembly," in Weiss, Thomas and Daws, Sam (eds.), *The Oxford Handbook on the United Nations*, Oxford University Press, 2007, Chapter 5.

10 "Important questions" are outlined in Article 18 of the Charter as being "recommendations with respect to the maintenance of international peace and security, the election of the non-permanent members of the Security Council, the election of the members of the Economic and Social Council, the election of members of the Trusteeship Council in accordance with paragraph 1 of Article 86, the admission of new Members to the United Nations, the suspension of the rights and privileges of membership, the expulsion of Members, questions relating to the operation of the trusteeship system, and budgetary questions."

11 JUSCANZ is an acronym for a group usually comprised of 14 or 15 United Nations Member States: Japan, the United States, Canada, Australia, New Zealand, Switzerland, Norway, Iceland, Andorra, Korea, Liechtenstein, Mexico, San Marino, Turkey and sometimes Israel.

12 http://www.un.org/en/members/intergovorg.shtml.

13 The concepts and mechanisms for system-wide coherence will be explored more thoroughly in Chapter 4: Agencies, Funds Programmes, Related Organizations and Coordination Mechanisms.

14 Held in Durban.

15 Held in Geneva.

16 This section should be red in conjuction with Chapter 7: Budget and Finance.

17 The UN regular budget provides funding for the General Assembly, the Secretariat including its special political missions and Offices Away from Headquarters, the Security Council, the Economic and Social Council, and the International Court of Justice. Additionally, the regular budget provides partial funding for certain UN operations, such as the United Nations High Commissioner for Refugees and the UN Environment Programme. This funding comes from Member States, whose contributions are assessed annually. Refer to "Chapter 7 - Budget and Finance" for more information.

18 For an overview of the subsidiary bodies of the Security Council, please see Annex Two.

19 http://www.un.org/en/sc/about/.

20 http://www.centerforunreform.org/node/473.

21 Ibid.

22 For an overview of the subsidiary bodies of the Economic and Social Council, please see Annex Three.

23 Paragraph 155 of the World Summit Outcome Document.

24 For more information about the ICJ and its members, please see the United Nations Handbook 2011–2012, produced by the New Zealand Mission to the United Nations. Or visit the ICJ website at http://www.icj-cij.org/.

25 Rosenthal, Gert, "Economic and Social Council," in Weiss, Thomas and Daws, Sam (eds.), The *Oxford Handbook on the United Nations*, Oxford University Press, 2007, Chapter 7. See also A/60/180-S/1645/2005; A/64/868-S/2010/393.

26 This description is taken largely from the United Nations Handbook 2011–2012, produced by the New Zealand Mission to the United Nations. Also see http://www.ohchr.org/EN/HRBodies/HRC/Pages/HRCIndex.aspx for more information.

27 Peacekeeping operations are described in more detail in Chapter 3: The Secretariat.

28 Special political missions are described in more detail in Chapter 3: The Secretariat.

2 THE SECRETARY-GENERAL AND HIS EXECUTIVE OFFICE

"With our fates ever more entwined, our future must be one of ever deeper cooperation… Let us find new ways of governing, partnering and problem-solving. Let us empower the United Nations to be more than a first responder or a last resort."

Secretary-General Ban Ki-moon
In address to the General Assembly, September 2013

UNITED NATIONS SECRETARY-GENERAL

Equal parts diplomat and advocate, civil servant and administrator, the Secretary-General is a symbol of United Nations ideals and a spokesperson for the interests of the world's peoples, in particular the poor and vulnerable. The role of the Secretary-General is described briefly in the United Nations Charter, but has evolved by precedent and in accordance with the personality of the individual, world events, the nature of the relationships with – and among – Member States during the course of tenure, and the specifics of the situation being addressed.

In 1945, six functions of the Secretary-General were identified, including the organisation of the Secretariat, general administrative and executive tasks, and technical, financial, political and representative functions.[1] Each of the previous Secretaries-General placed a somewhat different emphasis on one or more of these functions.

Seven Secretaries-General preceded the current Secretary-General, Ban Ki-moon, who took office on 1 January 2007:

- Trygve Lie, 1946–1952 (Norway)
- Dag Hammarskjöld, 1953–1961 (Sweden)
- U Thant, 1961–1971 (Burma)
- Kurt Waldheim, 1972–1981 (Austria)
- Javier Perez de Cuellar, 1982–1991 (Peru)
- Boutros Boutros-Ghali, 1992–1996 (Egypt)
- Kofi A. Annan, 1997–2006 (Ghana)

Position of the Secretary-General as defined in the Charter

The Charter states that the Secretariat is one of the principal organs of the United Nations (Article 7), with the Secretary-General at its head (Article 97). This arrangement provides a degree of independence and authority to the position, alongside, rather than as a subsidiary to, the other principal organs.[2] The importance of independence is underscored in Article 100, which refers to the obligation not to "seek or receive instructions from any government or authority external to the Organization." Despite having a degree of independence, the Secretary-General is expected to "perform such other functions as are entrusted to him" by the other principal organs. This also places the Secretary-General in the position of "implementer" and interpreter of sometimes conflicting mandates.

The Secretary-General can "bring to the attention of the Security Council any matter that in his opinion may threaten the maintenance of international peace and security" (Article 99). This authority provides the Secretary-General with specifically political functions, including, but not limited to, the responsibility to carry out preventive diplomacy, often through the appointment of special representatives and envoys to undertake his good offices.

Role of the Secretary-General in practice

The United Nations Charter sets out a framework within which the Secretary-General can work, but in reality the position is extremely dynamic. Indeed, the Secretary-General "can be a significant force in promoting the principles and objectives of the Organization, and mediating between powerful and sometimes conflicting interests in international politics."[3]

The Secretary-General traditionally has moral suasion and legitimacy as the voice of the international community. The power of that voice, however, is often constrained by international politics of the day, and the extent to which the Secretary-General has the backing of the United Nations membership for specific initiatives.

EXECUTIVE OFFICE OF THE SECRETARY-GENERAL: INTEGRATED LEADERSHIP

The Executive Office of the Secretary-General (EOSG) was established in 1946. Co-located with the Secretary-General, its purpose is to assist the Secretary-General with relations with Member States and organs of the United Nations, and with specialized agencies and non-governmental organizations (NGOs), as well as to assist with policy and coordination of the Secretariat.[4]

The composition of the EOSG tends to change according to the vision and priorities of the Secretary-General. A significant restructuring of the EOSG occurred in 2012, in order to better integrate its various functions and elements. An organizational chart of the EOSG can be found in Annex One.

Structure of the EOSG

The EOSG is headed by the Secretary-General, followed by the Deputy Secretary-General and the Chef de Cabinet. Responsibilities have been divided into two distinct but complementary portfolios: substantive and managerial.

The **Deputy Secretary-General**,[5] supported by a Front Office, Chief of Staff and Special Assistant, is responsible for providing guidance and supervision over the following key areas/posts in the EOSG:

- Strategic planning
- Economic and social affairs
- Political, peacekeeping and humanitarian affairs
- Policy and planning
- Rule of Law Unit
- Special Adviser for Post-2015 Development Planning on the Millennium Development Goals

The following entities report through the Deputy Secretary-General:

- Department of Political Affairs (DPA)
- Department of Peacekeeping Operations (DPKO)
- Department of Economic and Social Affairs (DESA)
- Office for the Coordination of Humanitarian Affairs (OCHA)
- Office of the High Commissioner for Human Rights (OHCHR)
- Office for Disarmament Affairs (ODA)

- Peacebuilding Commission (PBC) and the Peacebuilding Support Office (PBSO)
- UN Women
- Funds, programmes and specialized agencies

The **Chef de Cabinet,** supported by a Front Office, Director of Office and Special Assistant, is responsible for providing guidance and supervision over the following key areas/posts in the EOSG:

- Management
- Senior appointments
- Director of Office (including the Scheduling Office, Central Records Unit, and Administrative Unit)
- Speechwriting/Correspondence Unit
- Spokesperson
- Chief of Protocol

The following entities report through the Chef de Cabinet:

- Department for General Assembly and Conference Management (DGACM)
- Department of Field Support (DFS)
- Department of Public Information (DPI)
- Department of Management (DM)
- Department of Safety and Security (DSS)
- Office of Internal Oversight Services (OIOS)
- Office of Legal Affairs (OLA)
- Ethics Office
- Office of the Ombudsman
- Office for the Administration of Justice (AOJ)

Achieving coherence

The Chef de Cabinet is charged with ensuring coherence/integration between the political and management "sides" of the Organization. While heads of departments/offices are required to coordinate with relevant counterparts on daily issues, the EOSG has responsibility for ensuring overall coherence between the work of the different parts of the Organization, and that issues are addressed appropriately. To this end, the Deputy Secretary-General and Chef de Cabinet co-chair daily planning meetings with senior representatives of the EOSG.

SECRETARY-GENERAL BAN KI-MOON: FIRST- AND SECOND-TERM PRIORITIES

On 21 June 2011, Secretary-General Ban Ki-moon was unanimously re-elected by the General Assembly and will continue to serve until 31 December 2016. In his second term, Ban Ki-moon has put a strong emphasis on implementation and delivering results: "Mere statistics will not do. We need results that people can see and touch, results that change lives, make a difference."[6]

First-term priorities

Ban Ki-moon's priorities for his first term were wide-ranging on both the political and management sides of the house. Many of these efforts, as he stated himself, will only come to fruition later. His first term, however, prioritized at least nine key issues:

- Climate change
- Nuclear disarmament
- Voices of the vulnerable (e.g., those already or at risk of falling below the poverty line)
- Gender equality and empowerment, and the protection of women in armed conflicts
- Peacemaking, preventive diplomacy and mediation
- Peace and security
- Protection of civilians
- Strengthening of the rule of law
- Institutional reforms through the creation and reconfiguration of departments and offices[7]

Second-term priorities

In his second term, the Secretary-General envisages a focus on how policies affect "individuals and everyday lives," the idea that change is achieved through "powerful partnerships" and the belief that the Organization should be judged on "results, not effort" – results that are tangible and sustainable. In his five-year action agenda, released at the beginning of 2012, he outlined five "generational opportunities":

- First, achieving sustainable development by "connecting the dots" among climate change, the food crisis, water scarcity, energy shortages, women's empowerment and global health issues. Climate change continues to be a significant priority, along with ensuring the fulfillment of the Millennium Development Goals and the Post-2015 UN Development Framework.

- Second, prevention of conflict and human rights violations, and support to national disasters risk reduction plans, and building resilience to external economic and financial shocks.
- Third, making the world safer and more secure, focusing on less resource-heavy mediation and facilitation activities where feasible.
- Fourth, a focus on support to countries in transition, emphasizing respect for human rights and basic dignity.
- Fifth, empowerment of women and youth.

Key enablers are foundations for achieving results against these generational challenges. These include improving the United Nations' capacity for engaging in partnerships, establishing of the Enterprise Resource Planning system Umoja, implementing International Public Sector Accounting Standards (IPSAS), and adopting a staff mobility framework.

EXECUTIVE MANAGEMENT BODIES: THE NUTS AND BOLTS OF THE EOSG

A number of committees support the executive decision-making process in the Secretariat by enabling an exchange of advice and guidance between the Secretary-General and members of his senior management team on issues of a strategic or policy nature. There are several executive bodies, including:

- Senior Management Group[8]
- Policy Committee[9]
- Management Committee[10]
- Management Performance Board[11]
- United Nations System Chief Executive Board for Coordination (CEB)

All of these bodies are covered in this chapter, with the exception of the CEB, which is covered in Chapter 4.

SENIOR MANAGEMENT GROUP

The Senior Management Group (SMG) ensures strategic coherence and direction in the work of the Organization. The Secretary-General uses the forum, which he normally convenes every two weeks, to raise issues and provide guidance on important cross-cutting matters as well as to increase opportunities for sharing best practices among members of the SMG. The SMG allows senior managers to plan together, share information, pool efforts, coordinate activities, avoid duplication and work towards common objectives. The SMG was created in 1997 and modified in 2005.

Participation

The SMG is chaired by the Secretary-General and comprises senior officials from the EOSG and the heads/deputy heads of Secretariat departments/offices, Offices Away from Headquarters, regional commissions, and a number of funds and programmes. A full listing can be found in Annex Two. The Under-Secretary-General (USG) for OIOS participates as an observer in the SMG meetings. Attendance of senior managers is mandatory.

POLICY COMMITTEE

The Policy Committee (PC) is a decision-making mechanism of the Secretary-General on key thematic and geographic issues with a transparent and predictable preparatory process. The PC, established in 2005, is the highest-level internal decision-making body of the Organization on policy matters. It has a strategic forward agenda corresponding to the Secretary-General's priorities. As a result of each meeting, the Secretary-General issues a signed decision with clear tasking and deadlines. The Committee typically meets several times per month.

Participation

The PC is chaired by the Secretary-General. Its members consist of senior officials from the EOSG, the Chairs of the four Executive Committees[12] covering the main streams of United Nations work, and the heads of OHCHR, OLA, DPI, ODA and UN Women. A full listing of its members can be found in Annex Three. Substitutes may participate by invitation in case a member is unavailable. The Special Adviser on Africa may participate for Africa-related items, and other senior officials may be invited depending on the topic under discussion.

Areas of focus

PC meetings can focus on either thematic or country/region-specific issues. The Secretary-General typically uses the Committee to deal with major political crises, transitions and opportunities; to take major decisions about United Nations field missions; to agree on United Nations strategies for major intergovernmental conferences; to develop new system-wide policies (e.g., Human Rights Due Diligence Policy, and action plans on such issues as on women in peacebuilding, change management, etc.); to resolve institutional roles and responsibilities; to agree on and create clear tasking for system-wide action plans; and to task and orchestrate the United Nations system's different actors and voices on complex issues and situations.

MANAGEMENT COMMITTEE

The Management Committee (MC) considers internal reform and management-related initiatives and issues, including change management processes requiring strategic direction from the Secretary-General. It also ensures that findings and recommendations of the Board of Auditors (BoA), the Joint Inspection Unit (JIU) and OIOS are effectively fed into the executive management processes and that accepted recommendations are followed up on and implemented in a timely manner. Lastly, the MC reviews key management reports for consideration by the GA, so as to ensure oversight and coherence of management issues. The MC normally meets once a month.

Participation

The MC is chaired by the Chef de Cabinet on behalf of the Secretary-General. For a listing of its members, see Annex Four. The USG for OIOS participates as an observer in all oversight meetings of the Committee. Heads of departments and offices who are not members of the MC may propose items for consideration by the Committee, which may invite them to participate as required.

Processes

The agenda and forward-agenda of the MC are formulated by the Secretary in close consultation with various Secretariat entities[13] and the oversight bodies – including the Independent Audit Advisory Committee (IAAC). Priority consideration is given to the resolutions and decisions of the Fifth Committee, as well as reports and recommendations of the ACABQ and oversight bodies. Particular attention is paid to identifying risks and challenges.

To ensure greater coherence, integration of messages and strategic oversight on all critical management issues, the MC receives regular reports from all management-related steering committees.[14] The MC also has quarterly meetings with the oversight bodies on implementation of the oversight bodies' recommendations.

Areas of focus

Examples of past agenda items include:

- Follow-up to the outcomes of the senior managers retreat.
- Dialogue oversight meetings with OIOS and the IAAC.
- Consideration of the issue of support to staff, affected families and survivors of malicious acts, natural disasters or other emergencies.
- Consideration of funding trends and future implications for the Secretariat.
- Backstopping and funding arrangements for special political missions.

MANAGEMENT PERFORMANCE BOARD

The Management Performance Board (MPB), chaired by the Chef de Cabinet, performs an advisory role to the Secretary-General. Its key functions include:

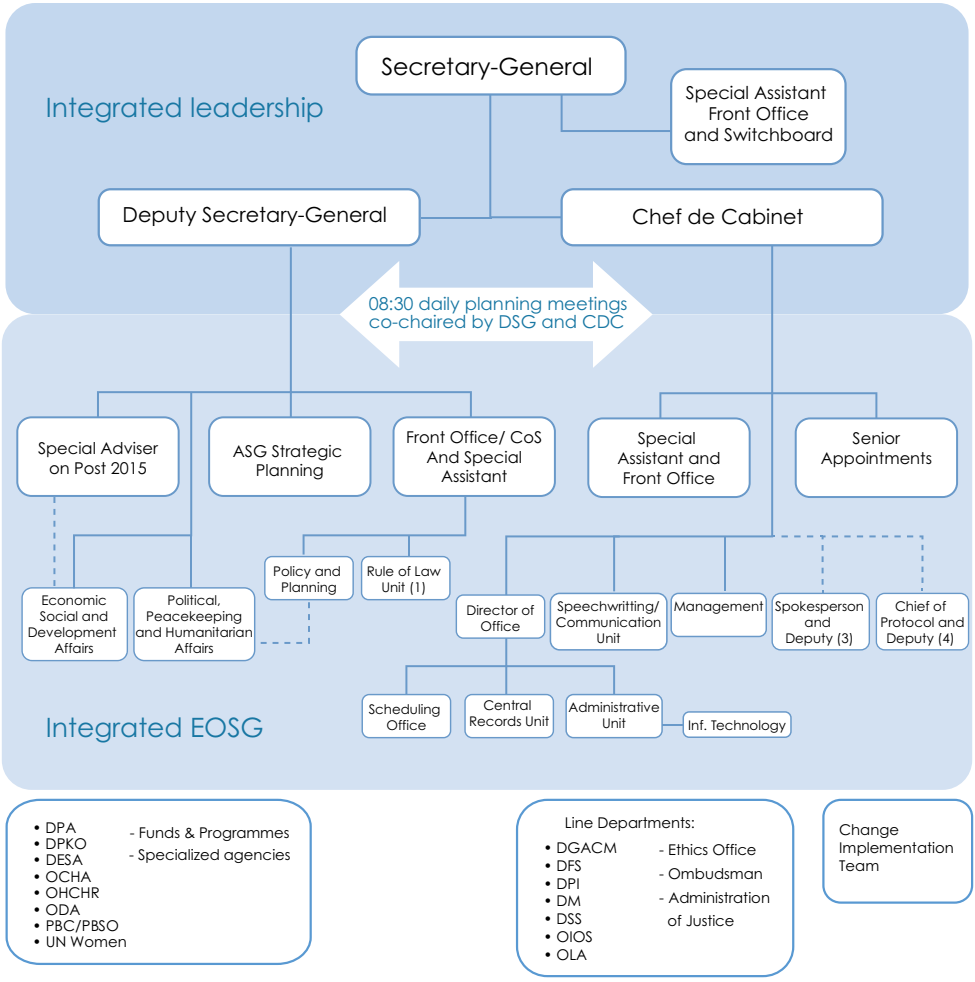
- Monitoring the performance of senior managers and heads of United Nations field missions in achieving the objectives, results and targets contained in their compacts, human resources management scorecards and the programme and planning documents.
- Reviewing the outcome of the Administration of Justice (AOJ) proceedings in the Secretariat for management performance and accountability purposes, with a particular focus on the judgments of the United Nations Dispute Tribunal (UNDT) and the United Nations Appeals Tribunal (UNAT).
- Conducting yearly reviews of the performance appraisal system within the Secretariat.

SENIOR MANAGER AND HEAD OF MISSION COMPACTS

The senior managers' compacts are annual agreements that the Secretary-General signs with his senior-most officials.[15] Compacts set specific programmatic objectives and managerial targets for a given year, thereby ensuring accountability at the highest levels. For each senior manager, they include key objectives related to the specific mandate of each department, office, Office Away from Headquarters, regional commission, and United Nations field mission, including objectives from relevant budget documents. Compacts identify strategic goals that are shared by all departments/offices/missions, such as the efficient management of financial resources and the implementation of oversight body recommendations. The compacts form an essential element of the Secretary-General's drive for accountability and transparency in the Organization, starting with his most senior managers; this is a priority shared by Member States, as made clear by the GA.

ANNEX ONE: ORGANIZATIONAL CHART OF THE EOSG

EXECUTIVE OFFICE OF THE SECRETARY-GENERAL (EOSG)



- DPA
- DPKO
- DESA
- OCHA
- OHCHR
- ODA
- PBC/PBSO
- UN Women

- Funds & Programmes
- Specialized agencies

Line Departments:

- DGACM
- DFS
- DPI
- DM
- DSS
- OIOS
- OLA

- Ethics Office
- Ombudsman
- Administration of Justice

Change Implementation Team

Notes:
(1) Substantively report to DSG / Administered by OLA
(2) Dotted reporting line to CDC Director of Office for operational integrity
(3) Under Sect. 28 of the Regular Budget (DPI)
(4) Under Sect. 2 of the Regular Budget (DGACM)

Last updated 30 August 2012

ANNEX TWO: MEMBERS OF THE SENIOR MANAGEMENT GROUP

The following senior officials and United Nations entities are members of the Senior Management Group:[16]

- Secretary-General
- Deputy Secretary-General
- Chef de Cabinet (Secretary)
- Special Advisor (SA) to the Secretary-General
- SA to the Secretary-General on Change Implementation
- Assistant Secretary-General (ASG) for Policy Coordination and Strategic Planning
- Under-Secretary-General (USG) for the Office of Legal Affairs (OLA)
- USG for the Department of Political Affairs (DPA)
- USG for the Department of Peacekeeping Operations (DPKO)
- USG for the Department of Field Support (DFS)
- USG for the Office for the Coordination of Humanitarian Affairs (OCHA) and Emergency Relief Coordinator (ERC)
- USG for the Department of Economic and Social Affairs (DESA)
- USG for the Department of Public Information (DPI) and Coordinator for Multilingualism
- USG for the Department of Safety and Security (DSS)
- USG for the Department for General Assembly and Conference Management (DGACM)
- USG for Management (DM)
- USG for Legal Affairs (OLA)
- High Commissioner for Human Rights (OHCHR)
- High Commissioner for Refugees (UNHCR)
- High Representative for the Office for Disarmament Affairs (UNODA)
- High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
- ASG for the Peacebuilding Support Office (PBSO)
- Executive Director (ED) of the United Nations Office on Drugs and Crime (UNODC) and Director General (DG) of the United Nations Office at Vienna (UNOV)
- ED of the United Nations Environment Programme (UNEP)
- ED of the United Nations Human Settlements Programme (UN-HABITAT)
- SA to the Secretary-General on Myanmar
- SA to the Secretary-General on Africa
- SA on the Prevention of Genocide
- Special Representative of the Secretary-General (SRSG) for Children and Armed Conflict
- SA on Sexual Violence in Conflict
- DG of the United Nations Office at Geneva (UNOG)

- DG of the United Nations Office at Nairobi (UNON)
- Executive Secretary of the Economic Commission for Africa (ECA)
- Executive Secretary of the Economic Commission for Europe (ECE)
- Executive Secretary of the Economic Commission for Latin America and the Caribbean (ECALC)
- Executive Secretary of the Economic and Social Commission for Asia and the Pacific (ESCAP)
- Executive Secretary of the Economic and Social Commission for Western Asia (ESCWA)
- ED of the United Nations Children's Fund (UNICEF)
- Administrator of the United Nations Development Programme (UNDP)
- ED of the United Nations Population Fund (UNFPA)
- ED of the World Food Programme (WFP)
- Secretary-General of the United Nations Conference on Trade and Development (UNCTAD)
- USG and ED of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)
- Observer: USG for the Office of Internal Oversight Services (OIOS)

ANNEX THREE: MEMBERS OF THE POLICY COMMITTEE

The following senior officials and United Nations entities are members of the Policy Committee:

- Secretary-General (Chair)
- Deputy Secretary-General
- Chef de Cabinet
- Chair of the Executive Committee on Peace and Security (ECPS) (who is the USG of DPA)
- Alternate ECPS Chair (who is the USG of DPKO)
- Chair of the United Nations Development Group (UNDG)
- Chair of the Executive Committee on Economic and Social Affairs (EC-ESA) (who is the USG of DESA)
- Chair of the Executive Committee on Humanitarian Affairs (ECHA) (who is the USG of OCHA/ERC)
- Head of OHCHR
- Head of OLA
- Head of DPI
- Head of UNODA
- Head of UN-Women

ANNEX FOUR: MEMBERS OF THE MANAGEMENT COMMITTEE

The following senior officials and United Nations entities are members of the Management Committee (as of 20 May 2013):

- Chef de Cabinet (Chair)
- Under-Secretary-General (USG) for Management
- Special Adviser (SA) on Change Implementation
- Assistant Secretary-General (ASG) for Strategic Planning
- USG for Field Support
- ASG for Human Resources Management
- ASG for Programme Planning, Budget and Accounts, Controller
- ASG for Central Support Services
- Chief Information Technology Officer
- ASG for Enterprise Resource Planning Project
- USG for Economic and Social Affairs
- Acting Head, Department for General Assembly and Conference Management
- USG for Legal Affairs, Legal Counsel
- ASG for Peacekeeping Operations
- ASG for Political Affairs[17]
- ASG for Safety and Security
- Executive Secretary, Economic and Social Commission for Asia and the Pacific (representing the regional commissions in her capacity as Coordinator of the Regional Commissions)
- Director General (DG), United Nations Office at Geneva
- DG, United Nations Office at Nairobi
- DG, United Nations Office at Vienna
- USG for the Office of Internal Oversight Services[18]

ENDNOTES

1 Myint-U, Thant and Scott, Amy, The UN Secretariat: *A Brief History (1945–2006)*, International Peace Academy, New York, 2007, p. 3.

2 Weiss, Thomas and Daws, Sam (eds.), *The Oxford Handbook on the United Nations*, Oxford University Press, Oxford, 2007, p. 176.

3 Weiss, Thomas and Daws, Sam (eds.), *The Oxford Handbook on the United Nations*, Oxford University Press, Oxford, 2007, p. 175.

4 From 1946 and through the 1950s, the EOSG was responsible for protocol and liaison with diplomatic representatives, relationships with NGOs, and communications with Member States, as well as the coordination and support of GA activities.

5 The post of Deputy Secretary-General was established by the GA at the end of 1997 as part of the reform of the United Nations, to help manage Secretariat operations and to ensure coherence of activities and programmes. The purpose was also to elevate the Organization's profile and leadership in the economic and social spheres.

6 http://www.un.org/apps/news/infocus/sgspeeches/search_full.asp?statID=1227.

7 For example, the creation of the Department of Field Support, creation of the Office of Rule of Law and Security Institutions within the Department of Peacekeeping Operations, re-configuration of the Department for Disarmament Affairs into the UN Office for Disarmament Affairs, and the creation of UN Women.

8 For a list of Senior Management Group members, see Annex Two.

9 For a list of Policy Committee members, see Annex Three.

10 For a list of Management Committee members, see Annex Four.

11 For the latest Secretary-General's bulletin on the management performance board, see Annex Five.

12 The four Executive Committees are the Executive Committee on Peace and Security (ECPS), the Executive Committee on Humanitarian Affairs (ECHA), the Executive Committee on Economic and Social Affairs (EC-ESA) and the United Nations Development Group (UNDG). Please see Chapter 4 for more details.

13 These are the DM; OHRM; Office of Programme Planning, Budget and Accounts (OPPBA); DPKO; and DFS.

14 These include the Umoja Steering Committee, International Public Sector Accounting Standards (IPSAS) Steering Committee, Senior Advisory Group on Mobility, Steering Committee on Civilian Capacities (CivCap), Working Group on Associated Costs of the Capital Master Plan (CMP), and the Information and Communications Technology Executive Committee (ICT-EC).

15 Heads of departments/offices/Offices Away from Headquarters/regional commissions, heads of United Nations field missions, and special representatives of the Secretary-General.

16 http://www.un.org/sg/management/index.asp.

17 This refers to the Assistant Secretary-General for Political Affairs responsible for overseeing the regional divisions of DPA working on the Americas, Asia and the Pacific, Europe, and the Middle East and West Asia, as well as the Decolonization Unit and the Division for Palestinian Rights.

18 Participates as an observer in all meetings.

3 THE SECRETARIAT

"The Secretariat shall comprise a Secretary-General and such staff as the Organization may require […] In the performance of their duties the Secretary-General and the staff shall not seek or receive instructions from any government or from any other authority external to the Organization."

The United Nations Charter
Chapter XV

NATURE OF THE UNITED NATIONS SECRETARIAT

The Secretariat, one of the principal organs[1] of the United Nations, carries out the diverse day-to-day work of the Organization in duty stations around the world. It services the other principal organs and administers their programmes and policies. At its head is the Secretary-General, who is appointed by the General Assembly (GA) on the recommendation of the Security Council for a five-year, renewable term.[2]

The duties carried out by the Secretariat are as varied as the challenges dealt with by the United Nations. These range from administering peacekeeping operations to mediating international conflicts, and from surveying economic and social trends to reporting on human rights and sustainable development. Secretariat staff also communicate the work of the United Nations, organize international conferences on issues of worldwide concern, and interpret speeches and meetings and translate documents into the Organization's six official languages.[3] The Secretariat includes departments and offices at United Nations Headquarters (HQ) in New York, Offices Away from Headquarters, regional commissions and United Nations field missions and presences.

Role of the Secretariat in the United Nations Charter

Chapter XV of the Charter provides the basis for the role and character of the Secretariat as follows:

- Article 97 states that the Secretariat "shall comprise a Secretary-General and such staff as the Organization may require." This has enabled the size of the staff of the Secretariat to expand and contract in accordance with needs, priorities and constraints.

- Article 100 outlines an independent role for the Secretariat, specifying that staff "shall not seek or receive instructions from any government or from any other authority external to the Organization."
- Additionally, staff should "refrain from any action which might reflect on their position as international officials responsible only to the Organization." Similarly, Member States must "respect the exclusively international character of the responsibilities of the Secretary-General and the staff" and not "seek to influence them in the discharge of their responsibilities."
- Lastly, the Charter insists upon "the highest standards of efficiency, competence, and integrity" when employing staff, and, furthermore, stipulates that due regard must be paid "to the importance of recruiting the staff on as wide a geographical basis as possible."

Role of the Secretariat in practice

The Secretariat is independent and international, with a complex role and relationship with Member States. It is, after all, a political institution where "the UN's Member States compete for power and influence."[4]

Indeed, the Secretariat's standing at the "nexus of competing and conflicting international agendas can often be the content as well as the context of its work."[5] The interests of Member States and groups of Member States, as outlined in Chapter 1, play a significant part in the work of the principal organs. The Secretariat is a principal organ in its own right, but one which is intimately tied – and responsible – to the GA, the Economic and Social Council (ECOSOC) and the Security Council.

It has been said that the Secretariat has five "personalities" that play out in different ways at different times, depending on the international political environment and the personality of the Secretary-General at the time:[6]

- First, the Secretariat acts as a "sort of parliamentary clerk to the GA and other intergovernmental organs, helping to organize meetings, prepare documents, take notes and so on."
- Second, the Secretariat is also "a collector and provider of information, such as statistics on various social and economic trends or legal information related to the proper running of the UN, all generally at the request of member states."
- Third, the "Secretariat performs certain executive functions, implementing the resolutions of the intergovernmental bodies."
- Fourth is the Secretary-General's role, not explicit in the Charter, of "preventing or mediating conflicts through his 'good offices'."

- Fifth is the role, not in the Charter at all, of the Secretary-General as a "global agenda setter, formulating and promoting new ideas, say on human rights or environmental protection."

The majority of the time, the Secretariat is responsible for faithfully carrying out the decisions of the membership; but it may also ask the Secretariat to put forward a proposal. In other situations of concern,[7] where Member States are not taking action, the Secretariat may bring these situations to the attention of Member States through the appropriate organ. The extent to which any initiative is seen as credible is partially dependent on the quality of the idea itself, as well as the relationships between the Secretariat and Member States.

Financing the Secretariat

In general, the Secretariat – unlike many of the United Nations agencies, funds and programmes – does not raise its own funds. The Secretariat proposes a budget that is amended or approved by the GA and receives "assessed contributions" from Member States based on the approved budget. And while it is important to note that some departments/offices within the Secretariat receive extra-budgetary funding, access to assessed contributions is often used to highlight an essential difference between the Secretariat and the agencies, funds and programmes, which depend largely on voluntary contributions from donors.[8] Since the United Nations' Member States fund the Secretariat, the Secretariat is requested to consistently account for, and report on, the activities and spending of the Organization.

The financing of the Secretariat is covered in greater detail in Chapter 7: Budget and Finance.

Assessing the independence of the international civil servant

The concept of an independent civil service goes back to the League of Nations' vision of an international civil service "composed of men and women from different nations, nationalities, ideologies, and cultures but devoted to a common international cause."[9] Since the birth of the United Nations, the Organization has strived to consistently maintain that independence.

The Secretary-General, and thereby his management team and staff, carry out the decisions and policies adopted by the other principal organs. The Secretary-General undertakes this task on the basis of "his exclusively international responsibility and not in the interest of any particular state or groups of States." It is his duty to take a stand to uphold

the principles of the Charter to which all Member States – and United Nations staff – are beholden. The fifth United Nations Secretary-General, Javier Perez de Cuellar, summed up what it meant to join the Secretariat:

> *I put my nationality in the freezer. I felt that morally, ethically, I couldn't be an Under-Secretary-General of the United Nations and at the same time act as a Peruvian and try to be in touch with my ambassador… I changed nationality in a way. In a sense, I was no longer Peruvian. I was international.*[10]

See also "The Role of the International Civil Servant" in Chapter 1: The United Nations Charter and Its Principal Organs.

Geographical representation in the Secretariat

The international composition and international responsibilities of the Secretariat give it its unique character. To help maintain the international character, recruitment of professional staff to regular budget posts is made partly on the basis of geographical distribution. To achieve this goal, the GA has approved what is referred to as a desirable range for the geographical distribution of staff, which is gauged by membership, geography and level of financial contributions.[11]

Reforming the Secretariat

The Secretariat is under constant pressure to reform due to multiple factors, including but not limited to the perception that the Secretariat is not as efficient, flexible, modern and effective as it needs to be to meet the growing demands placed on it by complex global challenges; as well as the global economic downturn and the resulting pressure to reduce the United Nations budget while continuing to deliver on mandates.

One of the Secretariat's biggest challenges is juggling these competing, sometimes contradictory, demands. It must also rise to the challenge of reforming internally while continuing to meet the demands of populations in need around the world.

ROLE AND PURPOSE OF MANDATES

Mandates are at the heart of the work of the Organization and play an important role in the work of the Secretariat. Legislative mandates express the will of the Member States and are the means through which the membership grants authority and responsibility to the Secretary-General to implement its decisions. United Nations entities receive their authority to exist and develop programmes and activities from mandates. Mandates emanating from the principal organs range from conflict prevention, including the provision of good offices, to peacebuilding and development.

Understanding mandates

In the context of a review of mandates conducted by former Secretary-General Kofi Annan, mandates were defined as "a request or a direction for action by the UN Secretariat or other implementing entities that derives from a resolution of the GA or one of the other relevant organs."[12]

Resolutions often signify directives for action by employing words or phrases such as "decides," "requests," "calls upon," or "encourages," but an assessment to distinguish the level of legal obligation arising from the use of these different words has yielded no definitive answers. Such ambiguity in resolutions may be deliberate "to make it easier for Member States to reach decisions."[13] Mandates are generated by the GA, ECOSOC or the Security Council.

In many cases, such as in the establishment of a peacekeeping or special political mission, the Secretariat makes recommendations for elements of a mission's mandate through the issuance of a Secretary-General's report, often following a strategic assessment and/or technical assessment of the country/mission in question. Members of the Security Council deliberate, accept, amend or reject recommendations, often in consultations with the relevant department(s).

Purpose of mandates

Most of the work of the Secretariat is undertaken on the basis of mandates received from the GA, the Security Council, ECOSOC, or the Human Rights Council. However, certain activities, such as the Secretariat's involvement in international norm-setting or some of the good offices work of the Secretary-General, do not require a mandate from the other principal organs, but derive their legitimacy from the Secretariat's own status as a principal organ or the Secretary-General's personal role and how it has evolved over time.

Mandates serve various functions. They are both conceptual and specific: they can articulate newly developed international norms, provide strategic policy direction on substantive and administrative issues, or request specific conferences, activities, operations and reports.[14] The adoption of many layers of mandates over the decades of existence of the United Nations has resulted in the operational structure, programmes and field missions that we see today. Many of those structures have not changed, despite new priorities.

A mandate should give a direction or make a request, to be carried out by an implementing entity. A constitutive mandate establishes a new Secretariat or intergovernmental body, mechanism or process, or changes the terms of reference of an existing body, mechanism or process. A recurrent mandate is a mandate that calls for recurrent action

(e.g., reporting back to the GA annually, twice a year or every three months) or action on a continuous basis (e.g., tracking or supporting a peace process but with no end date stated). Recurring mandates may not appear again in future resolutions although they remain ongoing.

Most mandates denote an "issue area" and/or are linked to an agenda item; some mandates may also have a geographical focus. Issue areas – or "thematic clusters" as they are sometimes called – form the basis of the work of the Organization. There are currently nine main issue areas:[15]

- Maintenance of international peace and security
- Promotion of sustained economic growth and sustainable development
- Development of Africa
- Promotion of human rights
- Effective coordination of humanitarian assistance efforts
- Promotion of justice and international law
- Disarmament
- Drug control, crime prevention and combating international terrorism
- Organizational, administrative and other matters

Translating mandates into programme planning documents[16]

Once Member States have adopted a mandate, the Secretariat formulates planning documents to implement it:

- In the case of activities funded by the regular budget, mandates are translated into the Strategic Framework, which serves as the highest-level programme plan and is the starting point for the formulation of the regular budget.
- In the case of United Nations field missions, planning and budget documents for each mission are prepared on the basis of the GA or Security Council resolutions that detail its mandate.
- The Organization's work is planned, budgeted, monitored and evaluated against the objectives stated in these documents, and the Secretariat is accountable to the Member States for achieving the objectives contained in them.

Challenges of working with mandates in the United Nations system

Over the course of the United Nations' history, the principal organs have adopted numerous mandates, which the Organization has been responsible for implementing. This has led to a series of challenges:

- Hundreds of mandates are adopted every year, many of which must be implemented without additional resources. Member States confer additional responsibilities on top of current activities, but do not always provide corresponding funds or guidance as to how existing resources should be reallocated.
- The proliferation of resolutions adopted has resulted in multiple parts of the United Nations system being responsible for mandate implementation, which in some cases has resulted in overlapping or unclear roles and responsibilities among United Nations entities. This circumstance sometimes leads to inefficient use of resources.
- Each mandate comes with significant reporting requirements. Staff must spend large amounts of time and resources producing, translating and processing numerous reports to Member States. This is an important function of Secretariat staff, but often reduces the amount of time spent on implementing existing mandates.
- Once an intergovernmental organ has adopted a resolution, there is no subsequent process to analyse how best to implement it or the effectiveness of the mandate. It is relatively difficult to have a mandate terminated, especially if the original mandate does not specify an end date.

STRUCTURE AND PURPOSE OF THE UNITED NATIONS SECRETARIAT

Headquarters, Offices Away from Headquarters, and Regional Commissions[16]

In addition to its Headquarters in New York, the United Nations has a presence all over the world:

- Offices Away from Headquarters (OAH) in Geneva, Vienna and Nairobi.
- Regional commissions for Asia and the Pacific (ESCAP – Bangkok), Western Asia (ESCWA – Beirut), Africa (ECA – Addis Ababa), Europe (ECE – Geneva) and Latin America and the Caribbean (ECLAC – Santiago).
- United Nations field missions, including peacekeeping operations (PKOs) and special political missions (SPMs),[17] and field presences of OCHA and OHCHR.

Secretariat departments and offices provide direction, guidance and support to the intergovernmental bodies. Thematically, the work of the Secretariat can be arranged into five key areas: peace and security, development, human rights,

humanitarian affairs and international law. Despite these thematic divisions, the departments/offices work together to ensure the coordination, efficiency and effectiveness of the Organization as a whole.

Strategic direction, guidance and support to the Secretariat

The following departments/offices provide direction, guidance and support to the Organization as a whole, irrespective of the thematic or geographic focus of the issue in question, working closely with the principal organs and other parts of the Organization:

- Executive Office of the Secretary-General (EOSG): provides senior leadership to the Secretariat and wider United Nations.[18]
- Department of General Assembly and Conference Management (DGACM): provides the physical and deliberative framework for conferences and meetings of Member States through the provision of technical support and advice. Includes the Secretariats of the Disarmament and International Security Committee (First Committee) and Peacebuilding Commission, ECOSOC and the Economic and Financial Committee (Second Committee), the Social, Cultural and Humanitarian Committee (Third Committee), and the Special Political and Decolonization Committee (Fourth Committee).
- Department of Management (DM): provides services to backstop the day-to-day operations of the global United Nations Secretariat. Formulates policies and procedures for implementation by individual departments' executive offices and provides strategic guidance, direction and support in three broad management areas: human resources, finance and budget, and central support services.[19] Includes the Office of Information and Communications Technology, and the Secretariat of the Fifth Committee and the Committee on Programme Coordination.
- Department of Public Information (DPI): ensures strategic communication internally and externally to a worldwide audience, conveying the work of the Organization through the United Nations website, campaigns, publications, press releases, radio and television programmes, special events, etc.[20]
- Department of Safety and Security (DSS): provides leadership, operational support and oversight of the United Nations security management system, ensuring maximum security for United Nations personnel and eligible family members to enable the safest and most efficient conduct of United Nations programmes.[21]
- Ethics Office: assists the Secretary-General in ensuring that all staff members perform their functions consistent with the highest standards of integrity as required by the Charter of the United Nations. Services include confidential ethics advice; ethics

awareness and education; protection against retaliation for reporting misconduct; financial disclosure programme; and promotion of coherence and common ethics standards across the United Nations family.[22]

- Office of Internal Oversight Services (OIOS): assists the Secretary-General in fulfilling his oversight responsibilities in respect to the resources and staff of the Organization through the provision of audit, investigation, inspection and evaluation services.[23]
- The internal justice system, which includes the Office of the Ombudsman and Mediation Service, the Office of Staff Legal Assistance, the Management Evaluation Unit, the United Nations Dispute Tribunal, and the United Nations Appeals Tribunal: responsible for dealing with employment-related issues of all United Nations staff (e.g., disputes and decisions alleged to be in non-compliance with their terms of appointment or conditions of service).[24]

Role of Offices Away from Headquarters

Offices Away from Headquarters (OAHs) have been established in Geneva, Vienna and Nairobi. They have been granted considerable delegation of authority – along with responsibility and accountability – to serve as the representative offices of the Secretary-General. The Offices serve as strategic entry points for representation and liaison functions with permanent missions and regional organizations, the host-country authorities and other governments, as well as intergovernmental and non-governmental organizations. These Offices facilitate and maintain cooperation between the United Nations and specialized agencies and programmes based in Switzerland, Kenya, Austria and elsewhere, and with other intergovernmental and non-governmental organizations and established institutions. The OAHs are headed by a Director General at the level of Under-Secretary-General, who is directly accountable to the Secretary-General.

The OAHs were also created to lessen the administrative burden on New York HQ, and to provide local and cost-efficient administrative and conference management support to the United Nations entities present in Geneva, Vienna and Nairobi. In their administrative and support role, the OAHs operate under different degrees of delegation of authority. The responsibilities of the Directors of Administration include, but are not limited to:

- Providing direction in human and financial resources management, information and communications technology, and central support services.
- Overseeing and coordinating the provision of administrative and other support services to Secretariat departments and offices and

to United Nations funds and programmes, specialized agencies and other organizations of the United Nations common system in the duty station.[25]

- Liaising with the specialized agencies in the duty station on administrative matters of common concern.
- Assisting the Director General in negotiations with host-country governmental authorities on administrative, financial and other issues relating to the implementation of the headquarters agreement.
- Supervising the day-to-day operation of the Security and Safety Section of the duty station.[26]
- Ensuring the business continuity of administrative support at the duty station in case of emergency.

The United Nations Office at Geneva (UNOG), with some 1,600 personnel, is the largest United Nations duty station outside of New York and illustrates the various functions of an OAH. UNOG is a centre for multilateral diplomacy, servicing more than 8,000 meetings every year. It is also a centre for ongoing cultural exchange, organizing over 100 events yearly in partnership with Member States and international organizations. UNOG ensures the delivery of integrated administrative, support and library services to more than 30 United Nations entities in Geneva, Bonn and Turin, as well as more than 125 field offices in over 80 countries.

Role of regional commissions

The regional commissions were founded with the purpose of contributing to the economic and social development of Asia and the Pacific, Western Asia, Africa, Europe, and Latin America and the Caribbean. They coordinate governmental and non-governmental actions directed towards this end, and seek to reinforce economic ties among countries within their respective regions, and with other nations of the world.

To achieve their objectives, the regional commissions promote multilateral dialogue, knowledge sharing and networking at the regional level, and work together to promote intra-regional and inter-regional cooperation, both among themselves and through collaboration with other regional organizations.

The Economic Commission for Europe, for example, works closely with specialized agencies such as the International Labour Organization (ILO) and the Food and Agriculture Organization of the United Nations (FAO), with other intergovernmental organizations, and with non-governmental organizations. The Economic Commission for the Caribbean and Latin

America carries out its work in close cooperation with the United Nations Development Programme (UNDP); United Nations Conference on Trade and Development (UNCTAD); the United Nations Educational, Scientific and Cultural Organization (UNESCO); the International Maritime Organization (IMO); the United Nations Children's Fund (UNICEF) and the International Telecommunication Union (ITU).

The regional commissions are headed by Executive Secretaries at the level of Under-Secretary-General and are accountable to the Secretary-General. The commissions are supported by executive officers, who are accountable to both the Executive Secretary and the USG for Management for ensuring compliance with regulations, rules, policies and procedures pertaining to administration and management matters.

PEACE AND SECURITY

The Organization covers a wide range of issues in the domain of peace and security, including peacemaking and preventive action; peacekeeping; peacebuilding; disarmament; counter-terrorism; electoral assistance; decolonization; children and armed conflict; women, peace and security; mine action; protection from sexual exploitation and abuse; and organized crime.

The United Nations bodies that provide authority, oversight and guidance for the work of the Organization in this field include the Security Council; the GA First Committee on Disarmament and International Security; the GA Fourth Committee on Special Political and Decolonization (including the Special Committee on Peacekeeping Operations, otherwise known as the C-34); the Peacebuilding Commission; the Disarmament Commission; and the Conference on Disarmament.

Roles and responsibilities of Secretariat departments and offices in the area of peace and security

- The Department of Political Affairs (DPA): provides advice and support to the Secretary-General and the United Nations system with regard to the prevention, control and resolution of conflicts. DPA is the United Nations' lead for political analysis, mediation and political guidance as related to the Organization's efforts towards preventive diplomacy, peacemaking and post-conflict peacebuilding. The Department provides support and guidance to United Nations peace envoys and planning; manages political missions and peacebuilding offices in the field; and also contributes to peacekeeping operations through

electoral support, mediation support and regional and other longer-term perspectives. DPA serves Member States directly through electoral assistance and support to the Security Council and other United Nations bodies, and by using the Secretary-General's "good offices" to prevent, limit or resolve armed conflict. The Counter-Terrorism Implementation Task Force (CTITF) Office is also located in this department. The Security Council Affairs Division (SCAD) provides support to the Security Council and its subsidiary bodies, including preparation of meetings and documents, and the identification of suitable candidates to serve on groups of experts, sanctions committees and monitoring groups, and non-sanctions committees.[27]

- The Department of Peacekeeping Operations (DPKO): directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of peacemaking and peacebuilding, as well as certain special political missions as determined by the Secretary-General. DPKO maintains contact with the Security Council, troop and financial contributors, and parties to the conflict in the implementation of Security Council mandates. The department works to integrate the efforts of United Nations, governmental and non-governmental entities in the context of peacekeeping operations. DPKO also provides guidance and support on military, police, mine action and other relevant issues to United Nations special political missions.[28]
- The Department of Field Support (DFS): provides dedicated support to United Nations peacekeeping operations, field-based special political and missions and peacebuilding offices, including in the areas of personnel, finance, budget, logistics, procurement, communications, information technology and administration.[29]
- The Office for Disarmament Affairs (UNODA) promotes the goals of nuclear disarmament and non-proliferation, and the strengthening of the disarmament and non-proliferation regimes for other weapons of mass destruction as well as chemical and biological weapons. It also promotes disarmament efforts in the area of conventional weapons, especially small arms and light weapons, land mines, cluster munitions and other types of weapons that are regarded as causing unnecessary or unjustifiable suffering to combatants or as affecting civilians indiscriminately. UNODA supports preventive disarmament measures, such as dialogue, transparency and confidence building on military matters, while encouraging regional disarmament efforts through UNODA regional centres as well as other regional forums.[30]
- The Peacebuilding Support Office (PBSO): assists and supports the Peacebuilding Commission (PBC) with strategic advice and policy guidance, administers the Peacebuilding Fund (PBF) and serves

the Secretary-General in bringing together United Nations entities on peacebuilding efforts.

The area of peace and security also includes, among others, the Special Representatives, Personal Representatives, and Envoys of the Secretary-General[31], and the Office on Drugs and Crime (UNODC).

Coordination among these and other United Nations actors in this field is provided by country-specific integrated task forces (ITFs) chaired by DPA and DPKO, as well as the Executive Committee on Peace and Security.[32] Coherence and direction are also provided by the Policy Committee of the Secretary-General, which is also a decision-making body on key strategic issues.[33]

DEVELOPMENT

The Organization covers a wide range of issues in the domain of development, including the advancement of women; countries in special situations; governance and institution-building; international trade; macroeconomics and finance; population; sciences, technology and productive sectors; social development, statistics, and sustainable development; human settlements and energy. The Organization also promotes the implementation of internationally agreed upon development goals, including the Millennium Development Goals.

The United Nations organs that provide authority, oversight and guidance for the work of the Organization in this field include the GA and ECOSOC.

Roles and responsibilities of Secretariat departments and offices in the area of development

- The Department of Economic and Social Affairs (DESA): promotes and supports international cooperation to achieve development for all, and assists governments in agenda-setting and decision-making on development issues at the global level, as well as in capacity-building. DESA provides a broad range of analytical products and policy advice that serve as valuable reference and decision-making tools for developed and developing countries. DESA's Office of ECOSOC Support and Coordination provides substantive support to ECOSOC.
- The Office of the Special Advisor on Africa (OSAA): enhances international support for Africa's development and security through its advocacy and analytical work; assists the Secretary-General in improving coherence and coordination of the United Nations system support to Africa; and facilitates intergovernmental deliberations on Africa at the global level, in particular relating to the New Partnership for Africa's Development (NEPAD).

- The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS): facilitates, conducts, advocates and coordinates programmes to meet the special needs and problems of least developed countries, landlocked developing countries, and small island developing states.
- The Economic Commission for Africa (ECA), Economic and Social Commission for Asia and the Pacific (ESCAP), Economic Commission for Latin America and the Caribbean (ECLAC), and Economic and Social Commission for Western Asia (ESCWA) promote the economic and social development of the Member States of the region in question and foster intra-regional integration. The ECA also promotes international cooperation for Africa's development.

Other United Nations entities working in the area of development include, for example, the United Nations Conference on Trade and Development (UNCTAD); the United Nations Environment Programme (UNEP); the United Nations Human Settlements Programme (UN-HABITAT); the United Nations Development Programme (UNDP); and the Office of the United Nations High Commissioner for Human Rights (OHCHR).

Coordination among development entities and United Nations agencies, funds and programmes is provided by the United Nations Development Group (UNDG)[34] and by the Executive Committee on Economic and Social Affairs.

HUMAN RIGHTS

The Organization covers a wide range of human rights issues. The High Commissioner for Human Rights is the United Nations official with the principal responsibility for human rights activities, but a number of other offices and mechanisms also cover human rights issues.

The United Nations bodies that provide authority and guidance for the human rights work of the Organization include the General Assembly (including its Social, Humanitarian and Cultural Committee/ Third Committee), the Human Rights Council and its related mechanisms, and human rights treaty bodies.

Roles and responsibilities of the Office of the High Commissioner for Human Rights

The Office of the High Commissioner for Human Rights (OHCHR) leads global human rights efforts and speaks out objectively in the face of human rights violations worldwide. OHCHR provides a forum for identifying, highlighting

and developing responses to today's human rights challenges, and acts as the principal focal point of human rights research, education, public information and advocacy activities in the United Nations system.

OHCHR's work is focused on human rights standard setting, human rights monitoring and supporting human rights implementation at the country level. The Office provides support to human rights treaty bodies and mechanisms, has field offices in various countries, and promotes global and national level advocacy for adherence to human rights norms and standards.

OHCHR works closely with other parts of the Secretariat, such as the Office of the Special Adviser on the Prevention of Genocide, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative on Sexual Violence, OCHA, DPKO and DPA, as well as with the wider United Nations system.

As part of its mandate, OHCHR works to mainstream human rights principles and standards in United Nations policies, guidelines and operational tools.[35]

Integrating human rights across programming

Human rights is a cross-cutting topic with implications for a wide range of issues at the forefront of the United Nations' agenda. As such, human rights – together with peace and security, and development – is a key pillar of United Nations action. Human rights work is critical to early warning and is often at the core of efforts to prevent or end armed conflict and deal with its consequences.

Most multidimensional peace operations today have a human rights component supported by OHCHR. The head of the human rights component, who is the representative of the High Commissioner for Human Rights, acts as the human rights adviser to the Head of Mission.[36]

The Human Rights Due Diligence Policy sets out principles and measures to mainstream human rights in support provided by United Nations entities to non–United Nations security forces globally.[37]

The integration of human rights in humanitarian action provides for a holistic, norm-based and effective humanitarian response, and works to empower the affected population as rights-holders and to strengthen the capacity of duty-bearers to meet their obligations. The Humanitarian Coordinator at country level has a specific obligation to promote the respect of international humanitarian and human rights law by all parties, including non-state actors. Support to mainstreaming of human rights in humanitarian preparedness and response is available through OHCHR.[38]

Other entities working on human rights include the United Nations High Commissioner for Refugees (UNHCR); the United Nations Children's Fund (UNICEF) the United Nations Office for Drugs and Crime (UNODC); and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

HUMANITARIAN AFFAIRS

The Organization covers a wide range of issues under the humanitarian affairs branch including climate change, early warning, global food security, humanitarian response coordination, human rights, human security, human settlements, impact of sanctions, internally displaced persons, and the protection of civilians in armed conflict, among other issues.

The intergovernmental bodies that provide authority, oversight and guidance for the work of the Organization in this field are the GA (Third Committee on Social, Humanitarian and Culture) and ECOSOC.

Roles and responsibilities of United Nations entities in the area of humanitarian affairs

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in the Secretariat coordinates, leads and advocates improved, principled humanitarian action. Its key task is to improve the speed and effectiveness of emergency response efforts. It provides a host of tools and services relating to coordination, policy, advocacy, information management and humanitarian financing. OCHA is led by the Under-Secretary-General for Humanitarian Affairs, who also serves as the Emergency Relief Coordinator, heading the Inter-Agency Standing Committee (IASC) and overseeing all emergencies requiring United Nations humanitarian assistance.

Other United Nations entities working in this domain include UNHCR; UNICEF; UNDP; the World Food Programme (WFP); the Food and Agriculture Organization (FAO); and OHCHR, among others. Coordination among these entities and others is provided by both the IASC, which also coordinates the work of non–United Nations humanitarian partners, and the Executive Committee on Humanitarian Affairs (ECHA).[39]

INTERNATIONAL LAW

The Organization covers a wide range of issues under international law, including the codification and progressive development of international law; oceans and law of the sea; treaties; the internal justice system at the United Nations; and other legal areas. The GA (Sixth Committee), provides authority, oversight and guidance for the legal work of the organization.

Roles and responsibilities of the Secretariat's Office of Legal Affairs

The United Nations Office for Legal Affairs (OLA) provides a unified, central legal service for the Secretariat and the organs of the United Nations. It provides Secretariat functions to all United Nations bodies at HQ and in the field, including United Nations field missions, as well as the various sanctions mechanisms. It also provides advice and support, as appropriate, to the International Court of Justice (ICJ) and the Secretary-General's Trust Fund to Assist States in the Settlement of Disputes through the ICJ.

Upon request, OLA also assists the International Criminal Tribunal for the Former Yugoslavia; the International Criminal Tribunal for Rwanda; the Special Court for Sierra Leone; the Extraordinary Chambers in the Courts of Cambodia; the Special Tribunal for Lebanon; and the International Criminal Court.

UNITED NATIONS FIELD MISSIONS

Recognizing the complex nature of conflicts and the concerted approach required for a braod range of conflict and post-conflict situations, the United Nations has developed multifaceted approaches to peacekeeping, peacemaking and peacebuilding. No one operation resembles another, reflecting the vital importance of tailoring the approach to the specific context at hand. While DPA and DPKO lead on these activities, the multidimensional approach required means that the United Nations system as a whole is involved in supporting these operations.

Political missions and peacebuilding offices

DPA is normally the lead agency for special political missions (SPMs), including peacebuilding offices. DPA supports the Secretary-General through the use of peacemaking, preventive diplomacy and peacebuilding measures to prevent and resolve deadly conflict around

the world, while simultaneously promoting lasting peace in societies emerging from war. Each DPA mission is different, and can involve, for example:

- Facilitation of political processes and dialogue, preventive diplomacy, and mediation
- National reconciliation and local conflict resolution
- Monitoring of political developments and implementation of peace agreements
- Electoral and constitutional support
- Promotion, protection and monitoring of human rights
- Support to rule of law; transitional justice; security-sector reform; and disarmament, demobilization and reintegration (DDR) of former combatants
- Support to institution building and civil society
- Establishment of territorial control, border monitoring and demarcation
- Support to regional organizations and other international actors

SPMs also implement a range of thematic mandates issued by the Security Council, such as those concerning women and peace and security, sexual violence and conflict, and children in armed conflict. Field-based SPMs including regionally and nationally based political offices, are among the tools that the United Nations can deploy to address threats to international peace and security. Other tools include preventive diplomacy and expert groups on sanctions.

Peacekeeping operations

United Nations peacekeeping is a unique global partnership. It brings together the GA, the Security Council, the Secretariat, troop and police contributors from around the globe, regional organizations and host governments in a combined effort to maintain international peace and security.

Over the years, the range of tasks assigned to United Nations peacekeeping operations has expanded significantly in response to shifting patterns of conflict and to best address threats to international peace and security. Each United Nations peacekeeping operation is different; depending on its mandate, a peacekeeping operation may be required to:

- Deploy to prevent the outbreak of conflict or the spill-over of conflict across borders.
- Stabilize conflict situations after a ceasefire, to create an environment for the parties to reach a lasting peace agreement.
- Assist in implementing comprehensive peace agreements.
- Lead states or territories through a transition to stable government, based on democratic principles, good governance and economic development.

Peacekeeping missions also implement a range of thematic mandates issued by the Security Council, such as those concerning women and peace and security, sexual violence and conflict, and children in armed conflict. DPKO is the lead entity for United Nations peacekeeping operations and for the United Nations system in a number of thematic areas, such as military expertise and policing, and can be a resource for others in the system.

Field mission support

DFS supports a wide area of DPKO-led peacekeeping missions and DPA-led special political missions in various states of operation or drawdown. It also provides support to non-field based political missions such as the Special Adviser to the Secretary-General on Cyprus, and direction to the Global Service Center in Brindisi and the Regional Service Center in Entebbe. DPKO, DPA and DFS need to work together closely to ensure coordination and continued support during a transition, as the lead responsibility for a country can shift from one department to another over the course of a conflict.

OHCHR provides guidance and support to human rights components in field missions.

"Integration" in the field[40]

An integrated United Nations presence is the configuration of the United Nations system in all conflict and post-conflict situations where the United Nations has a country team and a multidimensional peacekeeping operation or special political mission/office, regardless of whether this presence is structurally integrated.[41] The purpose of integration is to maximize the individual and collective impact of the United Nations' response, in particular with regard to activities required to consolidate peace. At minimum, this means:

- Joint conduct of Strategic Assessments
- Articulation of a common United Nations vision, priorities and respective responsibilities
- Establishment of integrated mechanisms for joint analysis, planning, coordination, monitoring and decision-making at both field and HQ levels
- Integrated monitoring and reporting on the implementation of Integrated Strategic Frameworks

The HQ-based, senior-level Integration Steering Group oversees the development and implementation of integration policies, guidelines, and tools.[42] There are integrated task forces (ITFs) for all countries with integrated presences.[43]

WHERE TO GO FOR MORE INFORMATION

Special Representatives, Personal Representatives and Envoys of the Secretary-General

- http://www.un.org/sg/srsg/africa.shtml

Field Missions and Offices

- Special Political Missions
  - DPA Intranet: http://dpaintranet.un.org/dpaintranet/pages/home.aspx
  - DPA Extranet: http://www.un.org/wcm/content/site/undpa/main/about/field_operations
- Peacekeeping Operations
  - DPKO Intranet: http://point.un.org/UNHQ/SitePages/POHome.aspx
  - DPKO Extranet: http://www.un.org/en/peacekeeping/about/dpko/
- OCHA (humanitarian coordination) regional and field offices:
  - OCHA Extranet: http://www.unocha.org/where-we-work/all-countries
- OHCHR (human rights) regional and field offices:
  - OHCHR Extranet: http://www.ohchr.org/EN/Countries/Pages/WorkInField.aspx
- UNODC (drugs and crime) offices:
  - UNODC Extranet: http://www.unodc.org/unodc/en/field-offices.html?ref=menutop

Contact Information

Information is updated regularly on the Secretariat's Intranet. Go to i-seek (http://iseek.un.org). Under "Find a Colleague", click "Advanced Search", followed by relevant link:

- UNHQ New York, including departmental sub-units and staff titles: http://iseek.un.org/LibraryDocuments/PhoneDirectory/ENGLISH/UNHQ%20Yellow%20Pages.pdf
- UN Office at Geneva , including departmental sub-units and staff titles: http://iseek.un.org/LibraryDocuments/UNOGYellowPages.pdf
- Specialized Agencies and Other International Organizations: http://iseek.un.org/LibraryDocuments/PhoneDirectory/ENGLISH/Specialized%20Agencies%20and%20Other%20International%20Organizations.pdf
- Permanent Missions to the United Nations: http://iseek.un.org/LibraryDocuments/PhoneDirectory/ENGLISH/Permanent%20Missions%20to%20the%20United%20Nations.pdf
- Councils, Commissions and Other Organs: http://iseek.un.org/LibraryDocuments/PhoneDirectory/ENGLISH/Councils,%20Commissions,%20Committees%20and%20Other%20Organs.pdf

- UNHQ Services, Information and Clubs: http://iseek.un.org/LibraryDocuments/PhoneDirectory/ENGLISH/UNHQ%20Services,%20Information%20Media%20&%20Clubs.pdf

ANNEX ONE: SECRETARIAT STRUCTURE[44]

Departments at United Nations Headquarters in New York

- Executive Office of the Secretary-General (EOSG)
- 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 Peacekeeping Operations (DPKO)
- Department of Political Affairs (DPA)
- Department of Public Information (DPI)
- Department of Safety and Security (DSS)
- Office for the Coordination of Humanitarian Affairs (OCHA)
- Office for Disarmament Affairs (UNODA)
- Office of Internal Oversight Services (OIOS)
- Office of Legal Affairs (OLA)
- Peacebuilding Support Office (PBSO)

Internal Justice Bodies

- Office of the United Nations Ombudsman (OUNO)
- Office of Administration of Justice (OAJ)
- United Nations Dispute Tribunal (UNDT)
- United Nations Appeals Tribunal (UNAT)

International Criminal Tribunals

- International Tribunal for Rwanda (ICTR)
- International Tribunal for the Former Yugoslavia (ICTY)

Special Advisers, Representatives and Envoys

- Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS)
- Office of the Special Adviser on Africa (OSAA)
- Office of the Special Adviser to the Secretary-General on the Prevention of Genocide

- Office of the Special Representative of the Secretary-General for Children and Armed Conflict (OSRSG-CAC)
- Office on Sport for Development and Peace
- Special and Personal Representatives and Envoys of the Secretary-General

Offices Away From Headquarters

- United Nations Office at Geneva (UNOG)
- United Nations Office at Nairobi (UNON)
- United Nations Office at Vienna (UNOV)

Regional Commissions

- Economic and Social Commission for Asia and the Pacific (ESCAP)
- Economic and Social Commission for Western Asia (ESCWA)
- Economic Commission for Africa (ECA)
- Economic Commission for Europe (ECE)
- Economic Commission for Latin America and the Caribbean (ECLAC)

Other Offices

- Office of the United Nations High Commissioner for Human Rights (OHCHR)
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- United Nations Conference on Trade and Development (UNCTAD)
- United Nations Environment Programme (UNEP)
- United Nations Human Settlements Programme (UN-Habitat)
- United Nations Office on Drugs and Crime (UNODC)
- United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

ANNEX TWO: UNITED NATIONS FIELD MISSIONS
(as of December 2013)

United Nations Peacekeeping Operations[45]

- African Union-UN Hybrid Operation in Darfur (UNAMID)
- United Nations Disengagement Observer Force (UNDOF)
- United Nations Interim Force in Lebanon (UNIFIL)
- United Nations Interim Security Force for Abyei (UNISFA)
- United Nations Mission in Liberia (UNMIL)
- United Nations Military Observer Group in India and Pakistan (UNMOGIP)
- United Nations Mission for the Referendum in Western Sahara (MINURSO)
- United Nations Mission in the Republic of South Sudan (UNMISS)
- United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)

- United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)
- United Nations Operation in Côte d'Ivoire (UNOCI)
- United Nations Peacekeeping Force in Cyprus (UNFICYP)
- United Nations Stabilization Mission in Haiti (MINUSTAH)
- United Nations Truce Supervision Organization (UNTSO)
- United Nations Interim Administration Mission in Kosovo (UNMIK)

United Nations Field-Based Special Political Missions[46]

- Office of the Special Representative of the Secretary-General for West Africa (UNOWA)
- Office of the United Nations Special Coordinator for Lebanon (UNSCOL)
- Office of the United Nations Special Coordinator for the Middle East (UNSCO)
- United Nations Assistance Mission in Afghanistan (UNAMA)
- United Nations Assistance Mission in Iraq (UNAMI)
- United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA)
- United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS)
- United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL)
- United Nations Office in Burundi (BNUB)
- United Nations Assistance Mission in Somalia (UNSOM)
- United Nations Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA)
- United Nations Regional Office for Central Africa (UNOCA)
- United Nations Support Mission in Libya (UNSMIL)

ENDNOTES

1 The principal organs include the Security Council, the General Assembly, the Economic and Social Council (ECOSOC), the International Court of Justice (ICJ), as well as the Secretariat.

2 More information on the Secretary-General is provided in Chapter 2: The Secretary-General and His Executive Office.

3 http://www.un.org/en/mainbodies/secretariat/.

4 Myint-U, Thant and Scott, Amy, *The UN Secretariat: A Brief History (1945–2006)*, International Peace Academy, 2007, page X.

5 Ibid.

6 Ibid.

7 For example, threats to peace and security and gross violations of human rights.

8 The agencies, funds and programmes are covered in greater detail in Chapter 4: Agencies, Funds, Programmes, Related Organizations and Coordination Mechanisms.

9 Weiss, Thomas and Daws, Sam (eds.), The Oxford Handbook on the United Nations, Oxford University Press, Oxford, 2007, p. 161.

10 Weiss, Thomas George, et al., *UN Voices: The Struggle for Development and Social Justice*, United Nations Intellectual History Project, Indiana University Press, 2005, Chapter 9.

11 Refer to Chapter 6: Human Resources for additional information.

12 See A/60/733.

13 Ibid.

14 Ibid.

15 As identified in the GA annotated agenda A/59/251 or the *Biennial Programme Plan and Priorities for the Period 2006–2007* (A/59/6 Rev.1).

16 Field missions are covered later in this chapter.

17 See section "UN Field Missions" in this chapter for further information as well as the annexes to this chapter for a full list.

18 See Chapter 2: The Secretary-General and His Executive Office for more information.

19 See Chapter 6: Human Resources for more information.

20 See Chapter 9: Internal and External Communications for more information.

21 See Chapter 8: Security for more information.

22 See Chapter 5: Ethics, Accountability and Oversight for more information.

23 See Chapter 5: Ethics, Accountability and Oversight for more information.

24 See Chapter 6: Human Resources and Chapter 5: Ethics, Accountability and Oversight for more information.

25 Services are provided to non-Secretariat entities on a reimbursable basis.

26 Under the delegated authority of the Director General, in his/her capacity as Designated Official.

27 Refer to ST/SGB/2009/13 and ST/SGB/2009/13/Corr.1 for more detail.

28 Refer to ST/SGB/2010/1 for more detail.

29 Refer to ST/SGB/2010/2 for more detail.

30 Refer to St/SGB/2008/8 for more detail.

31 For a full list of the Special and Personal Representatives, and Envoys of the Secretary-General, please see http://www.un.org/sg/srsg/africa.shtml.

32 Information on the work of the Executive Committee on Peace and Security as well as information on other system-wide coordination bodies is provided in Chapter 4.

33 Please refer to this chapter's section on field missions as well as Chapter 4 for more information on integration and coordination between Secretariat peace and security actors and the agencies, funds and programmes. Refer to Chapter 2 on the Secretary-General and his Executive Office for information on the Policy Committee.

34 The UNDG is covered in greater detail in Chapter 4: Agencies, Funds, Programmes, Related Organizations and Coordination Mechanisms.

35 Including system-wide efforts to meet the Millennium Development Goals, internationally agreed upon development goals, as well as in the processes to define the post-2015 development agenda.

36 Refer to joint OHCHR/DPKO/DPA/DFS Policy on Human Rights in UN Peace Operations and Political Missions, issued August 2011.

37 Adopted July 2011.

38 OHCHR provides human rights expert support to Resident Coordinators, Humanitarian Coordinators, and United Nations Country Teams, and works with the Inter-Agency Standing Committee and cluster system in this regard.

39 The work of the IASC and ECHA will be covered in Chapter 4.

40 See Secretary-General's Decision of 2012/1 on Special Circumstances and Decisions no. 2011/10 and no. 2008/24 on Integration. See also the 2013 UN Policy on Integrated Assessment and Planning, the 2010 UN Guidelines on Strategic Assessments, and the 2006 SG Note of Guidance on Integrated Missions.

41 Structural integration is generally when the Deputy Special Representative of the Secretary-General (DSRSG), Resident Coordinator (RC) and Humanitarian Coordinator (HC) are combined under a single person referred to as a "triple-hatted DSRSG/RC/HC."

42 See Secretary-General's Decision of 2012/1 on Special Circumstances and Decisions no. 2011/10 and no. 2008/24 on Integration. See also the 2013 UN Policy on Integrated Assessment and Planning, the 2010 UN Guidelines on Strategic Assessments, and the 2006 SG Note of Guidance on Integrated Missions.

43 The concept of integration is also covered in Chapter 4.

44 Not all sub-offices are listed. For example, front offices of the Under-Secretaries-General and executive offices are omitted.

45 See the latest fact sheet for peacekeeping statistics: http://www.un.org/en/peacekeeping/resources/statistics/factsheet.shtml.

46 See the latest fact sheet for SPM statistics: http://www.un.org/wcm/webdav/site/undpa/shared/undpa/pdf/July%20fact%20sheet.pdf.

4 AGENCIES, FUNDS, PROGRAMMES, RELATED ORGANIZATIONS AND COORDINATION MECHANISMS

"The true measure of the success for the United Nations is not how much we promise, but how much we deliver for those who need us most."

Secretary-General Ban Ki-moon
Acceptance Speech to the General Assembly upon Election

COMPONENTS OF THE UNITED NATIONS SYSTEM: AGENCIES, FUNDS, PROGRAMMES, AND RELATED ORGANIZATIONS IN FOCUS

Collaboration across the United Nations system is essential, given the increasingly interdependant nature of the challenges facing the world. The United Nations system consists of the Secretariat, the funds, programmes, specialized agencies, and related organizations, each with different mandates, diverse legislative and governing bodies, and historical roots.

The General Assembly (GA) and the Economic and Social Council (ECOSOC) are responsible for governing the work of funds, programmes, research and training institutes, and related organizations. The specialized agencies and related organizations, however, are governed by separate legislative bodies that provide the directives for their mandates. These organizations coordinate with the broader work of the United Nations through Inter-Organizational Agreements with ECOSOC and the GA and through the United Nations System Chief Executives Board for Coordination (CEB).

The "United Nations system" should not be confused with the "UN common system," which is shorthand for the United Nations common system of salaries, allowances and other conditions of service, and is covered in Chapter 5 on Human Resources.

Funds and programmes

Funds and programmes are established by resolutions and are subsidiary organs of the GA.[1] They are the:

- United Nations Development Programme (UNDP)
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- United Nations Children's Fund (UNICEF)
- United Nations Environment Programme (UNEP)*
- United Nations Population Fund (UNFPA)
- United Nations Human Settlements Programme (UN-HABITAT)*
- Office of the United Nations High Commissioner for Human Rights (OHCHR)
- United Nations Office on Drugs and Crime (UNODC)*
- United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
- United Nations World Food Programme (WFP)
- United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

(*These organizations are also part of the UN Secretariat)

Funds and programmes receive funding through the United Nations regular budget (e.g., for staff posts) as well as voluntary contributions. Designated trust funds are also set up for the purposes of fulfilling the work of the programmes, or earmarked funds for specific projects undertaken by the programmes.

Specialized agencies and related organizations

Specialized agencies are linked to the United Nations through sections of Articles 55–65 of the Charter. Established by an intergovernmental agreement, they are subject to the approval of the GA.[2] Their degree of autonomy is very much dependent on how they were established.[3] However, despite being autonomous, specialized agencies are required to coordinate their activities through the GA, which can make recommendations that pertain to their activities.[4] ECOSOC may request specialized agencies to report on steps taken to give effect to its recommendations, where the issue falls under its purview.

Specialized agencies are established to help achieve higher standards of living, full employment, and conditions of economic and social progress and development; solutions to international economic, social, health and related problems; international cultural and educational

cooperation; and universal respect for, and observance of, human rights and fundamental freedoms for all without distinction as to race, sex, language or religion.[5]

There are currently 15 agencies (listed in order of date of agreement with the United Nations):

- International Labour Organization (ILO)
- Food and Agriculture Organization of the United Nations (FAO)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- International Civil Aviation Organization (ICAO)
- World Health Organization (WHO)
- World Bank Group (WB)
    - International Bank for Reconstruction and Development (IBRD)
    - International Centre for Settlement of Investment Disputes (ICSID)
    - International Development Association (IDA)
    - International Finance Corporation (IFC)
    - Multilateral Investment Guarantee Agency (MIGA)
- International Monetary Fund (IMF)
- Universal Postal Union (UPU)
- International Telecommunication Union (ITU)
- World Meteorological Organization (WMO)
- International Maritime Organization (IMO)
- World Intellectual Property Organization (WIPO)
- International Fund for Agricultural Development (IFAD)
- United Nations Industrial Development Organization (UNIDO)
- United Nations World Tourism Organization (UNWTO)

The Bretton Woods Institutions – the World Bank (WB)[6] and the International Monetary Fund (IMF) – are considered part of the United Nations system as related organizations. Technically, the Bretton Woods Institutions coordinate their activities through ECOSOC and are part of the Organization; however, the relationship between the Bretton Woods entities and the United Nations is comparatively weaker than with specialized agencies.

The following institutions are treaty bodies:

- International Atomic Energy Agency (IAEA)
- World Trade Organization (WTO)

- Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO)
- Organisation for the Prohibition of Chemical Weapons (OPCW)

As with funds and programmes, specialized agencies have diverse governance structures. For example, WHO is governed by the World Health Assembly, which is the supreme decision-making body and composed of the whole membership of the United Nations. It also has an Executive Board of 34 members elected by the World Health Assembly. Within the WHO system, there are also six regional committees that have some autonomy for setting regional policy and priorities.

Core funding of specialized agencies is through assessed contributions. Specialized agencies do not receive any funds from the United Nations regular budget, but trust funds and voluntary funding are commonly used to supplement core funding. Bretton Woods Institutions, however, have their own financial contribution system, based on voting rights.

UNITED NATIONS SYSTEM CHIEF EXECUTIVES BOARD FOR COORDINATION[7]

The United Nations System Chief Executives Board for Coordination (CEB) is the longest-standing and highest-level coordination forum of the United Nations.[8] It was established as a standing committee of ECOSOC that is chaired by the Secretary-General and comprises 29 executive heads of the specialized agencies, including the Bretton Woods Institutions, United Nations funds and programmes, the IAEA and the WTO. While not a policy-making or operational coordination body, the CEB supports and reinforces the coordinating role of United Nations intergovernmental bodies on social, economic and related matters. Most important, the CEB allows for a collective response to global problems, such as climate change and the global financial crisis.

The CEB meets twice a year under the chairmanship of the Secretary-General and is supported by three committees:

- The High-Level Committee on Programmes (HLCP)
- The High-Level Committee on Management (HLCM)
- The United Nations Development Group (UNDG)

The CEB deals with a very wide set of issues. Examples include:

- Strengthening support for sustainable development (United Nations Conference on Sustainable Development, climate change, UN-Oceans, UN-Water, and UN-Energy).

- Accelerating the mainstreaming of gender equality and the empowerment of women; human rights and disaster risk reduction.
- Strengthening coordination for challenges related to population issues, international migration and development.
- Supporting preparations for the Post-2015 United Nations Development Framework, UN Development Assistance Frameworks (UNDAFs), and the UNDG management and accountability system.
- Harmonization and simplification of business practices at the country and global levels.
- Improving international public-sector accounting standards and staff safety and security.

High-Level Committee on Programmes

The High-Level Committee on Programmes (HLCP) is the principal mechanism of the CEB for fostering coherence, cooperation and coordination on the programme dimensions of strategic issues for the United Nations system. It is chaired on a rotational basis by the executive heads represented in the CEB. The HLCP's main functions include:

- System-wide follow-up of intergovernmental decisions and major
- United Nations conferences.
- Identification of emerging programme issues requiring a system-wide response and common strategies, policies and tools.
- Serving as a forum for inter-agency dialogue and preparing for CEB sessions on issues of global significance.

System-wide global issues recently addressed by the HLCP have included:

- Rio+20 and beyond and the Secretary-General's High-Level Panel on Global Sustainability
- CEB's Climate Change Initiative; responses to the financial and economic crisis (CEB's Joint Crisis Initiatives) and "moving towards a fairer, greener, sustainable globalization"
- The Millennium Development Goals (MDGs)
- Disaster risk reduction
- The Fourth United Nations Conference on the Least Developed Countries
- Universal access to energy
- Biodiversity
- Gender mainstreaming and gender equality

High-Level Committee on Management

The High-level Committee on Management (HLCM) is responsible for ensuring coordination on administrative and management issues that require a system-wide response. Chaired on a rotational basis by one of the executive heads of the CEB, it is authorized to take decisions on behalf of the Executive Heads and to identify, promote and coordinate management reforms. In its work, The HLCM is supported by five technical networks in the areas of:

- Finance and budget
- Human resources
- Information and communication technology
- Procurement
- Legal matters

The networks bring together the most senior staff in the respective functional areas to inform and guide the HLCM decision-making processes. HLCM is also responsible for maintaining a dialogue with the Federations of Staff Associations on concerns of a system-wide nature.

Example areas of activity include:

- Staff safety and security
- Harmonization of business practices
- Human resources initiatives
- Financial management initiatives
- Feasibility study for putting in place common treasury services
- United Nations system-wide financial statistics database and reporting system
- ICT and knowledge-sharing initiatives
- Procurement and supply-chain initiatives
- Procurement process and practice harmonization in support of field operations

CEB Secretariat

The CEB Secretariat is a jointly financed office that supports the work of the CEB, HLCP and HLCM by:

- Supporting the development of structure, content, organization and follow-up of the CEB, HLCP and HLCM sessions, including support to the work of the chairs, working groups and networks of the HLCP and HLCM.

- Assisting the CEB and its Committees in the development of analyses and system-wide strategies and methodologies in specific thematic areas.
- Coordinating and facilitating knowledge-sharing among the organizations on major trends and developments of system-wide concern.
- Strengthening engagement with intergovernmental bodies and providing Member States and the broader public with access to United Nations system information.

UNITED NATIONS DEVELOPMENT GROUP

The United Nations Development Group (UNDG) brings together 32 agencies, funds, programmes, departments, and offices that play a role in development. Within the CEB structure, the UNDG deals with operational activities for development, with a focus on country-level work. The UNDG's common objective is to deliver more coherent, effective and efficient support to countries seeking to attain internationally agreed upon development goals, including the MDGs.

Established by the Secretary-General in 1997, the UNDG designs system-wide guidance to coordinate, harmonize and align United Nations development activities. The group strengthens the United Nations development system at the country level, prepares it to meet future challenges and ensures that operations are conducted in accordance with mandates from United Nations governing bodies and the GA.

The Administrator of the UNDP chairs the UNDG. The UNDG Chair reports to the Secretary-General and the CEB on progress in implementing the UNDG strategic priorities and work plan, and on the management of the Resident Coordinator system. The Executive Director of one of the specialized agencies functions as Vice-Chair on a rotational basis.[9]

United Nations Development Operations Coordination Office

The United Nations Development Operations Coordination Office (DOCO) is the secretariat of the UNDG. DOCO helps United Nations organizations design better ways to deliver coherent, effective and efficient support to countries. DOCO supports the UNDG at all levels in assisting national partners to achieve internationally agreed upon development goals, including the MDGs and other critical national development priorities. Its main functions are to:

- Support the setting of the UNDG strategic priorities and global UNDG coordination.
- Support implementation of the UNDG strategic priorities at global, regional and country levels.
- Gather evidence and lessons learned from implementation to feed into UNDG decision-making and dissemination back to countries.

WORKING ACROSS THE SYSTEM: CROSS-CUTTING POLICY STREAMS OF WORK

A number of thematic and cross-cutting coordination mechanisms exist at the senior, director and working levels. These coordination mechanisms address issues such as food security; HIV/AIDS; children and youth; sustainable development, environment and climate change; economic and social affairs; peace and security; peacebuilding, information and communication technology; humanitarian affairs and disaster risk reduction; evaluation and monitoring; and civil society and the private sector. Examples of coordination mechanisms working across the United Nations system are provided in Annex Two. These include United Nations senior-level mechanisms such as the Executive Committees on Economic and Social Affairs; Humanitarian Affairs; and Peace and Security.

United Nations "integration"

An *integrated UN presence* is the configuration of the United Nations system in all conflict and post-conflict situations where the United Nations has a country team and a multidimensional peacekeeping operation or special political mission/office, regardless of whether this presence is structurally integrated.[10] The purpose of integration is to maximize the individual and collective impact of the United Nations' response, in particular with regard to activities required to consolidate peace. At a minimum, this means:

- Joint conduct of Strategic Assessments.
- Articulation of a common United Nations vision, priorities and respective responsibilities.
- Establishment of integrated mechanisms for joint analysis, planning, coordination, monitoring and decision-making at both field and HQ levels.
- Conduct of integrated monitoring and reporting on the implementation of Integrated Strategic Frameworks.

The HQ-based, senior-level Integration Steering Group oversees the development and implementation of integration policies, guidelines, and tools.[11]

"Delivering as One"

In 2005, Member States adopted the Outcome Document at the World Summit in New York, calling for greater coherence among United Nations agencies, funds and programmes. The resolution focused on ensuring the United Nations maximizes its contribution to achieving internationally agreed upon development goals, including the MDGs and proposals for "more tightly managed entities" in the field of the environment, humanitarian assistance and development.

Following the adoption of the Outcome Document, the Secretary-General commissioned a study to develop recommendations in this regard. The Report of the High-Level Panel on United Nations System-Wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment, entitled "Delivering as One," made a number of recommendations, many of which were applied in pilot countries.

Delivering as One pilots were launched in eight countries,[12] after which more than 20 additional countries voluntarily adopted the approach. United Nations entities in these countries have made or are making reforms based on six principles:

- One Leader: An empowered United Nations Resident Coordinator and United Nations country team with authority to strategically position and represent the whole United Nations development system in the country.
- One Programme: A coherent framework for joint analysis, planning, and implementation by bringing all members of the United Nations country team together under one nationally owned strategy that draws on the full range of United Nations expertise and ensures a fully integrated approach to delivering development results in a coherent manner.
- One Budgetary Framework and the One Fund: An integrated financial framework for all United Nations organizations. For the first time, these provide a transparent overview of the resources and funding gaps of the entire United Nations system in a country. This has facilitated joint resource mobilization by United Nations organizations, and reduced fragmentation and competition. Unearmarked pooled funding channelled through One United Nations funds has been critical in this regard.
- Operating as One (formerly "One Office"): Consolidated service provision and, where appropriate, common premises and a common security infrastructure.
- Communicating as One (formerly "One Voice"): Clear and consistent strategic positioning of the United Nations and its vision at the country level. Ensuring coherent messaging from the United Nations system and highlighting results achieved by the United Nations system at the country level.

Since the launch of Delivering as One, a number of lessons and best practices have emerged. In order to launch the next generation of Delivering as One called for by the Secretary-General and as requested in the Quadrennial Comprehensive Policy Review (see below), the UNDG endorsed Standard Operating Procedures and a Plan of Action for Headquarters.

Quadrennial Comprehensive Policy Review

The Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development of the United Nations system[13] is a GA resolution that frames and enables much of the United Nations' work in the area of development. Through the QCPR, the GA establishes key system-wide policy orientations for the development, cooperation and country-level modalities of the United Nations. QCPR resolutions are binding on United Nations entities that report to the GA.[14]

On 21 December 2012, the GA adopted by consensus a landmark resolution (67/226) on the QCPR of United Nations operational activities for development. The changes endorsed in the resolution signal the importance Member States attach to enhanced system-wide coherence as a strategy for improving the relevance and effectiveness of the United Nations development system. The resolution also recognizes the value of improving linkages between operational activities and norms and standards such as freedom, peace, security and human rights and the importance of mainstreaming sustainable development into the mandates, programmes, strategies and decision-making processes of United Nations entities. There is also, for the first time, intergovernmental recognition of the Delivering as One model, though it remains a voluntary option.

Peacebuilding architecture

The World Summit Outcome Document and subsequent resolutions established the Peacebuilding Commission (PBC), Peacebuilding Fund (PBF) and Peacebuilding Support Office (PBSO) in recognition of the cross-cutting nature of peacebuilding. The PBC is described in Chapter 1. The PBSO works with partners across the United Nations system to help develop strategies, processes and activities aimed at sustaining peace over the long term.

The PBF can, for example, enhance the effectiveness of the United Nations in transition settings. In countries with demonstrated national commitment to peacebuilding, the PBF works with United Nations leadership at the country level to identify activities – drawing on the full breadth of the United Nations system – to support capacity building of national actors for sustainable peace.[15]

COORDINATION AT COUNTRY AND REGIONAL LEVELS

Resident Coordinator system[16]

The Resident Coordinator (RC) system was established in 1977 to ensure proper coordination of operational activities of the United Nations system in a particular country. The RC system encompasses all the United Nations system entities that carry out operational activities for development in programme countries. It is the main mechanism for coordinating United Nations operations that support nationally owned and led development plans and programmes. The RC system also helps to coordinate emergency, recovery and transition activities in programme countries, together with humanitarian and peace and security actors.

The RC system is owned by the United Nations system as a whole, and its proper functioning is participatory, collegial, and based on consensus and mutual accountability. The Management and Accountability System of the United Nations development and RC system articulates that the RC "has an equal relationship with, and responsibility to, all UNCT member agencies" and "is empowered by clear recognition from each agency of his/her role in strategically positioning the UN in each country."[17] The RC is accredited by letter of the Secretary-General, usually to the head of state or government.

The management of the RC system is anchored in UNDP and the RC is also the UNDP Resident Representative (RC/RR). As such, the RC remains accountable for UNDP business in accordance with the Management and Accountability System. Furthermore, the RC ensures that the interests of non-resident agencies are adequately represented.

If international humanitarian assistance is required and a separate Humanitarian Coordinator (HC) position is not established, the RC is accountable to the United Nations Emergency Relief Coordinator (ERC) for the strategic and operational coordination of the response efforts of UNCT member agencies and relevant humanitarian actors (national and international humanitarian organizations, bilateral actors), in support of national efforts.

If a Special Representative of the Secretary-General (SRSG) is appointed, the RC/HC will normally function as Deputy Special Representative of the Secretary-General under his/her overall authority, with responsibility for the coordination of development and humanitarian assistance.[18] In locations where there is no resident SRSG or Special Envoy, and in the event of a significant deterioration or evolution of the political situation in the country, the RC liaises with the Department of Political Affairs for support.[19] The Secretary-General's Decision on Special Circumstances in Non-Mission

Settings,[20] issued in 2012, recognized the need for strengthened system-wide support to RCs and UNCTs in situations of armed conflict, political crisis and/or rising political tension.

Humanitarian Coordinator

The Humanitarian Coordinator (HC) function was established in 1988 in recognition of the special nature of coordination in humanitarian crisis situations. The HC is responsible for ensuring timely, effective and well coordinated humanitarian assistance and for monitoring and reporting on the impact of armed conflict on especially vulnerable groups, such as women and children.

In many crisis situations where there is no United Nations field mission, the RC is also designated as HC, in consultation with the Inter-Agency Standing Committee. The integration of the RC and HC roles, where appropriate, allows for a more effective transition from the provision of emergency relief in the short term to support for lasting recovery. However, there may be instances when it is best to keep the RC and HC roles separate, for political or other reasons and to ensure effectiveness.

United Nations Country Team

The United Nations country team (UNCT) is a mechanism for inter-agency coordination and decision-making at the country level. The main purpose of the UNCT is for individual United Nations entities to plan and work together, as part of the RC system, to ensure the delivery of tangible results in support of the development or recovery agenda of the government. UNCT members are accountable to the UNCT/RC on UNCT results for which they are lead implementers, and of course for their own agency results.

With the RC, the UNCT helps formulate the Common Country Assessment (CCA) and the UNDAF – key instruments for the efficient and effective coordination of development activities of the United Nations system. The UNDAF provides the overall guidance to the United Nations system's development work in the field by defining common goals, objectives, priorities, indicators, monitoring and reporting mechanisms, and a United Nations resource framework agreed to by all UNCT members and endorsed by the recipient government.

Humanitarian Country Team

The Humanitarian Country Team (HCT) is a strategic and operational decision-making and oversight forum established and led by the Humanitarian Coordinator. It comprises heads of United Nations agencies, international non-governmental organizations and other entities that undertake humanitarian action in-country. The objective of the HCT is to ensure that the activities of these organizations are coordinated, and that

humanitarian action is principled, timely, effective and efficient, and contributes to longer-term recovery.

Regional-level coordination mechanisms

Regional and sub-regional offices provide an essential link between HQ and field offices, while at the same time helping address cross-border challenges and promoting cross-border cooperation. They also provide an effective locus of coordination with other regional bodies. Regional and sub-regional offices provide support to country offices to help them fulfil their mandates. Some Secretariat departments/offices, as well as many agencies, funds and programmes, have regional and sub-regional offices.

For example, UNEP has a regional office for Africa and sub-regional offices for Central Africa, East Africa, West Africa, North Africa and South Africa. OCHA has eight regional field offices to support humanitarian coordination and response. There are also regional United Nations political missions in West Africa, Central Africa and Central Asia. Furthermore, six Regional UNDG Teams provide support to United Nations Country Teams with strategic priority-setting, analysis and advice based on their four core functions: (a) technical support to United Nations Country Teams; (b) quality assurance of UNDAFs; (c) performance management of Resident Coordinators; and (d) troubleshooting in difficult country situations.

Integrations support to United Nations presences in the field

Integrated Task Forces (ITFs), chaired by DPA or DPKO at HQ, but including participation from the field mission and UNCT, exist for all countries with integrated presences, as well as for some others. They are inter-departmental/inter-agency mechanisms for ensuring coherent and consistent support and policy guidance to United Nations integrated presences. ITFs are an important link between United Nations actors, to provide coordinated guidance and support to different United Nations actors, while ensuring respect of individual mandates.

At the field level, a number of senior- and working-level coordination mechanisms exist to bring together the field mission and agencies, including senior leadership forums of key in-country decision-makers and joint analytical and planning capacities. These mechanisms and others are used for joint information-sharing, analysis, planning, decision-making, coordination and monitoring. A key document that all integrated presences produce is the Integrated Strategic Framework.[21]

ANNEX ONE: ORGANIZATIONAL CHART OF THE UN SYSTEM

THE UNITED NATIONS SYSTEM

UN PRINCIPAL ORGANS

- General Assembly
- Security Council
- Economic and Social Council
- Secretariat
- International Court of Justice
- Trusteeship Council[6]

Funds and Programmes[1]

UNCTAD United Nations Conference on Trade and Development

- **ITC** International Trade Center (UNCTAD/WTO)

UNDP United Nations Development Programme

- **UNCDF** United Nations Capital Development Fund
- **UNV** United Nations Volunteers

UNEP United Nations Environment Programme

UNFPA United Nations Population Fund

Subsidiary Bodies

- Main and other sessional committees
- Disarmament Commission
- Human Rights Council
- International Law Commission
- Standing Committees and ad hoc bodies

Subsidiary Bodies

- Counter-terrorism committees
- International Criminal Tribunal for Rwanda (ICTR)
- International Criminal Tribunal for the former Yugoslavia (ICTY)
- Military Staff Committee
- Peacekeeping operations and political missions
- Sanctions Committees (ad hoc)
- Standing committees and ad hoc bodies

Functional Commissions

- Crime Prevention and Criminal Justice
- Narcotic Drugs
- Population and Development
- Science and Technology for Development
- Social Development
- Statistics
- Status of Women
- Sustainable Development
- United Nations Forum on Forests

Regional Commissions

ECA Economic Commission for Africa

ECE Economic Commission for Europe

ECLAC Economic Commission for Latin America and the Caribbean

ESCAP Economic and Social Commission for Asia and the Pacific

ESCWA Economic and Social Commission for Western Asia

Departments and Offices

EOSG Executive Office of the Secretary-General

DESA Department of Economic and Social Affairs

DFS Department of Field Support

DGACM Department for General Assembly and Conference Management

DM Department of Management

DPA Department of Political Affairs

DPI Department of Public Information

DPKO Department of Peacekeeping Operations

DSS Department of Safety and Security

OCHA Office for the Coordination of Humanitarian Affairs

Notes

1. The United Nations, its Funds and Programmes, the Specialized Agencies, IAEA and WTO are all members of the United Nations Chief Executives Board for Coordination (CEB).
2. UNRWA and UNIDR report only to the General Assembly (GA).
3. IAEA reports to the Security Council and the GA.
4. WTO has no reporting obligation to the GA, but contributes on an ad hoc basis to GA and Economic and Social Council (ECOSOC) work on, inter alia, finance and development issues.
5. Specialized Agencies are autonomous organizations whose work is coordinated through ECOSOC (intergovernmental level) and CEB (inter-secretariat level).
6. The Tusteeship Council suspended operation on 1 November 1994, as on 1 October 1994 Palau, the last United Nations Trust Territory, became independant.

This is not an official document of the United Nations, nor is it intended to be all inclusive.

UN-HABITAT United Nations Human Settlements Programme

UNHRC Office of the United Nations High Commissioner for Refugees

UNICEF United Nations Children's Fund

UNODC United Nations Office on Drugs and Crime

UNRWA[2] United Nations Relief and Works Agency to Palestine Refugees in the Near East

UN-Women United Nations Entity for Gender Equality and the Empowerment of Women

WFP World Food Programme

Research and Training Institutes[1]

UNICRI United Nations Interregional Crime and Justice Research Institute

UNIDIR[2] United Nations Institute for Disarmament Research

UNITAR United Nations Institute for Training and Research

UNRISD United Nations Research Institute for Social Development

UNSSC United Nations System Staff College

UNU United Nations University

Other Entities

UNAIDS United Nations Programme on HIV/AIDS

UNISDR United Nations International Strategy for Disaster Reduction

UNOPS United Nations Office for Project Services

Related Organizations

CTBTO Preparatory Organizations Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization

IAEA[1&3] International Atomic Energy Agency

OPCW Organization for the Prohibition of Chemical Weapons

WTO[1&4] World Trade Organization

Advisory Subsidiary Bodies

Peacebuilding Commission

Specialized Agencies[1&5]

FAO Food and Agriculture Organization of the United Nations

ICAO International Civil Aviation Organization

IFAD International Fund for Agriculture Development

ILO International Labour Organization

IMF International Monetary Fund

IMO International Maritime Organization

ITU International Telecommunication Union

UNESCO United Nations Educational, Scientific and Cultural Organization

UNIDO United Nations Industrial Development Organization

UNWTO World Tourism Organization

UPU Universal Postal Union

WHO World Health Organization

WIPO World Intellectual Property Organization

WMO World Meteorological Organization

World Bank Group

- **IBRD** International Bank for Reconstruction and Development
- **ICSID** International Center for Settlement of Investment Disputes
- **IDA** International Development Association
- **IFC** International Finance Corporation
- **MIGA** Multilateral Investment Guarantee Agency

Other Bodies

Committee for Development Policy

Committee of Experts on Public Administration

Committee on Non-Governmental Organizations

Permanent Forum on Indigenous Issues

United Nations Groups Experts on Geographical Names

Other sessional and standing committees and expert, ad hoc, and related bodies

OHCHR Office of the United Nations High Commissioner for Human Rights

OIOS Office for Internal Oversight Services

OLA Office for Legal Affairs

OSAA Office of the Special Adviser on Africa

SRGS/CAAC Office of the Special Representative of the Secretary-General for Children and Armed Conflict

SRGS/SVC Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

UNODA Office for Disarmament Affairs

UNOG United Nations Office at Geneva

UN-OHRLLS Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States

UNON United Nations Office at Nairobi

UNOV United Nations Office at Vienna

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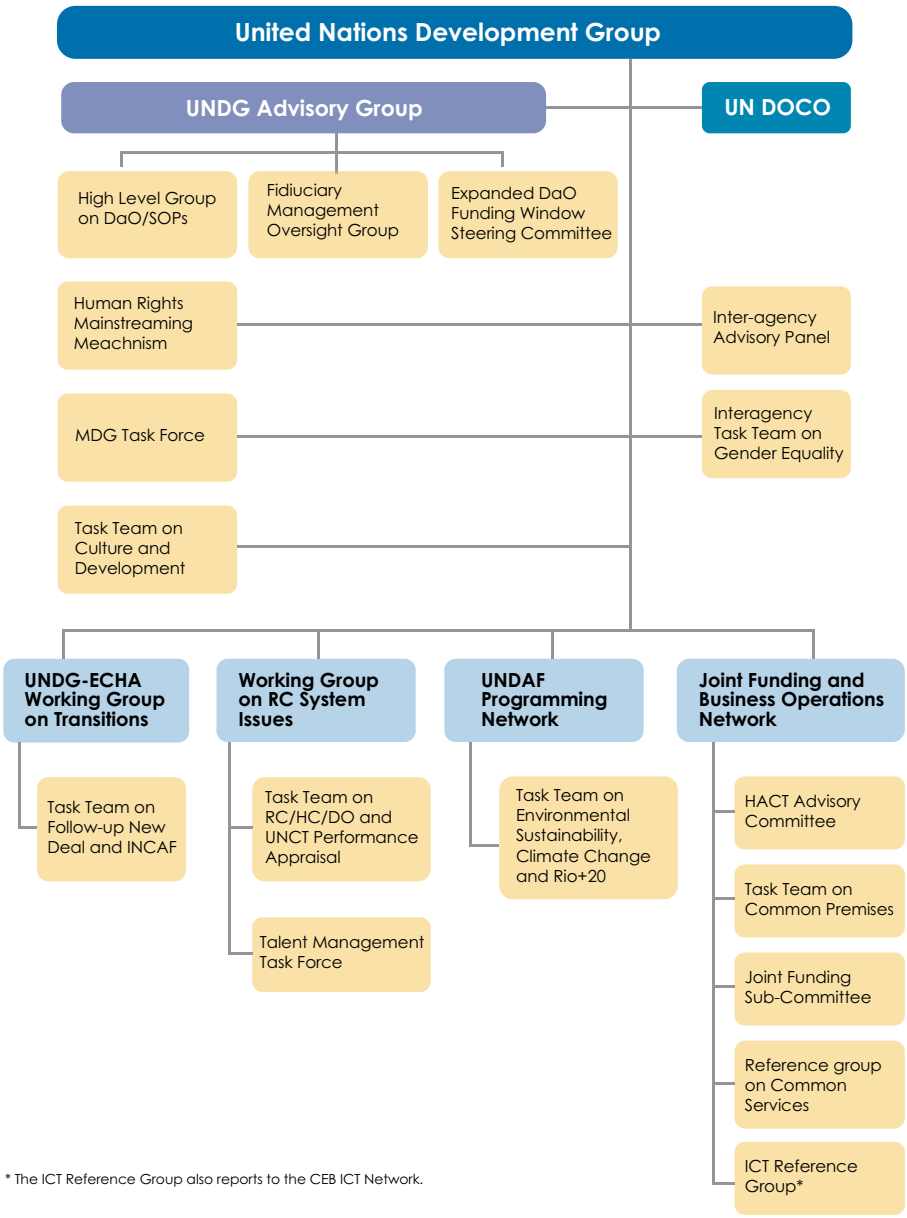
ANNEX TWO: EXAMPLES OF COORDINATION MECHANISMS

- Counter-Terrorism Implementation Task Force
- Executive Committee on Economic and Social Affairs (ECESA)
- Executive Committee on Humanitarian Affairs (ECHA)
  - UNDG-ECHA Working Group on Transition
- Executive Committee on Peace and Security (ECPS)
  - ECPS Working Group on Democracy
- Global Compact Inter-Agency Team
- Global Food Security and Nutrition Forum (FSN Forum)
- Human Resources Network
- Human Rights Due Diligence Policy Working Group
- Integration Steering Group
- Inter-Agency Consultative Group on Least Developed Countries, Landlocked Developing Countries, and Small Island States
- Inter-Agency Coordination Group for Mine Action
- Inter-Agency Network of Facilities Managers (INFM)
- Inter-Agency Standing Committee (IASC) (humanitarian assistance)
- Inter-agency working group on DDR
- Inter-departmental Framework for Coordination on Early Warning and Preventive Action (the "Framework Team")
- Integrated Assessment and Planning Working Group
- Rule of Law Coordination and Resource Group
- Secretary-General's Policy Committee
- Senior Peacebuilding Group/Peacebuilding Contact Group
- Task Force on Children and Armed Conflict
- United Nations Action Network against Sexual Violence in Armed Conflict (UN ACTION)
- United Nations System Task Force on Drug Trafficking and Organized Crime
- UN-Water

ANNEX THREE: UNDG WORKING MECHANISMS



* The ICT Reference Group also reports to the CEB ICT Network.

ENDNOTES

1 See Article 22 of the United Nations Charter.

2 See Articles 57 and 63 of the United Nations Charter.

3 For an example, refer to a note by the Executive Director of UNEP, *United Nations Specialized Agencies versus United Nations Programmes*, The Consultative Group of Ministers of High-Level Representatives on Broader International Environmental Governance Reform, 7 June 2010.

4 For example, in the areas related to membership, cooperation with other specialized agencies, non-voting participation, budget and finance. Specialized agencies can also request advisory opinions from the International Court of Justice on legal questions arising within the scope of their activities (Article 96, United Nations Charter).

5 Article 55 of the United Nations Charter.

6 The World Bank and the United Nations cooperate on many issues, specifically those that affect crisis and post-crisis situations. The "United Nations-World Bank Partnership Framework for Crisis and Post-Crisis Situations" calls upon the World Bank Group and the United Nations system to improve inter-agency communications, strengthen joint planning, increase collaboration on funding mechanisms and foster a culture of greater collaboration through joint training, evaluation and research.

7 Information and reports of the CEB can be found at http://www.unsceb.org/ceb/home.

8 In 1946, the Economic and Social Council requested the Secretary-General to "establish a standing committee...to ensure the fullest and most effective implementation of the agreements entered into between the UN and the specialized agencies." In 2001, the Administrative Committee on Coordination (ACC) was renamed the United Nations System Chief Executives Board for Coordination.

9 See Annex Three: UNDG Working Mechanisms.

10 Structural integration is generally achieved when the Deputy Special Representative of the Secretary-General (DSRSG), Resident Coordinator (RC) and Humanitarian Coordinator (HC) are combined under a single person referred to as a "triple-hatted DSRSG/RC/HC."

11 See Secretary-General's Decision of 2012/1 on Special Circumstances and Decisions no. 2011/10 and no. 2008/24 on Integration. See also the 2013 UN Policy on Integrated Assessment and Planning, the 2010 UN Guidelines on Strategic Assessments, and the 2006 SG Note of Guidance on Integrated Missions.

12 The original eight pilot countries were Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam.

13 http://www.un.org/esa/coordination/2012qcpr.htm.

14 http://www.un.org/en/ecosoc/about/qcpr.shtml.

15 http://www.unpbf.org/.

16 Summary taken from: http://www.peacekeepingbestpractices.unlb.org/Pbps/library/Handbook%20on%20UN%20PKOs.pdf.

17 http://www.undg.org/index.cfm?P=133

18 As per Secretary-General's 2006 Note of Guidance on Integrated Missions.

19 See also the section "UN Field Missions" in Chapter 3: The Secretariat.

20 Decisions No. 2012/1– Special Circumstances in Non-Mission Settings, 20 January 2012.

21 See Secretary-General's Decision no. 2011/10 and 2008/24 on Integration, and the 2013 UN Policy on Integrated Assessment and Planning.

5 ETHICS, ACCOUNTABILITY AND OVERSIGHT

"I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international civil servant of the United Nations, to discharge these functions and regulate my conduct with the interests of the United Nations only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the Organization."

United Nations Oath of Office

UNDERSTANDING THE ETHICAL FRAMEWORK OF THE UNITED NATIONS[1]

All United Nations staff members are expected to perform their functions with competence and integrity. To help staff members understand the Organization's expectations of them as international civil servants, the United Nations has a body of regulations, rules and other resources that provide guidance on the ethical conduct of its staff. This "ethical framework" helps staff to fulfil their functions appropriately and effectively, and to ensure that difficult decisions can be made with the required information and support.

Oath of Office

The United Nations Oath of Office, taken when staff members begin their careers, is the embodiment of a commitment to uphold the highest levels of efficiency, competence and integrity required of international civil service. All staff members take this Oath. Please see the quote at the beginning of this chapter for the Oath of Office, which also binds oath takers to the obligations set out in the Staff Regulations and Rules.

Staff Regulations and Rules

The Staff Regulations and Staff Rules[2] are provided by the General Assembly (GA) and describe the fundamental conditions of service and the basic rights, duties and obligations for staff members at the United Nations Secretariat. The Staff Regulations establish what the United Nations expects of its staff and what staff may expect from

the Organization. They represent the broad principles of human resources policy for the staffing and administration of the Secretariat. The Secretary-General provides and enforces Staff Rules, consistent with these principles, as he considers necessary. Secretary-General Bulletins, Administrative Instructions, and Information Circulars elaborate on the Staff Regulations and Rules, providing additional detail and procedural information.

Standards of Conduct for the international civil service

The International Civil Service Commission (ICSC) promotes the Standards of Conduct[3] that apply to staff of all United Nations system organizations.[4] The Standards of Conduct describe some of the obligations that distinguish employment with the United Nations, including international civil servants' special calling to serve the universal ideals of peace, respect for fundamental rights, and international cooperation.[5] The following values apply to all who provide services to the United Nations.

Central ethical values

- **Independence:** United Nations personnel shall maintain their independence and shall not seek or receive instructions from any government or from any other person or entity external to the United Nations, and shall refrain from any action that might reflect negatively on their position as personnel responsible only to the United Nations.
- **Loyalty:** Loyalty to the purposes, values and principles of the United Nations is a fundamental obligation of all United Nations personnel. They shall be loyal to the United Nations and shall, at all times, discharge their functions and regulate their conduct only with the interests of the United Nations in view.
- **Impartiality:** United Nations personnel, in the performance of their official duties, shall always act with impartiality, objectivity and professionalism. They shall ensure that expression of personal views and convictions does not compromise the performance of their official duties or the interests of the United Nations. They shall not act in a way that could lead to actual or perceived unjustifiable preferential treatment for or against particular individuals, groups or interests.
- **Integrity:** United Nations personnel shall maintain the highest standards of integrity, including honesty, truthfulness, fairness and incorruptibility, in all matters affecting their official duties and the interests of the United Nations.
- **Accountability:** United Nations personnel shall be accountable for the proper discharge of their functions and for their decisions and actions. In fulfilling their official duties and responsibilities, United Nations personnel shall make decisions in the interests of the United Nations. They shall submit themselves to scrutiny as required by their position.

- **Respect for human rights:** United Nations personnel shall fully respect the human rights, dignity and worth of all persons and shall act with understanding, tolerance, sensitivity and respect for diversity and without discrimination of any kind.

Ethical duties and obligations

Managers and supervisors are expected to:

- Lead by example.
- Affirm the need to follow the United Nations regulations, rules and policies that govern our work.
- Encourage staff to ask questions and get advice before they act.
- Listen attentively when staff members raise ethics-related questions and concerns.
- Take prompt action to respond to questions and correct problems.
- Foster an environment of trust, in which staff members can speak up without fear of retaliation.
- Seek advice when unsure how to proceed.

Staff members are expected to:

- Learn the details of the policies that specifically affect their work.
- Take required training.
- Be personally accountable, and hold colleagues accountable, for ethical work behaviour and practices.
- Share concerns about possible ethical misconduct with supervisors, heads of office, Human Resources officers, or the Office of Internal Oversight Services.
- Cooperate with internal investigations about reported unethical behaviour or other misconduct.

Role of the Ethics Office

The Ethics Office's role is to promote an ethical organizational culture based on our shared values of integrity, accountability, transparency and respect. The Ethics Office offers the following services and programmes for staff members:

- Provide confidential ethics advice to staff members.
- Provide protection from retaliation for reporting misconduct or participating in investigations or audits.
- Administer the financial disclosure programme.

- Provide ethics-related training, outreach and education to staff members.
- Consult with departments and offices on policy development.
- Ensure coherence among the many ethics functions and operations within the United Nations system

APPLYING THE ETHICAL FRAMEWORK

Putting the ethical framework of the United Nations into practice means thinking carefully about your role as an international civil servant, and your activities – both in your professional and personal capacities.

Maintaining independence and impartiality

The United Nations Oath of Office requires you to maintain impartiality and independence. It is therefore essential to consider the potential impact of your comments and actions, and to ensure that you represent the international community at all times. When working with Member States (including your own), political parties, or civil society groups, remember that the United Nations' mission and goals come first; this means respectfully advocating for and upholding the values and principles of the United Nations.

Abiding by national laws

United Nations staff members are required to comply with all local and national laws. The privileges and immunities that you hold as a United Nations staff member are conferred upon you solely in relation to your work for the Organization: they do not exempt you from observing local laws, or provide an excuse for ignoring your private legal or financial obligations. If you travel to any country, you must remember that you are a guest and are expected to cooperate fully with local law enforcement authorities. You are required, for example, to pay traffic and other fines promptly. If you are involved in any violation of local laws, you should immediately report it in accordance with the procedures of your duty station.

Understanding misconduct

Misconduct is the failure by a staff member to comply with his or her obligations under the United Nations Charter, the financial and staff regulations and the staff rules or other relevant administrative issuances, or to observe the standards of conduct expected of an international civil servant. Only when the Organization is made aware of the misconduct can it act to address the wrongdoing.

Staff members have a duty to report breaches of the Organization's regulations and rules and to cooperate with duly authorized audits and investigations, and should therefore not be retaliated against for complying with these duties. Bear in mind that reports of misconduct must be made in good faith. Those who file an intentionally false or misleading report may be subject to disciplinary action.

Your off-duty personal or social conduct reflects on the United Nations. The United Nations has strong policies regarding sexual conduct and use and abuse of alcohol and drugs, including in field missions. You should also be careful in your use of social media and social networks. Use discretion in any remarks that could be interpreted as public statements or commitments made on behalf of the United Nations.[6]

MANAGING CONFLICTS OF INTEREST

A conflict of interest occurs when your private interests interfere – or appear to interfere – with the interests of the United Nations. Conflicts of interest can be high-risk situations, with potential or significant detrimental effects on the reputation of the Organization. It is essential for all staff to deal with third parties in ways that avoid even the appearance of a conflict between personal interests and those of the United Nations. You should act based on the United Nations' needs, rather than your own interests, the interests of family or friends, or a Member State's interests. You are expected to arrange your private affairs in a manner that allows you to maintain your loyalty to the United Nations first.

Personal relationships

Personal relationships at work can lead to preferential treatment, or the perception of preferential treatment. To avoid such a situation, United Nations appointments are not granted to anyone who is an immediate family member of a staff member. While the spouse of a staff member may be hired, the staff member cannot participate in their spouse's recruitment process, and there can be no subsequent supervisory relationship between them or ability for one to influence the other's terms or conditions of employment.

If friends and acquaintances ask you about United Nations employment, refer them to the Careers Portal and tell them to follow the application procedures. If you are asked to recommend someone you have worked with previously – whether in the context of hiring a consultant or staff, or for procurement purposes – you should be sure to give full disclosure. Lastly, you should not request a hiring manager to look out for the application of a colleague or friend, and, if you are requested to participate in a selection panel, you should disclose immediately any relationships you have with the candidates.

Although the United Nations respects your privacy, actions of your family members can create conflicts of interest (actual and perceived) and other reputational risks. Please be especially aware of, and seek advice regarding, how to handle the following:

- Relatives who are staff members of United Nations system organizations
- Financial investments in the name of your spouse and/or children
- Your spouse and/or children's employment or affiliation with Member States, certain organizations whose missions intersect with the United Nations' missions and current or potential vendors

Receiving gifts

As a rule, you may **not** accept any honours, decorations, favours, remunerations or gifts from government sources. However, if refusal of an unanticipated gift from a government would cause embarrassment to the Organization, you may accept it on behalf of the Organization, but you may not keep it. You should immediately report it to the Secretary-General via your executive office, which will handle or dispose of the gift as appropriate.

The receipt of gifts or honours from outside organizations may be permitted only with prior approval of the Secretary-General. Accepting gifts from a person or entity doing business with the United Nations or seeking to have any sort of contractual relationship with the United Nations constitutes a conflict of interest and is strictly forbidden. Meals, tickets and travel expenses from United Nations vendors and contractors are also generally prohibited.

The rules regarding receiving gifts are strict, and apply to all United Nations staff members, because accepting gifts (honours or other tokens of appreciation) can impact or be perceived to impact your independence and impartiality. Such situations may compromise both your integrity and the United Nations' reputation. The acceptance of a gift can create a conflict of loyalties or raise expectations from the giver of the gift. Similarly, you may not offer anything of value, such as gifts, favours, or other personal benefits, to other staff members or to third parties if by doing so you are trying to influence the recipient's official actions.

Outside employment and external affiliations

Outside employment and external activities, paid or unpaid, may interfere with your ability to serve the United Nations. More important, some external activities are incompatible with your status as an international civil servant, or may conflict with the best interests of the Organization. For these reasons, outside employment and external activities are only allowed with prior approval from the Secretary-General, through your executive office.

You can generally participate in local community, civic or charitable activities without the Secretary-General's permission, provided that you are certain they do not conflict with your status as an international civil servant. Likewise, outside activities that are beneficial to both you and the Organization, such as the development of professional and technical skills, are encouraged.

If you are unsure whether or not the activity you wish to participate in will interfere with your status as an international civil servant, you should consult the Ethics Office.

Partnerships with external entities

Relationships with donors or private sector organizations can create real or perceived conflicts of interests, particularly when the role of the United Nations and its staff is unclear. The United Nations' reputation rests not only on your actions and decisions, but also on the actions of partners with whom we accomplish our mission. When discussing a potential partnership with an external entity, it is prudent to establish the terms of the relationship in a written document so that the parties concerned are fully aware of their respective roles, responsibilities and obligations. The Office of the Controller and the Office of Legal Affairs should be consulted on the development of any such document.

Local political parties and religious affiliations

As an international civil servant, you are not expected to give up your political or religious convictions. However, your primary loyalty is to the objectives and purposes of the United Nations. As a consequence, you must avoid political activities that could reflect adversely on the United Nations or diminish your independence and impartiality. As an international civil servant, you do not have the freedom that private persons have to take sides or to express your convictions publicly on controversial matters. Consequently, you should avoid promoting national political positions or displaying endorsements of political candidates while at work.

Assets, liabilities, outside activities and affiliations

The United Nations Financial Disclosure Programme applies to staff at the D-1 level and above, as well as a number of other staff who are notified directly. The programme aims to identify, resolve and mitigate conflict-of-interest situations arising from staff members' (and their family members') financial assets, liabilities, investments and outside activities. This may include advising staff members to divest themselves of holdings or to recuse themselves from a particular activity or aspect of their official functions.

MAINTAINING A HARMONIOUS WORKPLACE

The United Nations is committed to creating and maintaining a harmonious workplace environment, where all work together and are treated with dignity. All staff members play an important role in this regard: each and every staff member can contribute to a harmonious workplace by treating colleagues, clients and others with fairness, tolerance, respect and courtesy and by encouraging those around them to do the same.

Tolerance and understanding are basic human values, and the right of others to hold different points of view and follow different cultural norms must be respected. This requires a willingness to work without bias with persons of all nationalities, religions and cultures. Freedom from discrimination is a basic human right, and international civil servants are expected to respect the dignity, worth and equality of all persons.

United Nations guidelines on non-discrimination

At the United Nations, discrimination is any unfair treatment or arbitrary distinction based on a person's race, sex, religion, nationality, ethnic origin, sexual orientation, disability, age, language, social origin or other status. Discrimination may be an isolated event affecting one person or a group of persons, or may manifest itself through harassment or abuse of authority. All forms of discrimination are prohibited.

United Nations guidelines on harassment and abuse of authority

Behaviour that is offensive and unwelcome or unreasonably disrupts another person in his or her work is harassment. The United Nations does not tolerate harassment or abuse of authority.

- **Workplace harassment:** Workplace harassment is any inappropriate conduct, including words or actions that can reasonably be expected to cause offense or humiliation to

another person. Disagreement about work performance is normally not considered harassment, and is to be dealt with in the context of performance management.[7]

- **Sexual harassment:** Sexual harassment is any unwelcome sexual advance, request for sexual favour, or any other behaviour of a sexual nature that can reasonably be expected to cause offense or humiliation to another person.
- **Abuse of authority:** Abuse of authority is the improper use of a position of influence, power or authority against another person. Such action is considered particularly serious when a person uses his or her influence, power or authority to improperly influence another person's career or employment conditions.

OFFICE OF INTERNAL OVERSIGHT SERVICES

The Office of Internal Oversight Services (OIOS) is the internal oversight body of the United Nations. Established by the GA, the Office assists the Secretary-General in fulfilling his oversight responsibilities with respect to the Organization's resources and staff through the provision of audit, investigation, inspection and evaluation services. OIOS is mandated to provide oversight to the United Nations Secretariat in New York, Offices Away from Headquarters, regional commissions, field missions and humanitarian operations, and to assist funds and programmes administered under the authority of the Secretary-General.

Main functions

To carry out its work, the Office is organized into the following functional units:

- **Internal Audit Division** assesses the adequacy and effectiveness of internal controls for the purpose of improving the Organization's risk management, control and governance processes. It focuses on the integrity of financial and operation information; compliance with regulations, rules, policies and procedures; and safeguarding assets. It also identifies opportunities for more economical and efficient use of resources in operations.
- **Inspection and Evaluation Division** assesses the relevance, efficiency, and effectiveness (including impact) of the Organization's programmes in relation to their objectives and mandates. Inspections review an organizational unit, issue or practice perceived to be of potential risk.

- **Investigations Division** establishes facts related to reports of possible misconduct to guide the Secretary-General on jurisdictional or disciplinary action to be taken. OIOS can investigate reports of possible misconduct that come from programme managers, staff members or persons outside of the Organization. OIOS is also mandated to initiate proactive investigations to assess the risk to the Organization of potential fraud and other contraventions through analysis of systems control in high-risk areas.

Maintaining independence

The GA established OIOS as operationally independent under the authority of the Secretary-General in the conduct of its duties and in accordance with Article 97 of the Charter of the United Nations.[8] Operational independence includes the authority to initiate, carry out and report on any action that the Office considers necessary; the ability of the Office to submit reports directly to the GA; the direct and confidential access of United Nations staff members to the Office and their protection against repercussions; and the provision of adequate resources to carry out its duties.

Working with OIOS

The relevant Secretary-General's bulletin[9] notes that OIOS shall "discharge its responsibilities without any hindrance or need for prior clearance," and moreover that OIOS staff

> *shall have the right to direct and prompt access to all persons engaged in activities under the authority of the Organization, and shall receive their full cooperation. Additionally, they shall have the right to full access to all records, documents or other materials, assets and premises and to obtain such information and explanations as they consider necessary to fulfil their responsibilities.*

JOINT INSPECTION UNIT

The Joint Inspection Unit (JIU) is the only independent external oversight body of the United Nations system mandated to conduct evaluations, inspections and investigations system-wide. According to the JIU statute, inspectors have the broadest powers of investigation in all matters having a bearing on the efficiency of services and proper use of resources and may make on-the-spot inquiries and investigations. They are also mandated to inspect and evaluate the activities of the participating organizations and make recommendations aimed at improving management and methods and at achieving greater coordination among those organizations.[10]

The JIU aims to:

- Assist the legislative organs of the participating organizations in meeting their governance responsibilities in respect to their oversight function concerning management of human, financial and other resources by the secretariats.
- Help improve the efficiency and effectiveness of the respective secretariats in achieving the legislative mandates and the mission objectives established for the organizations.
- Promote greater coordination between the organizations of the United Nations system.
- Identify best practices, propose benchmarks and facilitate information sharing throughout the system.

Some examples of the work of the inspectors include:

- Inspecting, evaluating and investigating the operations of organizations.
- Conducting risk management analyses.
- Examining opportunities for programme delivery improvement.
- Increasing coordination and harmonization among organizations.
- Assisting agencies in simplifying their administrative and management rules and procedures.
- Assessing and advising organizations on their internal oversight mechanisms.[11]

BOARD OF AUDITORS

The Board of Auditors (BOA) is responsible for the audit of 24 United Nations organizations. By Resolution 74 (I) of 7 December 1946, the GA established the BOA to:

> *audit the accounts of the United Nations organization and its funds and programmes and to report its findings and recommendations to the Assembly through the Advisory Committee on Administrative and Budgetary Questions. For this, the General Assembly appoints three members, each of whom must be the Auditor-General (or officer holding the equivalent title) of a Member State. The members of the Board have joint responsibility for the audits.*[12]

The BOA is "completely independent and is solely responsible for the conduct of the audit. The Advisory Committee on Administrative and Budgetary Questions may, however, request the Board to perform certain specific examinations and issue separate reports on the results."[13]

PANEL OF EXTERNAL AUDITORS

The Panel of External Auditors of the United Nations, the Specialized Agencies and the International Atomic Energy Agency (IAEA) was established by GA resolution 1438 (XIV). It consists of the members of the BOA and the external auditors of the specialized agencies of the United Nations and of the IAEA. The main objectives of the Panel are to further the coordination of the audits for which its members are responsible, and to exchange information on audit methods and findings.

For various sources of support, refer to Annex One of this chapter, as well as Chapter 6: Human Resources.

ANNEX ONE: SOURCES OF SUPPORT

i. Ethics Office

Provides advice and guidance on professional ethics standards and conflicts of interest, such as:

- Maintaining independence and impartiality
- Conflicts of interest
- Use of United Nations resources
- Outside employment
- Acceptance of gifts, honours, favours or awards
- Outside activities
- Political activities
- Post-employment restrictions
- Personal financial investments and assets

The following additional resources are available to all staff members, by contacting the Ethics Office at ethicsoffice@un.org, or via the Ethics Office website, www.un.org/en/ethics:

- Putting Ethics to Work: A Guide for UN Staff
- *The Roadmap: A Staff Member's Guide to Finding the Right Place*

In addition, you may always visit, call or write to the Ethics Office

United Nations Ethics Office
Daily News Bldg., 220 42nd Street, 25th Floor,
New York, NY 10017 USA
+1-917-367-9858

ii. Office of Internal Oversight Services

The Office of Internal Oversight Services (OIOS) investigates:

- Serious/complex fraud or criminal activity
- Sexual exploitation and abuse
- Waste of substantial resources
- Entitlement fraud
- Gross mismanagement
- Procurement violations
- Prohibited conduct, including sexual harassment by senior staff members
- All cases involving risk of los of life to staff to others, including witnesses.

iii. Office of the Focal Point for Women

The Office of the Focal Point for Women provides informal counselling to all staff on gender-related grievances, such as:

- Conditions of service
- Discrimination

- Staff selection
- Harassment
- Abuse of power.

The Office also coordinates with the departmental focal point system and provides advocacy and assistance in the formulation of gender-related politics and practices e.g. gender strategy, harassment including sexual harassment, or flexible working arrangements.

iv. Departmental Focal Points for Women

Departmental Focal Points for Women support heads of department by:

- Providing advocacy and counsel to female staff
- Promoting awareness of gender issues
- Monitoring and contributing to the realization of gender targets
- Monitoring the staff selection process to ensure gender balance.

v. Head of department, office or field mission

Heads of department, offices and field missions have the responsibility for undertaking preliminary investigations related to:

- Entitlement fraud
- Simple thefts
- Basic mismanagement issues
- Misuse of UN assets, including human, financial, material
- Infractions of regulations, rules or administrative issuances
- Assault upon or threats to other staff members
- Financial loss resulting from gross negligence
- Acts of discrimination, harassment, including sexual harassment, and abuse of authority.

vi. Conduct and Discipline Teams

Conduct and Discipline Teams receive reports of all allegations of misconduct by all categories of UN peacekeeping personnel, including acts of sexual exploitation, and advises and transmit them to the appropriate bodies for investigation. All sexual exploitation and abuse allegations will be referred to the Investigation Division of OIOS.

vii. Special Investigations Unit

The Special Investigations Unit (SIU) within the Safety and Security Services of the Department of Safety and Security investigates issues from a security perspective, such as:

- Loss/damage of property
- Accidents
- Assault upon or threats to other staff members

ENDNOTES

1 This chapter should be read in conjunction with Chapter Six: Human Resources.

2 See ST/SGB/2013/3 and ST/SGB/2013/1 Amend.1.

3 See http://icsc.un.org/resources/pdfs/general/standardsE.pdf for the Standards of Conduct.

4 All staff issued a Letter of Agreement (LOA), including Junior Professional Officers (JPOs), field service and general service and related staff, staff on "When Actually Employed" basis and "$1 a year" contracts. These can also include force commanders, military and police commissioners, and advisers. Also covered are those staff on inter-organization agreements for loans, transfers and secondment. In some cases, officials on secondment from government service may also be on a LOA. United Nations Volunteers (UNVs) must abide by a code of conduct. "Regulations Governing the Status, Basic Rights and Duties of Officials Other than Secretariat Officials and Experts on Mission" include a section on conduct. General conditions of contracts for consultants and contractors include a provision that contractors shall "conform to a high standard of moral and ethical conduct." United Nations peacekeepers (Blue Helmets) are issued a code of personal conduct.

5 Additional information on being an international civil servant can be found in Chapter 1: The United Nations Charter and Principal Organs.

6 For additional guidance on use of social media, refer to Chapter 9: Internal and External Communications.

7 For more information on performance management, refer to Chapter 6: Human Resources.

8 See General Assembly resolutions 48/218 B, 54/244 and 59/272.

9 See paragraph 4 of ST/SGB/273 on the establishment of OIOS.

10 https://www.unjiu.org/en/Pages/default.aspx.

11 Ibid.

12 http://www.un.org/en/auditors/board/index.shtml.

13 Ibid.

6 HUMAN RESOURCES

"I believe that the best way to prepare for the future is through leveraging talent - by capitalising on and enhancing the skills of our workforce through training and developing our staff"

Catherine Pollard
Assistant Secretary-General
for Human Resources Management

HUMAN RESOURCES MANAGEMENT AT THE UNITED NATIONS

The Organization's greatest resource is its workforce. It is also its most costly resource, representing 70 per cent of the regular budget (including special political missions) and around 25 per cent of the peacekeeping support account, peacekeeping mission budgets and extra-budgetary resources.[1] The Secretariat now has over 44,000 international civil servants, with over half serving in field locations, and many performing highly specialized functions.[2] The Secretariat has an increasing need for multi-skilled, versatile and mobile staff, able to work across occupational groups, enabling the Organization to respond in an integrated, dynamic manner to diverse new challenges.

Human Resources Management (HRM) is governed by General Assembly (GA) resolutions and decisions of the International Civil Service Commission on the common system of salaries and allowances. The Secretary-General reports to the GA biennially on HRM matters. The Office of Human Resources Management (OHRM), in the Department of Management, is the central authority for matters pertaining to HRM in the United Nations. OHRM plays a strategic role in attracting, developing and retaining highly motivated staff. It develops and maintains the HRM infrastructure through policy and system development. In addition, each department (and many offices) at Headquarters (HQ) in New York has an executive office, while offices outside New York have administrative/human resource offices to assist managers in carrying out their HRM functions. A Secretary-General's bulletin outlines the organization and functions of OHRM,[3] and a bulletin for departments/offices also outlines how HRM should be managed within those entities. The Field Personnel Division (FPD) in the Department of Field Support supports all aspects of HRM in peacekeeping operations and field-based special political missions through daily interaction with the human resources sections in United Nations field missions.

Talent management

HRM in the United Nations is based on the concept of talent management, which is a set of mechanisms and tools designed to link staffing with career support, performance management and learning, in order to maintain a single integrated global workforce. The talent management framework aims to strengthen internal capacity to plan, execute, monitor and report on issues related to staffing.

inspira

Inspira is the technological tool supporting the talent management framework. It includes different functionalities for staffing and recruitment, job applications, performance appraisal and learning. Inspira is continuously under expansion, and will eventually be integrated with Umoja, the Enterprise Resource Planning software that will integrate all the United Nations' business processes that manage financial, human and physical resources. All staff members can log into inspira using their index number.

United Nations common system

The term "common system" is shorthand for the United Nations common system of salaries, allowances and other conditions of service. Its origin can be traced to the relationship agreements concluded between the United Nations and the specialized agencies. While the wording of these agreements varies, most of them carry language to the effect that it is agreed to develop common personnel standards, methods and arrangements designed to avoid serious discrepancies in terms and conditions of employment, to avoid competition in recruitment of personnel and to facilitate the interchange of personnel. The International Civil Service Commission is the independent expert body established by the GA to regulate and coordinate the conditions of service of staff in the United Nations common system while promoting and maintaining high standards in the international civil service.[4] The term should not be confused with the "UN system," which is described in further detail in Chapter 4.

HRM reforms

The following are recent HRM reform initiatives:

- Contractual reform, which simplified the system of contracts so that each appointment (temporary, fixed-term or continuing) is governed by the same set of human resources regulations and rules. Staff are eligible to be considered for a continuing appointment

after a minimum of five years of continuing service,[5] taking into consideration performance ratings and remaining years of service. There is, however, a limited number of continuing appointments available.

- Harmonizing conditions of service between HQ and the field so that all staff are treated equally and barriers to moving between duty stations are reduced.
- Reforming the professional entry-level programme, now called the Young Professionals Programme (offered for P-2 entry positions to un- and under-represented Member States), to include more opportunities for professional development such as rotation to a different duty station.
- Promoting mobility and career development to deliver a dynamic, global and adaptable workforce.[6]

STAFF SELECTION SYSTEM

Heads of departments/offices (and field missions) are held accountable via their compact with the Secretary-General,[7] which contains targets on a range of issues – including HRM (e.g., recruitment timelines and gender parity).

Selection and appointment of staff

The guiding principle for selection and appointment of staff is Article 101 of the United Nations Charter, which mandates that the Organization seek the highest standards of efficiency, competence and integrity among staff, with due regard for geographical representation.[8]

The current staffing processes are described in an administrative instruction on the "Staff Selection System."[9] The head of department/office, who makes the selection decision,[10] and hiring managers, who conduct the bulk of the process, play the largest role. The staffing system contains checks and balances. As a staff member, you may be required to be familiar with hiring processes, either in order to assist in such processes or for the purposes of your own career development.

The main steps for regular and temporary job openings are as follows:

- Advertisement (Currently, as per GA mandate, all advertised positions at HQ are open to internal and external applicants and advertised for 60 days.)
- Eligibility screening

- Substantive assessment
- Competency-based interview (Panel members must be at the same or higher level as the vacant position.)
- Review by a central review body (CRB – a staff-management entity made up of staff members outside your department/office that assesses compliance, fairness and transparency)[11]
- Selection by head of department/office

Note that, while it is permissible to hire an acquaintance, it is only allowable if they prove to be the best candidate for the position, in an open and transparent process, where candidates meet the academic and professional experience requirements and compete with other eligible candidates. In addition, candidates must disclose any family relationships with staff members of the United Nations system on their personal history profile or inspira application. A spouse may be recruited when:

- S/he is fully qualified for the position.
- S/he is not given preference by virtue of the relationship.
- Neither spouse will supervise the other.

Recruitment time frames

Recruitment in the United Nations can take some time. (The current target is 120 days.) The biggest delay in the recruitment process is in the evaluation of candidates. It is important for hiring managers to proceed expeditiously with the review of eligible candidates.

It is also useful to know that for speedier recruitment, candidates can be selected from a pre-approved roster. The roster is a pool of assessed candidates who have been reviewed and endorsed by a central review body and who are available for selection against a vacant position. There is also an expedited process for temporary positions (i.e., when there is an opening for less than one year due to, for example, maternity leave or need for urgent assistance).

Gender representation

The Secretariat has put in place measures to help increase the number of qualified female applicants and to help women advance in their careers once on board. The Departmental Focal Points for Women advise selection panels and heads of department/office on activities or conditions that help to recruit and retain women.

WORK-LIFE BALANCE

The Organization is increasingly encouraging and promoting flexible work arrangements (FWA) to support better work-life balance. FWA in the United Nations can take four forms:

- Staggered working hours
- Work away from the office (telecommuting)
- Compressed work schedule (10 working days in 9)
- Scheduled break for external learning.

FWA are intended to assist staff members to achieve optimal performance by balancing the demands of work with personal needs. They are not, however, an entitlement. The manager has the discretion about whether to permit FWAs, and much depends on the nature of the work.

LEARNING, CAREER SUPPORT AND PERFORMANCE MANAGEMENT

Learning and career support

In the Secretariat, career support is founded on the basis of a partnership approach between the staff member, the manager and the Organization. Learning and development enhances the skills, knowledge and competencies of staff, thus contributing to their professional growth and, consequently, to the overall efficiency and effectiveness of the Organization. Staff members should endeavor to acquire the skills and experiences required to serve in different functions and/or duty stations in the Organization. In this spirit, staff members should ensure they liaise with their managers to reach the minimum target of five days for professional development per year. Information on learning and development opportunities is available on the OHRM learning and development website, and through your local learning manager/HR officer.[12]

Mandatory learning programmes are listed on the OHRM staff development webpage.[13]

Performance management

Performance management in the United Nations aims to ensure optimal performance by clearly communicating expectations, defining roles within a required competency framework and establishing achievable and relevant results.

Heads of department/office have the ultimate responsibility for the implementation of the performance management and development system, but each staff member plays a critical role in ensuring he or she is performing to his/her maximum potential. Compliance with the system is included as an indicator in the human resources scorecard.

Like most organizations, the Secretariat has a set of core values and competencies to guide staff performance and conduct.[14] The core values and competencies provide a basis for consistent and objective performance standards by creating a shared language about what is expected in the Organization. Staff members are evaluated annually on their outputs (results), as well as their demonstration of values and competencies.

The performance cycle begins in April and ends in March of the following year, with three phases:

- **Start of cycle:** All staff and managers complete their work plans.
- **Mid-cycle:** All staff and managers hold a mid-point review.
- **End of cycle:** All managers evaluate their staff.

Management training

All staff with supervisory/managerial responsibilities must attend a one-day training session on performance management. Additionally, managers at the P-4 and P-5 levels must attend the Management Development Programme, and senior leaders (D-1 and above) must attend the Leadership Development Programme.

FORMAL AND INFORMAL DISPUTE RESOLUTION

Improper conduct

Senior leaders and managers are responsible for ensuring the proper management of their departments and offices. This includes maintaining a workplace free of any form of discrimination; harassment, including sexual harassment; and abuse of authority. When problems arise and informal resolution is not possible or appropriate, staff members

are responsible for reporting prohibited behaviour, for example to their managers, OHRM or OIOS, which have a duty to investigate appropriately.

Conflict prevention and resolution

Staff members and managers are encouraged to first try to resolve a dispute through informal channels, in order to avoid unnecessary litigation. Resolving disputes through negotiation, mediation and other informal means is usually quicker and often less stressful, cumbersome and expensive than litigation. Pursuing informal resolution does not prevent a staff member from also bringing a matter to the formal internal justice system.

Ombudsman and mediation

The Ombudsman provides confidential, off-the-record and impartial assistance to staff members. The Ombudsman can informally research the facts of a grievance which, with the agreement of the staff member, may involve contact with human resources personnel, supervisors or other senior staff.

Mediation brings parties to a dispute around the table to help them settle it. A settlement agreement from mediation is legally enforceable. An Ombudsman/Mediator acts with strict confidentiality and there is no record on file. Mediation is always a good option except in cases of, for example, sexual harassment and/or a genuine fear of retaliation. It is effective for interpersonal disputes and performance issues. Often, such problems are rooted in poor communication. For example, while some staff/managers communicate openly, others are hindered by hierarchical concerns. Mediation can help break down these barriers to communication.

Internal justice system

The United Nations has its own internal justice system because staff members are unable to file employment-related claims against the Organization in national courts, in view of the United Nations' status as an international organization.

The internal justice system exists to address situations in which staff members feel that their rights have been violated and the rules of the Organization have not been respected. The work-related disputes that arise are usually those that occur in any workplace (e.g., contract renewals, equity of treatment, promotion, performance management, discrimination, harassment, disciplinary matters etc.)

Advice and support

There are both formal and informal dispute resolution mechanisms to assist staff and managers of the Secretariat.

- **Staff Counsellor:** Assists with personal issues, especially of a psychological nature – stress, post-mission distress, family matters or personal issues with drugs or alcohol, or any issues that might interfere with one's ability to focus on work.
- **Ethics Office:** Offers confidential advice to ensure staff carry out their jobs professionally and fairly, avoiding conflicts of interest, etc.[15]
- **Ombudsman and Mediation Services:** Provides confidential, off-the-record and impartial assistance to help arrive at informal resolution of concerns and disputes related to United Nations employment. It also includes a mediation service. Mediation is an informal and confidential process in which a trained mediator assists parties in working towards a negotiated settlement of a dispute. The mediator does not impose a solution, but acts as a facilitator. Both parties have to agree to mediation.
- **Administration of Justice:** There is a formal United Nations internal justice system for resolving employment-related disputes that cannot be resolved in other ways. The formal system includes the Management Evaluation Unit, United Nations Dispute Tribunal and United Nations Appeals Tribunal. Please refer to Chapter 5: Ethics, Accountability and Oversight, as well as this chapter's annex on Administration of Justice for additional information.

STAFF-MANAGEMENT RELATIONS

Departments and offices have elected staff representatives.[16] The functions of staff representatives are official and so all the rights, conditions, obligations and immunities apply to them regardless of their status as representatives. No discriminatory or prejudicial action may be taken against members of the staff committees based on their status or activities as staff representatives. Quarterly meetings should be held by heads of departments/offices with the appropriate unit representatives. Meetings may also be called at 48 hours' notice by either side. Issues subject to consultations are those relating to:

- Staff welfare, working conditions and efficiency.
- Application of staff rules for which the department or office has delegated authority, including the implementation of policies and recommendations approved by the Secretary-General bearing on the welfare of staff.
- Problems or crises within the department/office.

Such issues should affect the entire department/office or a significant number of staff thereof (i.e., not normally individual cases). Where managerial decisions are taken that may have a substantial impact on the careers, welfare and/or working conditions of the staff in the department/office, the staff affected should be informed of any such changes in advance and provided an opportunity for consultation.

STAFF HEALTH AND WELLNESS

In support of total worker health for United Nations staff worldwide, the Medical Services Division (MSD), led by the Medical Director in OHRM, coordinates the system-wide implementation of United Nations medical standards and health policies, addresses health-care issues arising from all duty stations globally, and ensures that staff both in the field and at HQ locations are physically and mentally fit to perform their duties. [17]

Excluding facilities of troop-contributing countries in peacekeeping operations, the MSD provides technical oversight, support and guidance to approximately 120 health-care facilities in field locations, including dispensaries and civilian clinics in peacekeeping operations, comprising hundreds of doctors, nurses and support staff. The MSD also participates in generating the list of suitable regional medical centres and advises the International Civil Service Commission on local health conditions.

In the context of emergency preparedness and response, the United Nations Medical Emergency Response Team (UNMERT) consists of trained volunteer United Nations medical professionals who are ready to deploy at short notice in response to mass casualty incidents that affect United Nations personnel and offices worldwide. Technical support is provided to all field duty stations to develop, implement and test mission-specific emergency response plans and ensure compliance with the duty stations' mass casualty incident management plans.[18]

At HQ, a range of health services are available to all New York–based United Nations staff. These include basic clinical and mental health support through a walk-in clinic, health education and prevention activities, and workplace occupational health and safety programmes. The Offices Away from Headquarters and regional commissions, and many other duty stations – including several field missions – have similar services in place. Advice on medical issues should always be sought locally from the duty station's medical service.

ANNEX ONE: WHERE TO GO FOR MORE INFORMATION

Demographics of the Secretariat

- A/67/329 - Composition of the Secretariat

Staff Rules and Regulations

- ST/SGB/2013/3 – Staff Rules
- ST/SGB/2012/1 – Staff Regulations
- ST/AI/234/Rev.1 and ST/AI/234/Rev.1/Amend.1 – Administration of the Staff Regulations and Staff Rules
- ST/SGB/Staff Rules/Appendix D/Rev.1 and Amend.1 and
- ST/SGB/Staff Rules/1/Rev.7/Amend.3 (compensation in the event of death, injury or illness attributable to the performance of official duties – to be read in conjunction with Malicious Acts Insurance Policy)

Recruitment and Staffing

- ST/AI/2010/3 – Staff Selection System
- Article 101 of the United Nations Charter
- ST/SBG/2011/8 – Senior Review Group
- ST/SGB/2011/7 – Central Review Bodies
- ST/AI/2010/4/Rev.1 – Administration of Temporary Appointments

Administration of Justice

- ST/SGB/2008/5 – Prohibition of Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority
- ST/AI/371/Amend. 1 – Revised Disciplinary Measures and Procedures
- ST/SGB/2003/13 – Special Measures for Protection from Sexual Exploitation and Sexual Abuse
- Lessons Learned from the Justice System, Volumes I, II and III
- Statutes of the United Nations Dispute Tribunal and United Nations Appeal Tribunal
- ST/SGB/2008/14 – Joint Harassment Prevention Boards

Career Development and Performance Management

- ST/AI/2010/5 and Corr.1 – Performance Management and Development System
- ST/SGB/2009/9 – Learning and Development Policy
- Staff Regulation 1.3 (Performance of staff)
- Staff Rule 1.3 (Performance of staff)
- Addressing and Resolving Poor Performance – A Guide for Managers
- Competency Development Guide

Staff Relations and Staff Management Committee

- Staff Regulations 8.1–8.2
- Staff Rules 8.1–8.2
- ST/SGB/2011/6 – Staff Management Committee [NB currently under revision]
- ST/SGB/274 – Staff management consultation at the departmental or office level
- ST/SGB/2007/9 – Joint Negotiation Committee at Headquarters
- ST/SGB/2008/11 – Joint Negotiation Committee at the Field
- ST/AI/293 – Facilities to be provided to staff representatives

Recent Secretary-General's Reports on Human Resources Management, and General Assembly resolution in response

- A/67/324 – Overview of human resources management reform: towards a global, dynamic and adaptable workforce: report of the Secretary General
- A/67/324/Add.1 – Overview of human resources management reform: towards a global, dynamic and adaptable workforce: report of the Secretary General: mobility
- A/Res/67/255 – Human Resources Management

Entities with Human Resources-related responsibilities and services

Executive Officer, Chief of Administration, Chief of Mission Support:

Executive offices in New York, Chiefs of Administration in OAHs and Chiefs of Mission support assist staff with such issues as:

- Leave (home, family, annual, special, sick, military, maternity, paternity, advance)
- Assignment grant
- Repatriation grant
- Travel advances, standards of accommodation, travel time and rest stopovers
- Grounds pass extension
- Salary increment
- Problems with salary statements
- Job (re)classification
- Special power allowance
- Part-time employment

Human Resources Officers in OHRM:

Human Resources Officers administer and monitor staff member's entitlements and benefits, such as:

- Rental subsidies and deductions
- Education grants
- Dependency allowances
- Language allowances
- Other entitlements and benefits
- Official status files

- Private legal obligations
- Personal status (i.e., national, marital status, dependants)
- Impact of reform on contractual status
- Procedures for recruitment, placement, promotion and mobility of staff

Income Tax Unit, Office of Programme Planning, Budget and Accounts (OPPBA), DM

Assists those staff members whose UN earnings are subject to US income taxes.

Insurance Section, OPPBA, DM

Medical, dental and life insurance, provides assistance with:

- Health insurance
- Dental insurance
- After-service health insurance
- Life insurance
- Malicious acts insurance.

United Nations Joint Staff Pension Fund (UNJSPF)

- Normal retirement benefits
- Early retirement benefits
- Deferred retirement benefits
- Withdrawal settlements
- Disability benefits
- Survivor benefits
- The UNJSPF website provides detailed information on these benefits. The Regulations, Rules and Pension Adjustment System of the United Nations Joint Pension Fund are also published on the website.

Visa committee

A standing advisory body that assists staff who are not U.S. nationals in obtaining G-4 visas for their family members – other than spouses and children under 21 years of age – and G-5 visas for their household employees, as appropriate.

Other services include:

- U.S. employment authorization documents for eligible spouses and children.
- Guidance in the processing of green card applications under the special immigrant provisions for retirees and eligible children.
- Advice on Department of Motor Vehicles issues pertaining to visas.
- Advice on obtaining Social Security numbers.
- Advice on conversion of status (non-immigrant to and from G-4).

ANNEX TWO: ADMINISTRATION OF JUSTICE MECHANISMS[19]

Management Evaluation Unit

The Management Evaluation Unit (MEU) is in the Office of the Under-Secretary-General of the Department of Management. It is the mandatory first step of the formal new internal justice system in the United Nations. Management evaluation is designed to give management a chance to correct an improper decision or provide acceptable remedies in cases where the decision was flawed, thereby reducing the number of cases that proceed to formal litigation.

The MEU evaluates whether an administrative decision has been taken in conformity with the Staff Regulations and Rules, administrative guidance, and relevant jurisprudence.

If a staff member believes that an administrative decision violates his/her rights as an employee of the Organization, and is unable to resolve the matter informally, s/he may request, as a first step, a management evaluation. These evaluations can made with regard to decisions related to:

- Non-renewal or termination of appointment
- Reassignment
- Entitlements
- Promotion
- Other administrative decisions, except disciplinary decisions

Note: Seeking a management evaluation does not automatically stay or prevent the contested decision from being implemented. Staff must file a separate suspension of action request with the United Nations Dispute Tribunal, if needed. For decisions relating to non-renewal of appointments, staff may file a request for suspension of action with either the United Nations Dispute Tribunal or the Management Evaluation Unit.

United Nations Dispute Tribunal

The United Nations Dispute Tribunal (UNDT) is the first body in the formal two-tier system in which a staff member can formally dispute an administrative decision taken against him/her. When a management evaluation is not to the satisfaction of the staff member, the staff member can file an application with the UNDT, as a court of first instance. The UNDT operates on a full-time basis and is comprised of five professional judges, three full time and two half time. It has registries in New York, Geneva and Nairobi. The UNDT will examine the facts of the case and will conduct, where necessary, oral proceedings. These are normally held in public.

Staff may file an application directly with UNDT without first seeking a management evaluation when:

- The application concerns the imposition of a disciplinary measure.
- The contested decision is based on the advice of an expert or advisory board, such as the Advisory Board on Compensations Claims or a Medical Board.

Notes: Staff must file a separate suspension of action request with UNDT, if needed. UNDT decisions are binding.

United Nations Appeals Tribunal

Both the staff member and the administration have the right to appeal a judgment rendered by the UNDT to the United Nations Appeals Tribunal (UNAT), in cases in which it is alleged that the UNDT either exceeded its jurisdiction or failed to exercise it, or that it has erred on a question of fact or law or procedure. The Appeals Tribunal is composed of seven judges, and its registry is based in New York.

UNAT also accepts appeals related to decisions from the Pension Fund and from entities that have concluded special agreements with the Secretary-General under Art. 2.10 of the UNAT Statute as contained in A/RES/63/253.

Appeals are allowed when it is alleged that the UNDT:

- Exceeded its jurisdiction or competence.
- Failed to exercise jurisdiction vested in it .
- Erred on a question of law.
- Committed an error in procedure.
- Erred on a question of fact.

UNAT decisions are final and binding.

ANNEX THREE: SOURCES OF SUPPORT

i. Ombudsman and Mediation Services

Assist staff and related personnel in the identification of options to resolve workplace disputes through informal means. The work of the Ombudsman and mediators is based on the principles of confidentiality, neutrality and impartiality, independence and informality.

ii. Office of Staff Legal Assistance

Provides assistance to staff members in various stages of appeals and in disciplinary and others claims:

- Advises on how to seek informal resolutions of disputes.
- May provide legal assistance and representation to staff in proceedings within the internal justice system.
- May assist in identifying counsel for staff members.
- May assist with proceedings before United Nations Dispute Tribunal or United Nations Appeals Tribunal.

iii. Staff Counsellor's Office

Provides assistance to staff members and their families with situations encountered in everyday life that may have an impact on their welfare and productivity, including:

- Personal/family issues and concerns
- HIV/AIDS counselling
- Financial emergency information

- Mission readiness
- Stress management
- Fears and anxiety
- Depression
- Alcohol/substance abuse
- Loss and grief
- Staff outreach support programmes
- Harassment

iv. Critical Incident Stress Management Section

The Stress Management Counsellors counsel staff members worldwide on issues such as:

- Psychosocial issues related to critical incidents or emergencies
- Mission readiness
- Stress management
- Fears and anxiety
- Depression
- Loss and grief

v. Staff Representative Bodies

Staff representative bodies participate in identifying, examining and resolving issues relating to staff welfare including conditions of work, general conditions of life and other human resource policies, through mutual agreements that are negotiated in good faith between representatives of staff and the administration.

Staff members may bring individual cases to the attention of (a) a member of the executive committee of the staff representative body or (b) a staff representative of the department or office concerned, who can advise on and assist in addressing issues informally or formally. Cases involving discrimination; harassment, including sexual harassment; and abuse of authority can also be brought forward in this manner.

In circumstances where informal resolution is not desired or appropriate, or has been unsuccessful, a staff representative may initiate a formal complaint, on behalf of the aggrieved staff member, by submitting a report of prohibited conduct to any of the officials identified in paragraph 5.11 of ST/SGB/2008/5.

vi. Office of the Focal Point for Women

The Office of the Focal Point for Women provides informal counselling to all staff on gender-related grievances, such as:

- Conditions of service
- Discrimination
- Staff selection
- Harassment
- Abuse of power.

The Office also coordinates with the departmental focal point system and provides advocacy and assistance in the formulation of gender-related politics and practices, e.g., gender strategy; harassment, including sexual harassment; or flexible working arrangements.

vii. Departmental Focal Points for Women

Departmental Focal Points for Women support heads of department by:

- Providing advocacy and counsel to female staff.
- Promoting awareness of gender issues.
- Monitoring and contributing to the realization of gender targets.
- Monitoring the staff selection process to ensure gender balance.

viii. Head of department, office or field missions

Heads of departments, offices and field missions have the responsibility for undertaking preliminary investigations related to:

- Entitlement fraud
- Simple thefts
- Basic mismanagement issues
- Misuse of United Nations assets, including human, financial, material
- Infractions of regulations, rules or administrative issuances
- Assault upon or threats to other staff members
- Financial loss resulting from gross negligence
- Acts of discrimination; harassment, including sexual harassment; and abuse of authority

ix. Office of Internal Oversight Services

The Office of Internal Oversight Services (OIOS) investigates:

- Serious/complex fraud or criminal activity
- Sexual exploitation and abuse
- Waste of substantial resources
- Entitlement fraud
- Gross mismanagement
- Procurement violations
- Prohibited conduct, including sexual harassment by senior staff members
- All cases involving risk of loss of life to staff or to others, including witnesses

x. Conduct and Discipline Teams

Conduct and Discipline Teams receive reports of all allegations of misconduct by all categories of United Nations peacekeeping personnel, including acts of sexual exploitation, and advises and transmits them to the appropriate bodies for investigation. All sexual exploitation and abuse allegations will be referred to the Investigation Division of OIOS.

xi. Special Investigations Unit

The Special Investigations Unit (SIU) within the Safety and Security Services of the Department of Safety and Security investigates issues from a security perspective, such as:

- Loss/damage of property
- Accidents
- Assault upon or threats to other staff members

xii. Management Evaluation Unit

Refer to Annex Two of this chapter for information on the MEU.

xiii. United Nations Dispute Tribunal

Refer to Annex Two of this chapter for information on the UNDT.

xiv. United Nations Appeals Tribunal

Refer to Annex Two of this chapter for information on the UNAT.

xv. Advisory Board on Compensation Claims

The Advisory Board on Compensation Claims (ABCC) reviews claims directly attributable to the performance of official duties on behalf of the United Nations that relate to:

- Death
- Injury
- Illness
- Medical expenses.

Appealing a decision or making a claim:

- **United Nations Claims Board:** reviews claims for loss of or damage to personal effects, including claims related to personal vehicles arising from the performance of official duties.
- **Central Examination Board:** reviews staff complaints of exclusion from participation to ensure procedures and arrangements for the examination have been followed.
- **Medical Board:** considers requests for additional sick leave from staff who are unable to perform their duties by reason of illness or whose attendance at work is prevented by public health requirements.
- **Classification Appeals Committee:** reviews appeals based only on incorrectly applied classification standards resulting in classification at the wrong level.
- **E-performance:** The Performance Management and Appraisal Rebuttal Panel will consider a staff member's rebuttal of his/her e-performance rating. As of April 2012, all staff are subject to the Organization's enhanced performance management and development system through the use of the e-performance tool under inspira. Based on this enhanced system, staff members who disagree with a "partially meets performance expectations"

or "does not meet performance expectations" rating may, within 14 days of signing the completed e-performance document, submit a written rebuttal statement setting forth briefly the specific reasons why a higher overall rating should have been given. This statement should be addressed to the executive office, chief of administration or chief of mission support as appropriate, with a copy to their head of department, office or field mission again as appropriate to the duty station concerned.

- **ePAS:** A Performance Management and Appraisal Rebuttal Panel considers a staff member's rebuttal of his/her performance ratings. Performance appraisals up to the performance cycle of March 2011 to April 2012 will be conducted and completed in accordance with the procedures described in ST/AI/2002/3. Based on those procedures, staff members who disagree with the ratings on their ePAS may submit a written rebuttal statement to their executive office at HQ or to the chief of administration elsewhere. Staff members who consider the comments on their ePAS to be inconsistent with the ratings may bring this discrepancy to the attention of the head of department/office for resolution and, if necessary thereafter, to the Office of Human Resources Management.

ENDNOTES

1 Excluding General Temporary Assistance.

2 The core work of the Secretariat started with supporting meetings and conferences, but has faced a number of changes, especially in the last 20 years, including a significant expansion of operations, budgets and functions. More complex missions mean more people needed to run them.

3 ST/SGB/2001/4.

4 The Bretton Woods Institutions – The World Bank Group and the International Monetary Fund – are not part of the common system and neither is the World Trade Organization, which follows the common system of the Organization for Economic Cooperation and Development (OECD).

5 Staff recruited under the Young Professionals Programme (YPP) are granted continuing appointments after two years of satisfactory service.

6 The Secretary-General submitted his proposals on mobility for GA endorsement at the 67th session, in 2012. The GA requested and considered a further report in its 68th session. See A/67/324/Add.1, A/RES/67/255 and A/68/358.

7 See Chapter 2: The Secretary-General and His Executive Office for more information on compacts.

8 Regarding geographical distribution, there is a methodology involving a country's financial contribution to the United Nations, its membership and its population that is used in determining how well each Member State is represented.

9 ST/AI/2010/3; see section "Where to Go for More Information".

10 Except for D-2 selections, which are made by the Secretary-General.

11 For staff members at the D-2 level, this review is conducted by the Senior Review Group, comprised of Under-Secretaries-General.

12 For information on learning and development, visit http://www.un.org/staffdevelopment/viewpage.asp. For information on career support, visit https://careers.un.org/lbw/home.aspx?viewtype=CS.

13 http://www.un.org/staffdevelopment/viewPage.asp?selMenu=mandatory.asp.

14 Refer to competencies booklet available at https://careers.un.org/lbw/attachments/competencies_booklet_en.pdf.

15 See Chapter 5: Ethics, Accountability and Oversight for more information.

16 ST/SGB/274 guides the staff management consultation machinery at the departmental or office level.

17 The Medical Director also acts as medical advisor to key health-related bodies, including the Advisory Board on Compensation Claims, the Finance Section of the Department of Peacekeeping Operations (DPKO) for compensation claims of military and police personnel, the United Nations Joint Staff Pension Fund and the Health and Life Insurance Committee, among others. The Medical Director further coordinates health policy with other United Nations organizations by chairing the United Nations Medical Directors Working Group.

18 Additional information on United Nations emergency preparedness and response is available in Chapter 8: Security.

19 Also refer to Chapter 5: Ethics, Accountability and Oversight.

7 BUDGET AND FINANCE

"I am here to thank you for solidifying, with me, our compact to make the most of our resources ... and to continue fulfilling every one of the critical global mandates entrusted to the United Nations."

Secretary-General Ban Ki-moon
Remarks to the General Assembly, 4 December 2011

BUDGET AND FINANCE AT THE UNITED NATIONS

Just as the United Nations is diverse and complex, so are its arrangements for budget and finance. The funding spent by the United Nations is significant: during 2013, the United Nations spent about $17 billion, received through a combination of contributions that are assessed on Member States and others that are voluntary.

Budget and finance in the United Nations Charter

The fundamental basis for both United Nations budgeting and financing is laid out in the United Nations Charter. Article 17 stipulates that the expenses of the Organization will be borne by Member States as apportioned by the General Assembly (GA). It also stipulates that the GA will consider and approve the budget of the Organization. Subsequent GA resolutions have elaborated on budgetary policies, regulations, rules and procedures. Thus, the GA decides on budgets and the distribution of responsibility among Member States for payment of assessed budgets.

The Role of the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions

The Fifth Committee is the Committee of the GA responsible for administrative and budgetary matters. Based on the Fifth Committee's reports, the GA considers and approves the budget of the Organization.[1]

The Fifth Committee is assisted by the Advisory Committee on Administrative and Budgetary Questions (ACABQ), a subsidiary organ of the GA. The ACABQ submits recommendations to the Fifth Committee on proposals of the Secretary-General on administrative and budgetary

matters. The ACABQ consists of 16 members appointed by the GA, who serve in their individual capacity on the basis of broad geographical representation, personal qualifications and experience.

The Fifth Committee, the ACABQ, the Committee for Programme Coordination, and an overview of the budget process are covered in Chapter 1: The United Nations Charter and Principal Organs.

BUDGETS AND ASSESSED CONTRIBUTIONS

The Organization is financed by its 193 Member States on the basis of mandatory assessed contributions on the one hand, and voluntary contributions on the other.

Assessed contributions

The following United Nations budgets are financed by assessed contributions:

- The "regular budget" (or "programme budget"), which covers the mandated activities of the United Nations Secretariat at Headquarters (HQ), Offices Away from Headquarters, regional commissions, special political missions, and various information centres. The regular budget also provides for two longstanding peacekeeping operations.[2]
- Peacekeeping budgets, which cover all other peacekeeping operations and support to those operations (the "support account") and the United Nations Support Office for AMISOM.[3]
- The budget of the Capital Master Plan.[4]

Voluntary contributions, explained in more detail in the next section, complement assessed contributions and are the sole source of funding for United Nations funds and programmes. United Nations agencies, however, are financed by a mix of assessed and voluntary contributions.

Regular budget

The "regular budget" (often also referred to as the "programme budget") covers a biennium – a period of two consecutive calendar years, beginning with an even-numbered year. The regular budget is part of a biennial planning, programming and budgeting process, in which the main elements are: the Strategic Framework; the budget outline; the proposed programme budget and related appropriations; the programme performance report; and evaluation reporting.

Programme budget implication

In order to ensure that the financial implications of a draft resolution are known and considered before approval, the Secretary-General is required to submit a statement of programme budget implications (PBI).[5] While the underlying resolution is considered in the substantive committee or body, the PBI is considered in the Fifth Committee, with the advice of the ACABQ. Approval by the GA of resolutions with PBIs allows for adjustments to the programme budget.

Contingency fund

The contingency fund is a mechanism for financing new mandates conferred after the approval of the regular budget. The level of the contingency fund is set by the GA as a percentage of the total budget for a biennium. Since the inception of the contingency fund, the level has been set at 0.75 per cent of the approved budget outline figure.

Financing special political missions

A biennial provision for special political missions is made in the regular budget under Section 3, Political Affairs. A detailed justification of resource requirements by mission is submitted to the GA, normally on an annual basis. The budget estimates are presented under three thematic clusters:

- Cluster I for special and personal envoys, special advisers and personal representatives of the Secretary-General.
- Cluster II for sanctions monitoring teams, groups and panels.
- Cluster III for United Nations offices, peacebuilding support offices, integrated offices and commissions.

In addition to these three thematic clusters, there are currently two large United Nations field missions (in Afghanistan and Iraq), the budgets of which are presented separately from the above clusters.

Peacekeeping budget

Peacekeeping budgets are prepared for active peacekeeping operations, the Global Service Centre (the United Nations Logistics Base in Brindisi), and the support account. They are presented annually to the GA, through the ACABQ. They cover a 12-month period from 1 July to 30 June the following year. Peacekeeping budgets include a results-based budget framework (which is a type of logical framework described later in this chapter) as well as human and financial resource requirements.

The support account for peacekeeping operations is the mechanism established by the GA to provide for HQ support to, and backstopping of, peacekeeping operations. The support account is funded by prorating the cost among the individual budgets of active peacekeeping operations. The scale of assessment for peacekeeping is different from that established for the regular budget.

Financing international tribunals

As with the programme budget, the budgets of the two international tribunals cover a biennium starting with an even-numbered year. The budgets are reviewed by the ACABQ and approved by the GA. The International Residual Mechanism for Criminal Tribunals that has been established by the Security Council to conclude the work of the tribunals is financed in the same way.

Capital Master Plan

The Capital Master Plan project, which is scheduled for completion by 2014, is financed through assessments on Member States on the basis of the scale of assessments that was applicable in 2007. The project includes the renovation of the Secretariat building, the General Assembly building, the Conference building, the Library, and the North and South Annexes. The management and implementation of the project are the responsibility of the Executive Director for the Capital Master Plan.

Calculating Member State's assessed contributions

Member States are assessed in accordance with scales of assessment approved by the GA. The scale of assessment applicable to the regular budget is determined triennially by the GA, drawing on the advice of the Committee on Contributions. The scale of assessment is intended broadly to reflect the capacity to pay. The minimum share of a Member State is 0.001 per cent. The ceiling applicable to the regular budget scale is 22 per cent.[6]

For the financing of peacekeeping operations, the regular budget scale is adapted to reflect the responsibility of the five permanent members of the Security Council (P5) for the maintenance of peace and security, and hence for the financing of peacekeeping operations. Based on specified criteria, countries are situated in one of ten levels to which different rates of assessment apply. Where the rate of assessment for peacekeeping is lower than the regular budget rate, the P5 pay the difference.[7]

For international tribunals, half of the appropriation is assessed at the rates applicable to the regular budget and half at the rates applicable to peacekeeping operations.

Budget outline

The budget outline in the regular budget enables Member States to agree on the estimated overall level of resources for the next programme budget, prior to preparation of the detailed budget by the Secretary-General. It is also considered by the GA in the first year of a preceding biennium.

VOLUNTARY CONTRIBUTIONS AND OTHER FUNDING MECHANISMS

While assessed contributions are intended to cover the requirements fundamental to the existence of the Organization and its institutional mandates, voluntary contributions play an essential role in financing the work of the United Nations. For example, for the budget period 2012–13, voluntary contributions of $12.4 billion were forecast, more than twice the level of the proposed programme budget. The majority of these resources are directed to humanitarian activities, but they are also significant sources of funding for the substantive and operational work carried out by many parts of the Secretariat.

"Extra-budgetary resources" and "voluntary contributions"

The terms "extra-budgetary resources" and "XB" refer to funds financed from voluntary contributions. They are an important source of finance for the work of the Organization, especially its humanitarian and relief assistance programmes.

Trust funds

Trust funds contain extra-budgetary resources, which are provided by donors on the basis of specific agreements. Their receipt and expenditure are accounted for, and reported to, the donors separately.

The establishment and management of trust funds are governed by the Financial Regulations and Rules of the United Nations. Trust funds may be established by the GA or the Secretary-General. Approval of the Controller is required for the establishment of a trust fund and receipt of contributions. In every case, it needs to be ascertained whether the establishment of a trust fund involves any direct or indirect financial liability for the Organization.[8]

Programme support costs

Programme support costs are an "administrative overhead" cost levied on extra-budgetary contributions to recover incremental indirect costs incurred. This charge is intended to ensure that the additional cost of supporting activities financed from extra-budgetary contributions is not borne by assessed funds.

PLANNING AND MANAGEMENT TOOLS AND FRAMEWORKS

The United Nations has adopted a wide set of frameworks and tools to support the budget and finance process. The United Nations uses a results-based management approach, which includes results-based budgeting and use of the logical framework format.

Strategic Framework

The Organization uses a Strategic Framework to describe the overall plan of work; this constitutes the principal policy directive of the Organization. The Strategic Framework covers a biennium and reflects the strategic priorities of Member States. It is a translation of legislative mandates into programmes and sub-programmes, and is the basis for preparing the biennial programme budget. The Strategic Framework does not set out resource requirements. Programme planning is a separate phase from budgeting: the logic is that after plans are approved to support mandates, the resource requirements are later filled in through the budget.

The Strategic Framework consists of two parts:

- Part I (Plan Outline): reflects longer-term objectives of the Organization as a whole and contains priorities for the work of the Organization. This is prepared by the Executive Office of the Secretary-General.
- Part II (Biennial Programme Plan): comprises programmes and sub-programmes and contains objectives, expected accomplishments and indicators of achievement for each sub-programme. It is prepared by departments/offices on the basis of legislative mandates.

In the first year of a biennium, the proposed Strategic Framework for the following biennium is considered by the Committee for Programme and Coordination (CPC) and by the GA. The CPC is the main subsidiary organ of the Economic and Social Council (ECOSOC) and the GA for planning, programming and coordination. Heads of department/office have the opportunity to present their programmes to the CPC.

Results-based management

Results-based management (RBM) is a broad management approach that uses information about expected results for strategic planning, human resources and budgetary decision-making, performance measurement and learning. It involves efforts to ensure that everything an organization does – all its processes, services and products – contribute to the achievement of desired results.

RBM is the action taken to manage the implementation of the work programme towards the delivery of products, services and, most important,

results. It facilitates the management of programmes as well as of staff by promoting a sense of teamwork, a collaborative effort and systematic approach to implementation, and can focus the organization on working towards results.

Results-based budgeting

Results-based budgeting (RBB) is a subset of RBM. It is applied to the regular budget as well as the budgets for special political missions, the international tribunals and peacekeeping operations. RBB was introduced at the United Nations to strengthen the linkage between the resources provided, the work being done and the objectives being pursued. The main precepts are:

- Programme formulation is driven by defined objectives and expected results.
- Expected results justify the resource requirements, which are derived from, and linked to, outputs required to achieve such results.
- Actual performance is measured by objective performance indicators.

Logical framework and the RBB framework

The RBB method uses a logical framework aimed at ensuring that expected results are **s**pecific, **m**easureable, **a**ttainable, **r**ealistic/relevant and **t**ime-bound ("SMART"). The implementation of RBB in the Secretariat has been incremental and evolutionary, based on the existing framework for planning, programming, budgeting, monitoring and evaluation that has been in place since the early 1980s.

The RBB framework in a budget is an example of a logical framework. It includes the following elements: objectives, expected accomplishments, indicators of achievement, performance measures and outputs. The objective describes what the sub-programme intends to achieve in the longer term. Expected accomplishments are the desired outcomes or results of a sub-programme. Indicators track progress towards these higher-level outcomes or results.

Role of RBM and RBB at the United Nations

RBM and RBB are very much works in progress at the United Nations. Both internal and external auditors have found that, to date, RBB has been used more to comply with rules than to take strategic decisions. The GA, in approving RBB in its resolution 55/231, stipulated that use of indicators of achievement should not be a reason for changing resource allocations, and that resource requirements should still be justified at the level of outputs to be produced.

To make further improvements, the Secretariat has agreed with the Board of Auditors to develop more outcome-focused objectives and indicators of achievement, and to establish clear links between resource use, outputs and achievement of high-level objectives.[9]

Day-to-day financial management

For control and implementation purposes, expenditure is divided into five main object groups. Programme managers can redeploy resources within object groups without prior approval of the Programme Planning and Budget Division (PPBD). Redeployments between object groups require approval of PPBD. Redeployments are not permitted for/from posts.

ACCOUNTABILITY FOR BUDGET AND FINANCE

Accountability, both at the institutional level on results achieved and resources used, and at the individual level are fundamental to the governance and good functioning of the Organization. The Secretary-General has delegated authority, responsibility and accountability for the management and administration of specific areas of the implementation of the Financial Regulations and Rules to the Under-Secretary-General for Management, who has further delegated the responsibilities as detailed in ST/AI/2004/1. Financial authority is not delegated by virtue of the function, but on a personal basis. The issue of accountability is also covered in Chapter 5: Ethics, Accountability and Oversight.

Defining "accountability"

The GA defines "accountability" as:

> *The obligation of the Secretariat and its staff members to be answerable for all decisions made and actions taken by them, and to be responsible for honouring their commitments, without qualification or exception.*
>
> *Accountability includes achieving objectives and high-quality results in a timely and cost-effective manner, in fully implementing and delivering on all mandates to the Secretariat approved by the UN intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards; truthful, objective, accurate and timely reporting on performance results; responsible stewardship of funds and resources; all aspects of performance, including a clearly defined system of rewards and sanctions; and with due recognition to the important role of the oversight bodies and in full compliance with accepted recommendations.*[10]

Central components of the accountability regime

There are six main components:

- The United Nations Charter.
- The Strategic Framework, the programme budget and the peacekeeping budgets. These provide the shared understanding of objectives and expected accomplishments set by Member States, the outputs the Secretariat should produce and the resources provided to pursue them.
- Delivery of results and performance, brought out in performance and other reporting.
- Internal systems and controls.
- Ethical standards and integrity.
- Oversight roles and functions.

Accountability chain

The critical linkage between institutional accountability and individual accountability is established through the compacts for senior managers and the performance appraisal system for staff at all levels below that of Assistant Secretary-General. Responsibility for results consistent with the approved organizational goals and objectives will cascade down through these workplans of successive levels of managers and staff.[11]

Evaluation

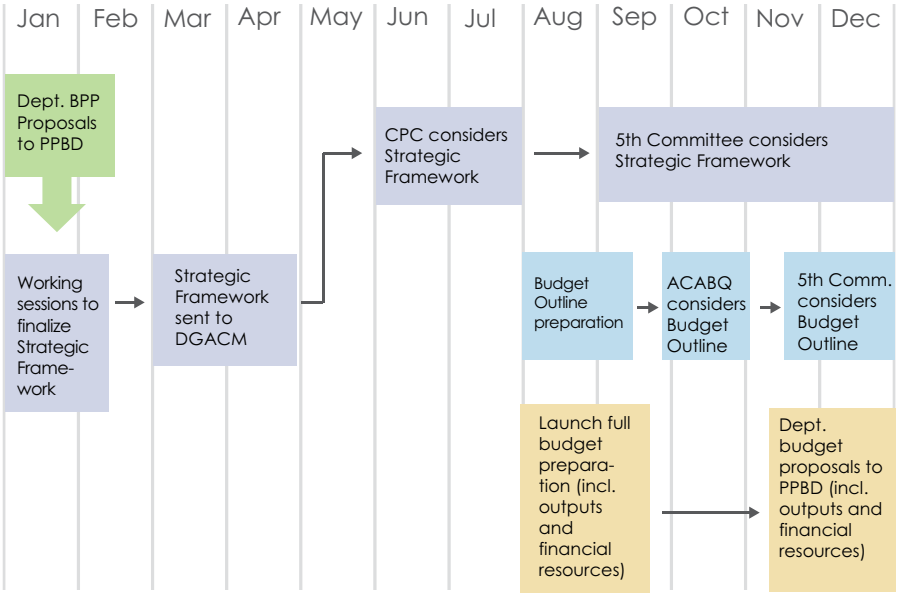
Two types of internal evaluation are conducted in the Secretariat: self-evaluation and in-depth evaluation. Self-evaluation is conducted by programme managers, who implement the work at the sub-programme level; it involves the self-assessment of outputs and activities carried out under the regular budget. In-depth evaluations, which are also internal to the Secretariat, are conducted by the Office of Internal Oversight Services (OIOS).

Oversight

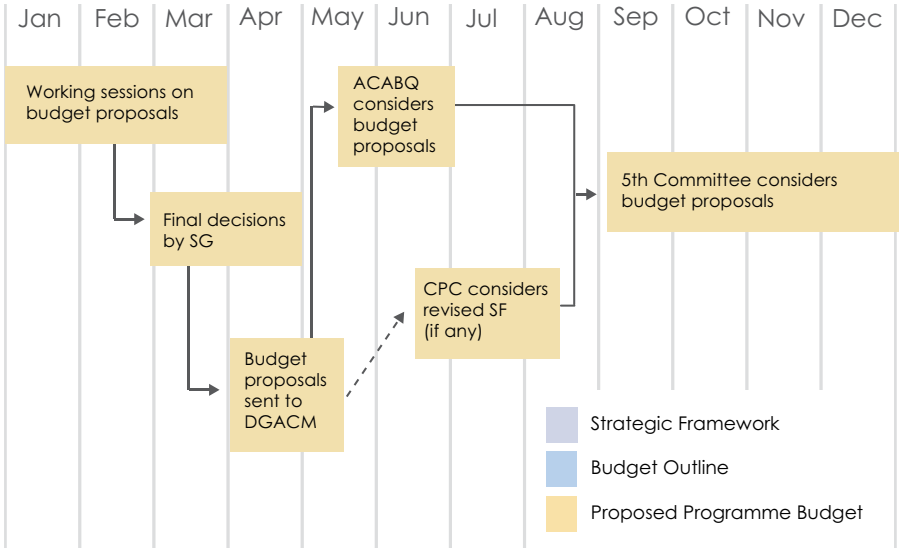
Oversight entities include an internal entity, the OIOS, and external bodies – the Board of Auditors and the Joint Inspection Unit. These entities are described in more detail in Chapter 5: Ethics, Accountability and Oversight.

ANNEX ONE: REGULAR BUDGET CYCLE

Year 1



Year 2



ENDNOTES

1. For more information on the Fifth Committee and the ACABQ, see Chapter 1.
2. The United Nations Truce Supervisory Organization (UNTSO) and the United Nations Military Observer Group in India and Pakistan (UNMOGIP).
3. African Union Mission in Somalia.
4. The Capital Master Plan relates to the renovation and refurbishment of the United Nations HQ complex.
5. In accordance with Rule 153 of the Rules of Procedure of the GA.
6. See A/RES/67/238.
7. See A/RES/67/239.
8. The policies and procedures with regard to trust funds are governed by ST/SGB/188, ST/AI/284, ST/AI/285 and ST/AI/286.
9. A/67/5 Vol. I, para. 145.
10. Source: A/RES/64/259.
11. Compacts are covered in Chapter 2: The Secretary-General and His Executive Office. Performance Management is covered in Chapter 6: Human Resources.

8 SECURITY

"United Nations staff are becoming increasingly vulnerable in carrying out their work…The United Nations flag, which represents hope, safety and a better life for the most vulnerable, has in some places now become a target."

Ban Ki-moon
Secretary-General

DEPARTMENT OF SAFETY AND SECURITY

The Department of Safety and Security (DSS) and its partners in the United Nations Security Management System (UNSMS) protect over 150,000 United Nations personnel and their eligible family members, premises, assets and operations in more than 180 countries and approximately 2,000 duty stations worldwide. Although the Headquarters (HQ) component of DSS is small, DSS has about 2,000 staff worldwide.

The tragic bombing of United Nations HQ in Baghdad in 2003, which killed 22 United Nations personnel and visitors, was the first time the United Nations was directly targeted by an extremist group; the attack highlighted the need for greater resources for the protection of United Nations personnel, premises and assets, as well as a reform of United Nations security.[1] This event, and subsequent efforts to reform and strengthen the way security is provided to United Nations personnel and their eligible family members, led to the creation of DSS in 2005.[2]

Faced with an unprecedented level of threats and an increasing demand for United Nations system engagement, particularly in high-risk and conflict environments, the United Nations system adopted, in 2009, a new strategic vision for security management. This involved a move away from a "when to leave" approach to one that focuses on "how to stay" to deliver United Nations system–mandated programmes, even in highly challenging security environments.

Security management in the field

In each country or designated area where the United Nations has a presence, the most senior United Nations system official is normally appointed as the Designated Official (DO) for Security. DSS is responsible

for providing support at the policy, operational and strategic levels to DOs. The DO is accountable to the Secretary-General, through the Under-Secretary-General for Safety and Security, for the safety and security of United Nations personnel, premises and assets throughout the country or designated area. On the ground, the DO is supported by a Security Management Team (SMT) and field-based DSS security professionals, as well as agency security officers who provide advice on security-related matters. The SMT is composed of heads of agencies at the country level, as well as United Nations system security professionals and others in the United Nations country team, as appropriate.

The DO is responsible for security is responsible for engaging the authorities about their responsibilities for protecting the United Nations, and for requesting that the authorities designate focal points with whom the United Nations system can cooperate on a regular basis.[3]

All those employed by the United Nations system, regardless of rank or level, have the responsibility to abide by security policies, guidelines, directives, plans and procedures of the UNSMS. All personnel are responsible for:

- Conducting themselves so as not to endanger their own safety and security or that of others.
- Familiarizing themselves with security management information relevant to their location/duty station.
- Attending and completing necessary security training and required briefings.
- Reporting all security incidents in a timely manner.

The Training and Development Section of DSS offers a variety of courses, and many staff will be required or advised to take these courses.

Security management at Headquarters, Offices Away from Headquarters and regional commissions

At HQ, Offices Away from Headquarters and regional commissions, DSS is responsible for ensuring the security and safety of all delegates, personnel, visiting dignitaries, etc. It works under the authority and guidance of the Division of Headquarters Security and Safety Services within DSS.

Chiefs of security and safety can also assist and advise senior leaders within those duty stations, including those with country security management responsibilities and functions (i.e., DOs, senior management groups and security management teams).

Financing and managing the United Nations security system

DSS is the only department of the United Nations Secretariat funded through a cost-sharing arrangement among the agencies, funds and programmes of the United Nations system, as well as by those organizations that hold a Memorandum of Understanding with the United Nations according membership in the UNSMS. DSS reports to the General Assembly (GA) on the implementation of its mandate. The Department coordinates and works in tandem with the United Nations agencies, funds, programmes and organizations that subscribe to the UNSMS on all issues related to the functioning of the UNSMS. DSS leads the UNSMS through the Inter-Agency Security Management Network (IASMN), which is accountable to the High-Level Committee on Management (HLCM) of the Chief Executives Board (CEB).[4] The IASMN meets in regular session twice a year.

PREPARING FOR AND RESPONDING TO SECURITY-RELATED INCIDENTS

Ensuring security for you and your colleagues

While the DO has the responsibility for taking the lead on security issues in country, all United Nations personnel, including each individual staff member, share a responsibility to ensure the safety and psychological well-being of themselves and their colleagues. If you are going to a field mission or office, ensure you have completed relevant security training, familiarize yourself with critical incident stress prevention and management,[5] and respect security policies and procedures.

Traveling to high-risk areas

Ensure you have completed a security request through the DSS online TRIP (Travel Request Information Processing) system and have **received security clearance**. In addition, all travelers must have completed the **online basic security in the field course** and, if appropriate, the advanced course.[6] Depending on the duty station, you may need to attend additional training, such as a SSAFE (Safe and Secure Approaches to Field Environments) course in country.

Organizing conferences and meetings

If you are planning a conference or meeting outside of HQ, promptly notify the DO in the country in which the event is to be held. At the same time, inform the Division of Headquarters Safety and Security in DSS, which is responsible for the coordination and provision of strategic and technical advice for all special events held at venues away from United Nations Secretariat HQ. DHSSS will coordinate with the relevant security personnel in the country concerned.

Budgeting for security needs and concerns in programmes

Predictable and adequate resources are critical for effective security management. It is important that the security management budget is part of the planning process for all United Nations mandates and programmes.

Preparing for and responding to security-related incidents at Headquarters, Offices Away from Headquarters and regional commissions

In case of an incident, the DO is responsible for:

- Advising the head of DSS of the situation as soon as possible so that the requisite level of support can be properly established.
- Working closely with the chiefs of security and safety services/sections on site to resolve the crisis and implement the established Crisis Management Plan, which is part of the Security Plan for that particular location.
- Being aware of the various levels of security management. Senior managers are responsible for keeping HQ in New York informed, seeking advice and supporting as appropriate, and providing direction to the Crisis Management Team (CMT) concerning further action. The CMT manages the day-to-day issues of the incident and develop crisis resolution strategies for the SMG's consideration and approval.

In the event of a security-related concern or crisis affecting the United Nations in a non-mission context, the DO must allow and enable the host government to respond. Mobilization and coordination of support takes place via the host government's designated focal points. DSS HQ must be informed immediately of the event. DSS takes the lead in security crisis management and response in support of all duty stations, except for DPKO-led United Nations field missions.

A security-related crisis is managed at the United Nations duty station by the DO and SMT. The role of DSS HQ is to support the crisis response efforts of the DO and advise the Secretary-General and all affected components of the UNSMS.[7]

The Organizational Resilience Management System (ORMS), once implemented, will serve as a comprehensive emergency management framework and will subsume crisis management, safety and security emergency operations, business continuity, emergency staff and medical support, and IT disaster recovery.[8]

Preparing for and responding to security-related incidents in the field

The host government holds primary responsibility for the security and protection of United Nations personnel, their eligible family members and the property of the Organization. Collaboration with the host governments, at all levels from senior officials to working levels, is key to security management.

Individual United Nations personnel members at all levels should be particularly mindful of the inextricable links between their conduct and public perception with their safety and security. Moreover, the lack of respect for local customs and cultures may adversely affect safety and security of United Nations personnel, assets and premises.

As the host government has the primary responsibility for ensuring the safety and security of United Nations personnel, United Nations officials concerned, including the DO and those with security management responsibility, should ensure effective collaboration with the host government authorities in these areas:

- *Liaison*. This includes cooperating with relevant host government authorities to establish mechanisms for effective sharing of security-related matters.
- *Information sharing and strategic communication*. Two-way information exchange is central to cooperation between the United Nations and the host government, and is an integral part of United Nations security management.
- *Security risk management measures*. Attention should be paid to host government assistance with, and implementation of, security risk management measures, especially with regard to United Nations premises and the import and licensing of security-related equipment.

- *Crisis management*. As part of security risk management, planning and preparedness for the management of security crises affecting the United Nations is an important aspect of collaborating with host government authorities. To enable the government to respond effectively in a crisis, the DO shall request the host government to designate focal points with the authority to mobilize and coordinate support when a crisis affects the United Nations in the country. Central to collaboration on crisis management is the host government's provision of emergency contacts, procedures and resources.
- *Legal aspects*. Collaboration with host government authorities should aim to ensure that crimes committed against United Nations personnel are investigated and perpetrators identified and prosecuted according to the law.
- *Concerns for specific categories of personnel*. Collaboration with host government authorities should include gender-related security issues and the special circumstances of locally recruited personnel.

In the event of a crisis affecting the United Nations in the context of a peacekeeping operation or field-based special political mission, DPKO and DFS (with DPA in the event of a crisis in an SPM) provide overall guidance and direction, expert advice and technical support for the duration of the crisis. DSS HQ maintains responsibility for the overall safety and security of United Nations civilian personnel, their recognized eligible family members, and military and police personnel when not deployed with their contingent or unit. DSS HQ is an integral part of the crisis response mechanism established by DPKO/DFS and DSS representative(s) who participate in the DPKO Crisis Response Cell (CRC).

It is the role of DSS to support all staff in their work as it relates to the security and safety of their own personnel, staff, assets and operations. Senior leaders therefore should view DSS as a department to turn to with any questions or concerns, and for provision of security training.

ANNEX ONE: FORMS OF SUPPORT PROVIDED BY DSS (DEPARTMENT OF SAFETY AND SECURITY)

DSS provides support in a number of areas, including:

- Strategic guidance
- Crisis management, including information support
- Policy, planning and coordination
- Compliance, evaluation and monitoring
- Personal protection coordination
- Special events and external conferences
- Training
- Critical incident stress management
- Aviation risk management

The Division of Headquarters Safety and Security Section has extensive experience and capacity that can be requested and deployed to field operations in the following areas. (Costs must be covered by the United Nations entity making the request.)

- Facility protection: operation of uniformed and armed personnel to provide security at major facilities.
- Physical security: design and implementation of security projects, e.g., perimeter protection and access control systems.
- Electronic security systems: ID card & access control, CCTV, alarm and public address systems, operations centre technology, etc.
- Conference security: uniformed and armed security officers provided from various duty stations to secure major United Nations–sponsored conferences.
- Personal protection operations.
- Specialized security operations: specialized training in use of weapons, electronic counter-surveillance, explosives detection, etc. (For instance, canine teams have been deployed at several major United Nations offices.)

ANNEX TWO: RESOURCES FOR EMERGENCIES AND RELATED INCIDENTS

Critical Incident Stress Management Unit (CISMU)

CISMU is part of the Field Support Service (FSS) of the Department of Safety and Security (DSS). The CISMU team coordinates critical incident stress prevention and management activities throughout the United Nations system, coordinates and provides stress management training, delivers counselling services, and coordinates the United Nations response to critical incident stress in emergencies. CISMU provides the initial stage of counselling to all United Nations staff system-wide (except at United Nations HQ and in the Offices Away from Headquarters where services are provided through the Staff Counsellor's Office) and provides referrals to the United Nations Medical Services to staff that need medical treatment or long-term therapy. CISMU has dedicated professional counsellors located at United Nations HQ and in the field. The unit also works with counsellors in field operations, across the United Nations system, and in a worldwide network, covering 90 duty stations, of CISMU trained and certified mental health professionals who are licensed in their countries.

Contact email: ba2@un.org

United Nations Medical Services Division (MSD) hosts the Staff Counsellor's Office (SCO) and the Secretariat of the United Nations Medical Emergency Response Team (UNMERT)

SCO is a primary point of contact for providing mental health and psychosocial support to personnel at United Nations HQ and Offices Away from Headquarters for conditions such as stress, anxiety, depression, grief, burnout, substance abuse, relationship issues, and reactions to any other extremely stressful event. The SCO offers short-term individual consultations that are confidential and free of charge, provided by mental health professionals. For longer-term assistance, the SCO offers referrals for external service providers. SCO has its offices established at the United Nations Secretariat Building and collaborates with counsellors in several offices away from HQ.

Contact email: campo@un.org

UNMERT is a dedicated medical emergency facility that works in close coordination with DSS. The team is composed of 30 trained volunteer United Nations medical professionals who are ready to deploy on short notice to assist after mass casualty incidents globally affecting United Nations personnel and offices. The objective of the team is to decrease morbidity and mortality among United Nations personnel and their dependants in case of a medical emergency through the identification of needs and gaps in the immediate aftermath of a mass casualty incident and by facilitating mass medical evacuation of injured personnel. UNMERT periodically conducts in situ training programmes for emergency and mass casualty incident preparedness with United Nations country teams and field operations.

Contact email: rowell@un.org

Emergency Preparedness and Support Team (EPST)

The **EPST** is a dedicated capacity within the Office of Human Resources Management (OHRM) to provide and coordinate essential human resources support to United Nations personnel, survivors and families of those who perish or are injured as a result of malicious

acts, natural disasters or other emergency incidents. The team offers emergency preparedness training to build United Nations personnel capacity at their duty stations, serves as a dedicated HR focal point during an incident by providing referrals and support to United Nations personnel and their families and, after the incident, provides continuous support to survivors and families in navigating and following up with issues related to claims, compensation, etc., working with the relevant service providers within the United Nations. EPST also serves as the Secretariat for the United Nations Memorial and Recognition Fund working with surviving families to access one-time grants from the Fund. It also plans and coordinates the convening of the Annual Memorial Ceremony at United Nations HQ.

EMERGENCY PREPAREDNESS BEGINS WITH YOU!

An "Emergency Contact Information" module is available via https://inspira.un.org/.

This tool enables staff to create and update a record of their emergency contact information, which will be used for notification purposes in case of an emergency.

Registration is quick and simple by following these steps:

1. Log into https://inspira.un.org/ using your index # and password.
2. Click on "Self-Service" in the upper left corner.
3. Click on "Personal Information" => "Emergency Contact Information."
4. Click on the "Add an Emergency Contact" button and populate the fields, then click "Save."
5. If you need to provide any additional relevant information, you can click on the button "Add Additional Information" and give this information (optional).

If you have additional questions, please contact epst@un.org or visit www.un-epst.org.

ENDNOTES

1. *Report of the Independent Panel on the Safety and Security of United Nations Personnel in Iraq*, 20 October 2003.
2. Three previously separate United Nations Secretariat structures – the Security and Safety Services (uniformed personnel), the civilian security component of the Department of Peacekeeping Operations (DPKO) and the Office of the United Nations Security Coordinator, which managed field security – were integrated into a single entity.
3. Refer to the *Handbook for United Nations Designated Officials for Security*: http://rconline.undg.org/wp-content/uploads/2010/12/DO-Handbook.pdf.
4. Please see Chapter 4 for more information on the CEB and HLCM.
5. See Annex Two for details.
6. https://training.dss.un.org/courses.
7. In the case of a catastrophic event that renders a DO and SMT incapable of exercising effective crisis management and response, DSS HQ may assume operational control of some or all security-related crisis management functions.
8. The concept for ORMS was approved by the GA in its 67th session; the policy development and implementation framework was submitted for approval at the GA's 68th session.

9 INTERNAL AND EXTERNAL COMMUNICATIONS

"Think like a wise man but communicate in the language of the people"

WB Yeats

COMMUNICATIONS AT THE UNITED NATIONS

Good communication helps the United Nations explain what we do and why we do it, and allows us to demonstrate why the Organization is an indispensable institution assisting millions of people around the globe. Good communication can create and maintain the trust and support of Member States and the broader general public. Effective communication starts early and from the top, but every staff member has a responsibility to understand how to communicate effectively as an international civil servant.

Structure of the Department of Public Information

- The Department of Public Information (DPI) **News and Media Division (NMD)** creates and distributes multimedia products (e.g., web, television, radio and photo materials) about the United Nations' activities for dissemination worldwide. It monitors and analyses media coverage of the United Nations and provides support to journalists who work at the United Nations.
- The DPI **Outreach Division (OD)** engages and educates individuals and their communities worldwide to enlist and encourage support for the goals and activities of the United Nations. It draws upon celebrity advocates, global filmmakers, the academic community and students, among others, and leads the printing and distribution of United Nations publications. Its diverse work includes the administration of the Dag Hammarskjöld Library and Visitors Services, which manages United Nations tours.

- The DPI **Strategic Communications Division (SCD**) develops and implements strategies for communicating United Nations messages on priority topics and events. It manages the global network of more than 60 United Nations Information Centres (UNICs) and works to improve the coordination of messaging across the United Nations system.

Other United Nations public affairs components

Certain departments and offices, such as the Department for Peacekeeping Operations (DPKO), the Department of Political Affairs (DPA) and the Office for the Coordination of Humanitarian Affairs (OCHA), have dedicated public affairs and communications components. These components engage intensively with field missions and field presences through their leadership and public information teams on the ground, and are a crucial bridge between the field and Headquarters (HQ), including the Executive Office of the Secretary-General (EOSG), the Office of the Spokesman for the Secretary-General (OSSG) and DPI. Thus, it is important to liaise with the public affairs entities of departments and offices on issues relating to their work, either at HQ or in the field.

Communications strategy

Designing and executing a communications strategy is the first step of good communication. Every department/office should have a strategy, one that is in line with the United Nations' overall communications strategy. Staff members should understand the communications strategy of their department and how to support it.

The centre of any United Nations communications strategy must be people. It is easy to fall into the trap of focusing on processes and institutions. A strategy should put a human face on the United Nations and show how the United Nations represents people. It should also include key goals, messages and the means of dissemination.

TALKING TO THE MEDIA

Authority to speak to the media

All United Nations staff should be able to speak to the media on matters related to their specific areas of expertise; when doing so, they must provide factual information only and not opinions. Staff must exercise caution and discretion when speaking about sensitive matters. The United Nations has media guidelines to help staff navigate the whys and wherefores of speaking to the media.[1] Staff can ensure that they are adequately prepared to speak to the media by staying abreast of developments inside and outside of the United Nations. Staff can consult the United Nations website and daily briefings, and subscribe to news alerts, DPI products, and RSS feeds.

Support from DPI

The Department offers an array of communications products and services to support staff, departments and offices. DPI's News and Media Division can produce, promote and deliver key content, telling the stories of your department/office through its multiple media platforms, including the:

- UN News Centre website
- UN Radio
- UN Television
- UN Webcast
- UN Photo
- UNifeed (which can distribute, for free, TV footage to broadcasters worldwide, as well as monitor media coverage of your department or initiative)

DPI's Strategic Communications Division can offer critical, informed and expert advice on how to maximize the communications impact of a conference, campaign or initiative. The division can create and implement a communications strategy or campaign. It can advise on how to harness the power and reach of social media. A DPI-led network of more than 60 UNICs can also help you to engage local audiences and disseminate key messages. The centres can translate your documents into local languages and place op-ed columns for distribution in different markets.

DPI's Outreach Division offers innovative ways to tell your story, working closely with external partners – from Hollywood filmmakers to NGOs and universities – to tell the narratives of United Nations staff and activities in creative and thought-provoking ways.

OFFICE OF THE SPOKESPERSON

The Office of the Spokesperson for the Secretary-General (OSSG) provides information every day to the media about the activities of the United Nations as a whole and the Secretary-General in particular. The OSSG does this through weekday noon briefings, responding directly to journalists' questions, conducting briefings (on the record and off the record) and organizing interviews for the Secretary-General, the Deputy Secretary-General and other key United Nations officials.

The other main task of the OSSG is to provide important communications advice and real-time updates on news developments to the Secretary-General and Deputy Secretary-General and other senior officials within the United Nations Secretariat.

The OSSG has one foot in DPI and one foot in the EOSG. This helps spread the responsibility and workload for communications, and also ensures that the communications strategies of the Secretary-General and the Secretariat are harmonized.

Statements to the press

Senior leaders are generally responsible for making statements to the press, and you may well be asked to help your Assistant Secretary-General or Under-Secretary-General prepare for such engagements. You should make sure that the OSSG has been alerted about the decision to reach out to the press to ensure that the Secretary-General or another official is not already in the process of making a similar statement. If the matter is already being addressed, the EOSG or the appropriate United Nations entity should be consuldted to determine whether your department should proceed with its own statement, issue a joint statement or op-ed with another United Nations entity, or arrange an interview.

DPI-NMD should also be contacted, so that the division can disseminate the content of the statement or op-ed through its various media platforms (UN News Centre, UN Radio, etc.) and monitor its pick-up. The DPI-SCD can also request help from UNICs in placing the op-ed in papers worldwide and for strategic advice on the content of the statement or op-ed, or the appropriate media outlet for an interview.

If you are responsible for drafting talking points for the USG/ASG, or for speaking on his or her behalf, make sure the points are as **direct and plain-spoken as possible.** Encourage your senior leaders to avoid florid language, acronyms, jargon and UN-ese. Include real-life examples and anecdotes where appropriate. Ensure that human voices are included as much as possible. Op-eds should be written as far in advance of the deadline as possible so that there is adequate time for translation.

MULTILINGUALISM

Communications campaigns and initiatives can be far more effective and reach a much broader audience when they are carried out in more than one language.

Disseminating information in different languages

The United Nations has six official languages (Arabic, Chinese, English, French, Russian and Spanish) and the Organization (through DPI, OSSG and others) has the capacity to disseminate messages and content in all of them. In some cases, messages and content can be disseminated in other languages through UN Radio and UNICs worldwide.

Communications campaigns must be tailored according to the history, needs and practices of a particular language and culture – what may work in English as a message may not make sense in French or Russian, for example.

Translation processes

The time required for translation processes depends on the language and availability of staff. DPI usually needs at least a week to translate and disseminate an op-ed or statement to a foreign news outlet. The DPI-SCD should be consulted as far in advance as possible, to determine if there is sufficient time to translate, whether the news outlet chosen is the most appropriate (highest circulation, most influential audience, etc.) and whether the planned statement or op-ed is the most effective communications move for the department/office. This process is also vital to ensure that DPI can have the staff and resources in place to translate and/or place the op-ed or statement.

Engaging with non–English language news media outlets

Too often the United Nations is monolingual in its approach to communications. This can result in messages becoming "lost in translation." If you or your colleagues speak languages other than English fluently, give interviews and submit messages in those languages as often as practical or relevant. Consult with DPI-SCD for advice on which news channels and newspapers are the most appropriate vehicles for airing the messages of your department/office. Be aware of different cultural sensitivities and attitudes during interviews and when trying to place op-eds or statements – the media culture can vary sharply from country to country.

The issue of language is political. Each of the United Nations' 193 Member States has its own media outlets. Some media outlets will prove particularly important for the work of your department/office, but that does not mean that you should ignore the others. It is important to think carefully about how to engage with Member States through a communications strategy.

LEVERAGING SOCIAL MEDIA

Facebook, Twitter, Pinterest, Storify, Weibo and Tumblr can be used to promote the message of your department/office. Social media are especially valuable as a vehicle for reaching audiences who do not otherwise engage with the United Nations.

You should check that you have authorization from your USG/ASG to use social media on behalf of the department/office. You can use the social media guidelines prepared for the United Nations to help direct your interactions. Consult with DPI colleagues about how to use social media effectively. Below is an example of the type of guidance available from DPI on how to use social media.[2]

Writing a good tweet

Tweets happen in real time, so tweet things as soon as they are relevant, but be mindful of "overtweeting." Space out the timing of your tweets to avoid user fatigue or being unfollowed. Keep in mind that tweets are considered public domain, and may be used by other users or journalists as quotes.

Consider tweeting positions on current issues or topics that may be actively discussed on Twitter, and that are relevant to your work. Go over Twitter's "trending topics" to see what is being discussed in real time, but keep in mind that these topics may not be of interest to you or relevant to the work of the Organization. You may also consider tweeting about work-related activities such as visits, trips or meetings with senior officials.

Include brief context in your tweets whenever possible (historical background, links to related documents/statements). This helps avoid misunderstandings and add legitimacy to your posts. If your department/office is releasing a report or statement, Twitter can be a way to promote it.

Using Twitter to promote the work of your department/office

Applications such as Instagram allow users to post pictures, usually from mobile phones, to their Twitter accounts. Through Twitter, it is also possible to have "tweet ups," or chats in which users can send questions via hashtags on certain topics. It is also possible to promote and

conduct video chats during which fans/followers send questions via Twitter and answers are posted using YouTube, United Nations Webcast or Google Hangouts.

Useful tips for using social media

- **Learn how to use a variety of social media**, and have in place a way to monitor what people say on social media about you or your department/office.
- Keep in mind that, regardless of what is stated in your "bio" section, it will be assumed by other Twitter users that your tweets represent the position of the United Nations or your department/office. **Be careful what you tweet**; you may also want to run your tweets by your department or office. Be careful especially when making personal statements or giving opinions on topics beyond your area of expertise.
- Posts should be well-written, concise and understandable at first reading. You should therefore avoid making statements that require more than one tweet; be mindful of grammar and spelling. If possible, try not to use all 140 characters, leaving space for others to comment when they retweet you. The amount of space you need to leave will depend on the length of your user name. Whenever possible, **have someone quickly proofread your tweets, especially those on sensitive topics**.
- Remember that users may not always be familiar with **specialized terms or United Nations acronyms**.
- If you are sharing a link, use a link-shortener or consider using the same shortener that your office's communications teams or department/office uses. You can ask DPI for more guidance on this if necessary.
- **Do not over-retweet**. Have a balanced mix of retweets and original content. It is better if you include a word or two of your own before a retweet, in order to give it context. (Avoid generic words such as "interesting.") If you have to modify a tweet before retweeting, such as making it shorter, use the letters "MT" (for modified tweet) rather than "RT" (for retweet) before the quotation.
- Twitter is a great tool to interact with others – both those within and outside of the United Nations system. Learn the Twitter accounts of other officials, so you can tag them in your tweets, which may in turn generate a retweet on their part. **Reply to questions posed by other users whenever possible**, even if they are critical, but don't engage with users who seem to be provoking a fight or who seem to be reaching out to all world leaders – always check their bio and timeline to see what kind of tweets they are posting.

OTHER WAYS TO COMMUNICATE WITH THE PUBLIC

There are many non-traditional ways to disseminate a message or conduct a campaign. These can be tailored to the needs of a particular demographic or audience segment.

Public service announcements, advertising campaigns and celebrity advocates are all effective ways of reaching out, especially to audience segments that do not traditionally follow or know much about the United Nations and its work. Other methods include street theatre, village meetings, sporting or cultural festivals or events, religious gatherings and official caravans that travel from place to place, to name a few.

Consider which non-traditional ways are appropriate to your particular campaign or department/office. Think about the audience you want to reach. Then consider which ways would be most effective at reaching and capturing the interest of this demographic segment. Which ways would be culturally appropriate for the region/country you are attempting to engage? What are the needs of the audience – are they largely illiterate with a preference for visual/audio rather than written messaging, for example? Are they likely to use social media? What other non–United Nations groups are worth enlisting in your campaign – celebrity advocates? Universities? NGOs? Consult DPI for advice and support in developing and implementing this kind of outreach.

INTERNAL COMMUNICATION

While it is essential to inform Member States, affected populations and the general public of the activities of your department, it is equally important to ensure other parts of the United Nations have a good understanding of your department's mandate and how your office intends to achieve it. The Secretariat functions as a whole, and it is not uncommon for mandate questions to come up in interactions between Member States and other United Nations and Secretariat entities. Communicating internally, therefore, is vital.

Internal communication channels can be formal (e.g., meetings and town halls), or informal, such as brainstorming sessions, social events and celebrations. It is important not to rely solely on digital formats – face-to-face time is critical. However, DPI can assist with leveraging the Secretariat's intranet platform, iSeek, to communicate messages to staff and colleagues at large.

ANNEX ONE: MEDIA GUIDELINES FOR UNITED NATIONS OFFICIALS

United Nations Secretariat Relations with the Media

The policy

The United Nations is committed to being open and transparent in its dealings with the press. It is in our interest to work with the media quickly and honestly, and to develop a coherent communications strategy based on those same principles. We should not only react to events but, where appropriate, project the Organization's point of view on important international developments. However, we must sometimes keep confidences – not to mislead or conceal, but to protect a diplomatic process. Our media policy must, therefore, balance the need to be open and the need to respect confidentiality.

Speaking to the press

The principal voice of the Organization is the Secretary-General. He speaks to the media frequently, at HQ and when travelling.

Media policy is an integral component of the broader communications and public information work of the Organization, headed by the Under-Secretary-General for Communications and Public Information. The Director of Communications in the Office of the Secretary-General is responsible for coordinating the development of a communications strategy that would help project to the world's media a coherent and consistent message for the Organization.

The Secretary-General's Spokesperson and his/her staff speak to journalists on the Secretary-General's behalf throughout the day. The Spokesperson receives guidance directly from the Secretary-General and senior members of his staff. As the Spokesperson's staff cannot be expert in all subjects, they seek the assistance of United Nations specialists – either to provide information that can be passed on to the press or to speak directly to the journalists themselves.

As a matter of principle, every member of the Secretariat may speak to the press, within limits:

- Speak only within your area of competence and responsibility.
- Provide facts, not opinions or comment.
- Leave sensitive issues to officials who are specifically authorized to speak on them.

Sensitive issues

The number of officials speaking on sensitive issues is necessarily limited to:

- The Spokesperson, on the basis of guidance.
- Designated members of the Secretary-General's staff and heads of department, within their areas of competence.
- Staff authorized by their heads of department, on the basis of guidance.
- Directors of UNICs, on the basis of guidance from HQ.

For those speaking on sensitive issues, knowing the journalist's particular interest in a story can be useful. Such information can usually be provided by the Director of Communications or the Spokesperson.

No staff member should presume or pretend to speak for the Secretary-General or characterize his views without his explicit consent.

Sharing information

In order for the United Nations to communicate effectively with the outside world, it needs to do the same internally. Senior officials should share information with those under their supervision and should keep each other informed of their media activities.

Ground rules

All UN officials should normally speak to journalists on the record - that is, for attribution. All United Nations officials should normally speak to journalists on the record – that is, for attribution. Sometimes, though, officials specifically authorized to address sensitive issues can give a journalist a deeper understanding of an issue by speaking on background. However, it is very important that the journalist know on which of the following bases the conversation is being conducted:

On the record: "Everything I say can be attributed to me by name."

Not for attribution (on background): "Don't attribute this to me by name, but rather to a United Nations official."

On deep background: "Use my ideas but not my words; don't attribute to anyone."

Keeping the Secretary-General's Spokesperson informed of important background briefings will help provide an indication of the issues that the media are interested in.

It is unwise, and may sometimes be unethical, to tell one journalist what another is working on, or to suggest that one journalist discuss a pending story with another.

Officials should not feel that they have to answer every question, in particular any hypothetical ones.

United Nations Department of Public Information
News and Media Division
DPI/2189--May 2001--5M

ANNEX TWO: ADDITIONAL GUIDANCE ON USING TWITTER

i. How do I create a Twitter account?

If you have decided to create a Twitter account, be prepared to update it constantly. The following are some parameters for creating an account on behalf of your department:

- Consider using an instantly recognizable photo of your face instead of a logo. Note: It does not have to be an official photo.

- If available, choose a user name that reflects your full name, in order to be easily remembered. You may also include the name of your department/office/mission. Remember that your name takes up part of the 140 characters available on Twitter for re-tweets and "mentions," so the shorter the user name, the better.
- Include your full name and the website of your department/office/mission in the "bio" section. You may also consider listing your current position, background, or what you will be tweeting about.

ii. Who should I "follow"?

It is not mandatory, or even customary, to follow every account that follows you. However, you are encouraged to consider following senior staff in other United Nations agencies, staff within your department/office/mission, specialized media in your area of work, and opinion/thought leaders.

Keep in mind that accounts you follow are visible to other Twitter users. Avoid following brands, companies or personalities with which you would not necessarily wish to be associated. You may follow people that are in touch with you regularly and whose opinions may be of interest.

iii. Should I "retweet"?

Retweeting is a way of promoting other accounts (other United Nations staff, agencies, campaigns). Even if you state otherwise in your bio, retweets may be implicitly seen as endorsements. Before retweeting, double check your sources to see if they are reliable and make sure the links work. Retweet content that might be of interest to you, but also to your followers.

iv. What is a hashtag and why is it used when tweeting?

A hash (#) in front of a word or phrase is known as a "hashtag." Twitter automatically creates a link from that word to all other tweets tagged the same way, making it easier for users to find tweets on the same subject. Consider using hashtags for countries, agencies, personalities, special days, current issues or trending topics. Instead of creating your own hashtags, see what others are using first in order to join into an existing conversation or to support your organization's ongoing campaigns. Use hashtags sparingly – avoid having more than two hashtags in one tweet.

v. How should I interact with other Twitter users?

Twitter users expect interaction, especially from personal accounts. Remember that Twitter, like other social media tools, is about having a conversation with users interested in our work. Users can "mention" you in a tweet by typing "@" at the beginning of your user name. In order to see who has mentioned you in a tweet, click on the "@ Connect" tab on your home page. When you "mention" other accounts, it alerts the account of your post and is done often as a courtesy to the other accounts.

ENDNOTES

1 Please see Annex One for the official media guidelines.

2 For additional guidance on how to use Twitter, please see Annex Two.

RECOMMENDED ADDITIONAL READINGS

General

- *The United Nations Handbook*, New Zealand Permanent Mission to the United Nations (produced annually, electronic version available)
- The Secretary-General's Five Year Action Agenda, 25 January 2012

Chapter 1: The United Nations Charter and the Principal Organs

- The United Nations Charter
- The Universal Declaration of Human Rights
- Lecture by Dag Hammarskjold, The International Civil Servant in Law and in Fact, delivered at Oxford University on 30 May 1961
- Standards of conduct for the international civil service, Annex IV, A/67/30
- Repertoire of the Practice of the United Nations Security Council - http://www.un.org/en/sc/repertoire/
- Working methods of the Security Council: S/2010/507

Chapter 2: The Secretary-General and His Executive Office

- Annual Reports of the Secretary-General, 2007–2013
- The Secretary-General's Five-Year Action Agenda
- *Biography of Dag Hammarskjöld* by Brian Urquhart

Chapter 3: The Secretariat

- A/67/329 Composition of the Secretariat
- OHCHR/DPKO/DPA/DFS Policy on Human Rights in UN Peace Operations and Political Missions, issued August 2011
- Secretary-General's Decision no. 2012/1 on Special Circumstances
- Secretary-General's Decisions no. 2011/10 and no. 2008/24 on Integration
- UN Policy on Integrated Assessment and Planning (2013)
- 2010 UN Guidelines on Strategic Assessments (2010)
- Annual Review of Peace Operations (Center on International Cooperation)
- Annual Review of Political Missions (Center on International Cooperation)
- *The UN Secretariat: A Brief History*, 1945–2006, Thant Myint-U and Amy Scott

Chapter 4: Agencies, Funds and Programmes, Related Organizations, and System-Wide Coordination Mechanisms

- 2005 World Summit Outcome Document
- Delivering as One, Report of the Secretary-General's High-Level Panel, New York, 2006

- Report of the Secretary-General, Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System, Recommendations, DESA, 2012
- Secretary-General's Decision: no. 2012/1 on Special Circumstances
- Secretary-General's Decisions no. 2011/10 and no. 2008/24 on Integration
- UN Policy on Integrated Assessment and Planning (2013)
- 2010 UN Guidelines on Strategic Assessments
- 2012 QCPR Outcome Document
- UNDG-Endorsed Standard Operating Procedures (SOPs) and a Plan of Action for Headquarters
- UNDG Strategic Priorities for 2013–2016

Chapter 5: Ethics, Accountability and Oversight

- Working Together, Putting Ethics to Work, OHRM and Ethics Office
- The Roadmap: A Staff Member's Guide to Finding the Right Place
- Standards of Conduct, ST/SGB/2002/13

Chapter 6: Human Resources – Human Resources Management

- Staff Regulations, ST/SGB/2009/6
- Staff Rules, ST/SGB/2009/7
- United Nations Competencies for the Future
- ST/SGB/2008/5 Prohibition of Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority
- ST/AI/371/Amend. 1 Revised Disciplinary Measures and Procedures (required)
- ST/SGB/2003/13— Special Measures for Protection from Sexual Exploitation and Sexual Abuse (required)
- Lessons Learned from the Justice System, Volumes I, II and III
- ST/AI/2010/5 and Corr. 1 Performance Management and Development System
- ST/SGB/2009/9 Learning and Development Policy

Chapter 7: Budget and Finance

- Financial Regulations and Rules of the United Nations, ST/SGB/2003/7

Chapter 9: Internal and External Communications

- Media Guidelines for United Nations Officials
- Guidance for Using Twitter

KEY UNITED NATIONS POLICIES

(As of November 2013)

The Secretary-General's Five-Year Action Agenda	2012
Strategic Framework for the Biennium 2012–2013 (A/65/6/Rev.1)	2011

Mediation, Conflict Prevention and Peacebuilding

Guidance for Mediators: Addressing Conflict-Related Sexual Violence in Ceasefire and Peace Agreements	2012
Mediation Start-up Guidelines	2011
Report of the Secretary-General on Enhancing Mediation and Its Support Activities (S/2009/189)	2009
Preventive Diplomacy – Report of the Secretary-General (S/2011/552)	2011
Progress Report on the Prevention of Armed Conflict – Report of the Secretary-General (A/60/891)	2006
Prevention of Armed Conflict – Report of the Secretary-General (A/55/958 – S/2001/574)	2001
An Agenda for Peace – Preventive Diplomacy, Peacemaking and Peacekeeping – Report of the Secretary-General	1992
Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict (A/63/881 - S/2009/304)	2009
Secretary-General's Decision on UN Response to Unconstitutional Changes of Government (PC/2009/24)	2009

Democracy and Electoral Assistance

UN Electoral Policy – UN Support to Electoral System, Design and Reform	2013
Policy Directive – UN Electoral Assistance: Supervision, Observation, Panels and Certification	2013
United Nations Electoral Needs Assessment	2012
Promoting the Electoral Rights of Persons with Disabilities through UN Electoral Assistance	2012
Principles and Types of UN Electoral Assistance	2012
Secretary-General's Decision on Democracy – Advocacy Agenda on Democracy for the Secretary-General's New Term (PC/2011/26)	2011
Secretary-General's Decision on Electoral Assistance Arrangements (PC/2011/23)	2011
Secretary-General's Decision on Review of Electoral Assistance Arrangements (PC/2010/23)	2010
Revised Note of Guidance on Electoral Assistance (DPA and UNDP)	2010
Secretary-General's Decision on Democracy – United Nations Guidance Note of the Secretary-General on Democracy (PC/2009/20)	2009
Secretary-General's Decision on Towards a UN Strategy on Democracy: Core Elements and Assumptions (PC/2007/41)	2007
Joint DPA-DPKO-DFS Guidelines on Enhancing the Role of Women in Post-Conflict Electoral Processes	2007

Coordination, Integration and Crisis Response

Rights Up Front – Detailed Plan of Action	2013
Policy on Integrated Assessment and Planning (IAP)	2013
Secretary-General's Decision on Policy on Special Circumstances in Non-Mission Settings (PC/2012/01)	2012
Policy on Headquarters-Level Crisis Management	2012
Directive on Headquarters-Level Crisis Management	2012
United Nations Operations Crisis Centre (UNOCC) Analysis Concept	2012
Directive on Operational Reporting	2012
Directive on the Production of Integrated Analysis Products	2012
Secretary-General's Decision on Integration (PC/2008/24)	2008
Note of the Secretary-General on Integrated Missions	2006

Mission Settings

Policy on UN Transition in the Context of Mission Drawdown or Withdrawal	2013
Accountability Framework for Heads of Mission in Connection with Instances of Sexual Exploitation and Sexual Abuse and Other Forms of Misconduct	2013
Special Political Missions Start-up Guide	2012
Human Rights in United Nations Peace Operations and Political Missions	2011
UN Strategic Assessment Guidelines	2009
Note of Guidance on Relations between Representatives of the Secretary-General, Resident Coordinators and Humanitarian Coordinators	2000
Standard Directives for Special Representatives of the Secretary-General	1997

Peacekeeping

Handbook for Judicial Affairs Officers in UN Peacekeeping Operations	2013
Policy – Quick Impact Projects (QIPs)	2013
The Contribution of UN Peacekeeping to Early Peacebuilding: A DPKO-DFS Strategy for Peacekeepers	2011
UN Strategic Results Framework on Women, Peace and Security	2011
Operational Concept on the Protection of Civilians in United Nations Peacekeeping Operations	2010
Civil-Military Coordination in UN Integrated Peacekeeping Missions (UN-CIMIC)	2010
Mainstreaming the Protection, Rights and Well-Being of Children Affected by Armed Conflict within UN Peacekeeping Operations	2009
Environmental Policy for UN Field Missions	2009
Justice Components in United Nations Peace Operations	2009
Civil Affairs Policy Directive	2008
United Nations Peacekeeping Operations – Principles and Guidelines (Capstone Doctrine)	2008
Public Reporting by Human Rights Components of United Nations Peace Operations	2008

Authority, Command and Control in United Nations Peacekeeping Operations	2008
Conducting Vox Populi in UN Peacekeeping Operations	2007
Policy on Cooperation and Coordination between the Department of Safety and Security (DSS) and the Department of Peacekeeping Operations (DPKO)	2006
Policy and Guidance for Public Information in UN Peacekeeping Operations	2006
Prison Support in UN Peacekeeping Operations	2005
Secretary-General's Decision on Human Rights in Integrated Missions (PC/2005/24)	2005
Handbook on United Nations Multidimensional Peacekeeping Operations	2003
Observance by United Nations Forces of International Humanitarian Law (ST/SGB/1999/13)	1999

Human Rights

Guidance Note on Racial Discrimination and Protection of Minorities	2013
The Corporate Responsibility to Respect Human Rights	2012
Secretary-General's Decision on Human Rights Screening of United Nations Personnel (PC/2012/18)	2012
International Legal Protection of Human Rights in Armed Conflict	2011
Guiding Principles on Business and Human Rights	2011
Secretary-General's Decision on Human Rights Due Diligence Policy on UN Support to Non-UN Security Forces (HRDDP) (PC/2011/18)	2011
Guiding Principles on Business and Human Rights: Implementing the United Nations' "Protect, Respect and Remedy" Framework	2011
Human Rights in United Nations Peace Operations and Political Missions	2011
Provisional Guidance Note on the Implementation of Security Council Resolution 1960 (2010) on Women, Peace and Security (Conflict-Related Sexual Violence)	2011
Secretary-General's Decision on Human Rights and Development (PC/2008/18)	2008
Public Reporting by Human Rights Components of United Nations Peace Operations	2008
Integrating Human Rights with Sustainable Human Development	2008
Human Rights Guidance Note for Humanitarian Coordinators	2006
Secretary-General's Decision on Human Rights in Integrated Missions (PC/2005/24)	2005

Development

Guidance Note for Effective Use and Development of National Capacity in Post-Conflict Contexts	2013
Standard Operating Procedures for Delivering as One	2013
UN System-Wide Action Plan on Youth	2013
Secretary-General's Decision on New Deal for Engagement in Fragile States (PC/2012/10)	2012
Lessons Learned and Good Practice Tool: Adapting Coordination Mechanisms to Support National Transitions	2012
Guidance Note on Integrating Climate Change Considerations into the Country Analysis and the UNDAF	2010

Secretary-General's Decision on Capacity Requirements for RC Offices in the Context of Crisis and Post-Crisis Recovery and Peacebuilding (PC/2009/29)	2009
UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration	2009
Integrating Human Rights with Sustainable Human Development	2008
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Guidance for UN Country Teams on Mainstreaming Environmental Sustainability in Country Analysis and the UNDAF	2009
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The Management and Accountability System of the UN Development and Resident Coordinator System including the "Functional Firewall" for the RC System	2008
Secretary-General's Decision on Employment Generation in Post-Conflict Situations – UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (Executive Summary) (PC/2008/19)	2008
Guidance for UN Country Teams on Developing a Recovery Strategy	x
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IASC Non-Binding Guidelines on the Use of Armed Escorts for Humanitarian Convoys	2013
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OCHA Internal Legal Background on Cross-Border Relief Operations	2013
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IASC Transformative Agenda Protocols – Reference Module for Cluster Coordination at the Country Level	2012
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Principles for Public-Private Collaboration for Humanitarian Action	2007
IASC Guidelines on Contingency Planning for Humanitarian Assistance	2007
IASC Gender Handbook in Humanitarian Action	2006
IASC Guidelines on Gender-Based Violence Interventions	2005
Guiding Principles on Internal Displacement	2004
Exit Strategy For Humanitarian Actors in the Context of Complex Emergencies	2003

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UN System-Wide Action Plan for Implementation of the CEB System-Wide Policy and the Empowerment of Women (SWAP)	2012
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Guidance Note: Application of the Programming Principles to the UNDAF	2010
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Guidance on Contacts with Persons Who are the Subject of Arrest Warrants or Summonses Issued by the International Criminal Court (S/2013/210 - A/67/828)	2013
Guidelines for UN-ICC Cooperation (Agreed between the UN and the Court)	2006
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Guideline on United Nations Police Support to the Provision of Security in Electoral Processes	2013
Policy on Functions and Organization of the Standing Police Capacity (SPC)	2012
Security Sector Reform – Integrated Technical Guidance Notes	2012
Defence Sector Reform	2011
Revised Policy: Formed Police Units in United Nations Peacekeeping Operations	2010
SOP on Detention in United Nations Peace Operations	2010
Guidelines for Integrating Gender Perspectives into the Work of United Nations Police in Peacekeeping Missions	2008
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Programme Criticality Framework	2013
Improvised Explosive Devices (IEDs)	2012
UN Guidelines on Use of Armed Private Security Companies	2012
UN Policy on Armed Private Security Companies	2012
Hostage Incident Management	2012
Relations With Host Countries on Security Issues	2012
Saving Lives Together: A Framework for Improving Security Arrangements Among IGOs, NGOs and UN in the Field	2011
Relocation, Evacuation and Alternate Work Modalities – Measures to Avoid Risk	2011

Framework of Accountability for the United Nations Security Management System	2011
Use of Force Policy	2011
Applicability of United Nations Security Management System	2011
Guidelines for Determining Acceptable Risk	2009
Terms of Reference for the Executive Group on Security	2009
Policy and Conceptual Overview of the Security Risk Management Process	2009
Statement of the Chief Executives Board on Safety and Security of United Nations System Staff	2009
Policy on Cooperation and Coordination between the Department of Safety and Security (DSS) and the Department of Peacekeeping Operations (DPKO)	2006
Mine Action and Effective Coordination: The United Nations Inter-Agency Policy	2005

Personnel Management

Accountability Framework for Heads of Mission in Connection with Instances of Sexual Exploitation and Sexual Abuse and Other Forms of Misconduct	2013
Standards of Conduct for the International Civil Service	2013
Guidance Note of the Secretary-General on Racial Discrimination and Protection of Minorities	2013
Secretary-General's Decision on Human Rights Screening of United Nations Personnel (PC/2012/18)	2012
Code of Conduct for Evaluation in the UN System	2008
Influenza Pandemic Guidelines	2008
UN Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by UN Staff and Related Personnel	2008
Prohibition of Discrimination, Harassment, including Sexual Harassment and Abuse of Authority (SG/SGB/2008/5)	2008
Secretary-General's Bulletin on Prevention of Workplace Harassment, Sexual Harassment and Abuse of Authority (ST/SGB/2005/20)	2005
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UN – Non-UN relations

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United Nations World Bank Partnership Agreement	2008
Joint Declaration on UN/NATO Secretariat Cooperation	2008
Relationship Agreement between the International Criminal Court and the United Nations	2004

Forthcoming policies

UN System-Wide Policy and Framework on Conflict Prevention in Development Contexts	forthcoming
Guidelines on Post-Disaster Needs Assessment and Recovery Roadmap	forthcoming
Handbook on the Policy on Integrated Assessment and Planning (IAP)	forthcoming
Legal Brief/Policy on Internment/Captured Persons	forthcoming
Policy Guidance Note on Support to Core Public Administration Functions	forthcoming
Principles and Framework for Action on Migrants in Crisis	forthcoming
Strategic Guidance Framework for International Police Peacekeeping	forthcoming
Brief on Cross-Border Assistance	forthcoming
Policy on Cybercrime and Cybersecurity	forthcoming
UN System-Wide Action Plan on Youth	forthcoming
Guidance Note on reparations for Conflict-Related Sexual Violence	forthcoming
IRP Follow-up	forthcoming
Guidelines on the Mission Planning Process	forthcoming
Guidelines Promoting Women's Electoral and Political Participation through UN Electoral Assistance	forthcoming
Guidelines Electoral Management Bodies and Other Electoral Bodies	forthcoming
Secretariat-Wide Guidelines for Social Media	forthcoming
IASC Transformative Agenda Protocols – A Common Framework for Preparedness	forthcoming
IASC Transformative Agenda Protocols – Guidance Note on Inter-Agency Rapid Response Mechanism	forthcoming
IASC Transformative Agenda Protocols – Humanitarian Programme Cycle (Revision)	forthcoming
IASC Transformative Agenda Protocols – Accountability to Affected Populations Framework	forthcoming
IASC Guidance Note on Early Recovery (Revision)	forthcoming

Additional Documents

Guidelines for Field Staff for Promoting Reintegration in Transition Situations	2003
United Nations System-Wide Policy on Gender Equality and the Empowerment of Women: Focusing on Results and Impact	2006
Secretary-General's Decision on Peacebuilding Support Office (PC/2007/28)	2007
Moving Towards a Climate-Neutral United Nations	2007
Common Statement by the UN System Chief Executives Board for Coordination (CEB) on the Outcome of the United Nations Conference on Sustainable Development	2011
SOP UNIFIL Crowd and Riot Control	2012
Guidelines – Civilians Seeking Protection at UNMISS Bases	2013
WHO Emergency Response Framework	2013
Prison Incident Management Handbook	2013
Inter-Agency Policy, and Associated Framework for Mine Action Planning and Rapid Response	
Guidance Note on how the UN system can work to enhance the national capacities of Member States to investigate and prosecute war crimes, crimes against humanity, genocide, and other gross violations of human rights that constitute serious crimes under international law and to provide remedies and reparations for victims.	
Framework for Drafting Comprehensive Protection of Civilians (PoC) Strategies in UN Peacekeeping Operations	
The UN System at the Forefront of Efforts to Address Climate Change – Statement of Purpose	

Note: Secretary-General's decisions referenced in this listing are generally classified as Confidential or Strictly Confidential. These decisions are taken following meetings of the Secretary-General Policy Committee.

United Nations