Chapter III

Administrative and staff matters

In 2014, the United Nations continued its efforts to strengthen its organizational and administrative functioning, with a view to implementing the decisions and mandates of its legislative bodies more efficiently. The General Assembly and its subsidiary bodies, including the Office of Internal Oversight Services (OIOS), which celebrated its twentieth anniversary, the Independent Audit Advisory Committee and the Joint Inspection Unit (JIU), examined issues of managerial reform and external and internal oversight. The Assembly approved the recommendations of those bodies for improving internal controls, accountability mechanisms and organizational efficiency.

Progress was made on the organizational resilience management system (ORMS), a comprehensive emergency management system, linking actors and activities across preparedness, prevention, response and recovery, to enhance resilience in order to improve the capacity of the Organization to manage the risks of disruptive events. ORMS policy was endorsed by the Secretary-General, approved by the High-level Committee on Management on 8 October and subsequently by the Chief Executives Board for Coordination (CEB) at its 20 November session. Following implementation of ORMS at Headquarters, the focus of implementation shifted to the offices away from Headquarters, regional commissions, field missions of the Departments of Peacekeeping Operations and Political Affairs, and specialized agencies, funds and programmes.

Progress was also achieved in implementing the UN enterprise resource planning system (Umoja). A milestone was reached with Umoja Foundation having been deployed and being fully operational in all peacekeeping operations, special political missions and offices at UN Headquarters involved in the support and oversight of these missions.

With the completion and occupancy of the General Assembly Building in September, the Capital Master Plan (CMP) drew closer to completion. The renovation of the Library Building and the South Annex Building, however, were suspended because of security concerns. The construction of additional office facilities at the Economic Commission for Africa in Addis Ababa was completed in August. Planning moved forward on the strategic heritage plan project, which aimed to renovate the facilities at the Palais des Nations in Geneva and to construct a new building on the premises.

The International Civil Service Commission (ICSC) considered the conditions of service applicable to Professional and General Service categories of staff, locally recruited staff and staff in the field by, among others, continuing its review of the common system compensation package. The Commission followed up on its 2013 recommendation that the mandatory age of separation for current staff members be raised to age 65, with effect from 1 January 2016.

Reform of human resources management continued as well, encompassing issues such as preparations for the new mobility and career development framework, the assessment of the system of desirable ranges, performance management, the young professionals programme and other matters. The General Assembly approved a refined managed mobility framework and preparations continued for its implementation. Promotion of multilingualism and the use of new communications platforms were the focus of discussion at the Committee on Information.

The number of global staff of the UN Secretariat totalled 41,426 as at 30 June, comprising all categories of staff holding permanent/continuing, fixed-term and temporary contracts, recruited both internationally and locally from 188 Member States. As the global security environment was far from improving and the United Nations conducted and expanded its operations in countries and areas with unprecedented security challenges, including armed conflict and volatile post-conflict environments, UN personnel and premises were targets of attacks. Their safety and security being of increasing concern, the Secretary-General outlined measures to strengthen the UN security management system, in order to enable the Organization to “stay and deliver” critical programmes in high-risk areas while upholding the “duty of care” towards UN personnel.

Despite a general downward trend in the number of allegations, instances of sexual exploitation and abuse by UN personnel persisted, and sustained efforts were made to implement the policy of zero tolerance and strengthen inter-agency activities to prevent such acts. A risk management framework for sexual exploitation and abuse was developed, along with a draft action plan, for application in field missions.

The UN system of justice served approximately 74,000 staff in the Secretariat and the separately administered funds and programmes. The system offered an informal (Office of the Ombudsman and Mediation Services) and a formal (Management Evaluation Unit, Dispute Tribunal, Appeals Tribunal, Office of Staff Legal Assistance) option to address grievances and solve staff-management disputes.
Reacting to new evidence regarding the death in 1961 of Secretary-General Dag Hammarskjöld and of the members of the party accompanying him, the General Assembly requested the Secretary-General to appoint an independent panel of experts to examine the new information and assess its value.

The United Nations Joint Staff Pension Fund recorded 122,759 active participants at the end of 2014.

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**Administrative matters**

### Managerial reform and oversight

**Procurement**

**Report of Secretary-General.** In December [A/69/710], the Secretary-General provided an update on United Nations procurement activities since his previous report [YUN 2012, p. 1461]. The report outlined achievements and progress made in major areas of procurement in the Secretariat, also describing initiatives undertaken by the Procurement Division towards increasing transparency and accountability while enhancing the delivery of services to clients globally.

The procurement volume for the Secretariat increased to $3.230,502,384 in 2013, 55 per cent of which coming from developing or transitioning countries and 45 per cent from industrialized countries. Air transportation services, fuel and petroleum products, and food rations were the major commodities. The Procurement Division enhanced the acquisition processes for all three commodity areas in order to ensure best value for money. Air chartering services, with expenditure of more than $670 million, represented 21 per cent of total procurement value.

The Regional Procurement Office in Entebbe, Uganda, which serviced missions in South Sudan, the Democratic Republic of the Congo, Darfur and Abyei (the Sudan), had established 43 regional system contracts under joint acquisition plans and 134 mission-specific contracts. As of September, the UN Secretariat had registered through the Office 2,051 vendors in 25 African countries.

**Review of long-term agreements**

**JIU report.** In April [A/69/73-JIU/REP/2013/1], the Secretary-General transmitted to the General Assembly a report of the Joint Inspection Unit (JIU) entitled “Review of long-term agreements in procurement in the United Nations system”, which covered a variety of issues related to long-term agreements (LTAs).

The review suggested that the use of such agreements was relevant and, to some extent, efficient and effective. The JIU Inspectors collected numerous examples of monetary and non-monetary benefits being realized by different UN organizations. Most prevalent were examples of how LTAs created administrative efficiencies for goods and services required on a regular basis by consolidating recurrent procurements into a single one. In addition, they allowed opportunities for greater volume leverage and best value for money through demand aggregation across each organization and the UN system.

The Inspectors, however, identified several potential risks associated with policies and practices in the use of LTAs. Many organizations lacked LTA-specific policies, adequate procurement planning, strategy development, contract management and monitoring and data collection capabilities. The inability of organizations to strategically establish and manage LTAs, and monitor and assess their outcomes, could reduce their capacity to realize the potential benefits of those contracts. Due to their relatively long duration and demand aggregation, those contracts had a significant monetary value, which entailed higher risks. Therefore, the Inspectors suggested that the use of LTAs be planned and strategized as a whole process, which included managing the procurement process; aggregating demand, conducting market analysis, reaching out to a greater pool of vendors, ensuring competition, assessing and managing risks and effectively managing the contracts. Every LTA should have a contract management plan that clearly defined the contract work breakdown structure, roles and responsibilities of all parties involved, and control and accountability mechanisms. Unless the establishment and use of LTAs were based on proper LTA policies, there was the possibility of missed opportunities, inefficiencies or misuse. Proper planning, strategy development and contract management enabled UN organizations to identify opportunities for collaboration through joint LTAs, piggy-backing and information sharing. Collaboration across the UN system through LTAs served to reduce duplications and increase volume leverage and synergies.

The Inspectors noted that, in the UN system, procurement was generally viewed as a transactional, back-office function instead of a strategic one. Yet, given the importance and amount spent on procurement in the UN system ($14.3 billion in 2011), making procurement more strategic would better assist organizations in achieving their objectives. Procurement should be an integral part of overall corporate planning and strategy development. The procurement function needed to evolve from a transactional and reactive administrative function to a proactive strategic function.

The Inspectors noted that among multi-organization or system-wide collaboration modalities, joint procurement was the most advantageous. It allowed organizations to aggregate demand system-wide and use greater volume leverage to achieve better prices, terms and conditions. The report identified
good examples of joint procurement activities in some locations. In order to increase procurement collaboration in the system, organizations should integrate collaboration-specific provisions into their procurement regulations and harmonize their procurement policies and documents. The Procurement Network of the High-level Committee on Management should play a greater role in harmonization and collaborative procurement.

The Inspectors concluded that procurement, as one of the highest expenditure items, and a strategic tool that contributed to achieving organizational goals, required the close oversight of legislative/governing bodies. To that end, executive heads should periodically report to legislative/governing bodies on procurement function and activities, including procurement planning and strategies.

The jiu report included five recommendations, four of which were addressed to the executive heads of the organizations (see below), while the fifth was addressed to the legislative/governing bodies of the organizations, which should exercise their oversight role to ensure that the procurement function fulfilled its strategic role and that procurement activities, including LTAs, were based on sound procurement plans and strategies.

**GENERAL ASSEMBLY ACTION**

On 9 April [meeting 81], the General Assembly, on the recommendation of the Fifth (Administrative and Budgetary) Committee [A/68/691/Add.1], adopted resolution 68/263 without vote [agenda item 132].

**Procurement**

*The General Assembly,*

*Having considered* the reports of the Secretary-General on United Nations procurement activities, the pilot project on the independent procurement challenge system, the response to the comprehensive report of the Office of Internal Oversight Services on United Nations procurement activities, the procurement governance arrangements within the United Nations and sustainable procurement, the related reports of the Advisory Committee on Administrative and Budgetary Questions and the report of the Office of Internal Oversight Services on the audit of procurement management in the Secretariat,

*Having also considered* the reports of the Joint Inspection Unit on offshoring in United Nations system organizations and the environmental profile of the United Nations system organizations, as well as the related notes by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon,

*Requests* the Secretary-General to submit a comprehensive report on United Nations procurement activities for consideration by the General Assembly at its sixty-ninth session.

**Note of Secretary-General.** In May [A/69/73/Add.1], the Secretary-General transmitted his comments, as well as those of the United Nations System Chief Executives Board for Coordination (ceeb), on the recommendations provided in the jiu report. He said that UN organizations found the report informative, with many entities generally supportive of its analysis and conclusions. Organizations supported the assessment of jiu that moving procurement to a more strategic function would assist organizations in achieving their objectives. They agreed that the issue of sharing long-term agreements among UN system entities should remain a key focus of UN system procurement harmonization activities, although they noted that the use of LTAs in the UN system was, to some extent, already efficient and effective, with variations in specifications between organizations possibly being the single biggest limiting factor. Common specifications, organizations suggested, would allow for greater volume leveraging and best value for money through demand aggregation across the UN system. Organizations also agreed with the assessment of jiu that the Procurement Network of the High-level Committee on Management should play a greater role in harmonization and collaborative procurement.

Making specific comments on the recommendations of jiu, agencies supported the call in recommendation 1 for the development of policies and guidelines for the strategic use of LTAs. While agencies generally supported the concepts presented in recommendation 2, calling for executive heads to ensure that contract management plans were in place for LTAs, some agencies indicated that not all issues had been fully taken into account in the report. Some of the measures mentioned in the report required resources that might not be available, especially in smaller organizations, and the net benefits-losses between resource expenses (staff or software) and cost savings (through better contract monitoring) might not justify sophisticated contract management.

Many agencies indicated their support for recommendation 3, which called for executive heads to pursue long-term agreement opportunities. In some cases, agencies had implemented policy changes that allowed for the use of LTAs negotiated by other agencies. The General Assembly, however, had not rendered a formal decision on the lead organization concept, and the UN Secretariat was limited in its ability to pursue collaboration apart from making its systems contracts available to other UN organizations.

Agencies concurred with recommendation 4 calling for executive heads to support the efforts of the Procurement Network as it proceeded with the harmonization of procurement documents and other areas. Several agencies, however, expressed concerns regarding the emphasis on the harmonization of general terms and conditions. The experience of some agencies with collaborative procurement indicated that differences in the general terms and conditions did not unduly hamper joint procurement activities, and the resources, time and effort required to obtain
harmonized general terms and conditions might be better spent identifying areas of collaboration even in the absence of harmonized documents.

While recommendation 5 was directed at legislative bodies, agencies noted progress in recent years on improving procurement rules, policies and procedures to harmonize practices across UN organizations.

Oversight

Internal oversight

OIOS activities

On 29 July, OIOS marked the twentieth anniversary since its inception through the adoption by the General Assembly of resolution 48/218 B [YUN 1994, p. 1362]. Various events and publications during the year celebrated the anniversary.

OIOS report. In August [A/69/308 (Part I)], in conformity with General Assembly resolution 64/263 [YUN 2010, p. 1449] and previous resolutions, OIOS submitted a report on its activities from 1 July 2013 to 30 June 2014. The oversight of peacekeeping activities was covered in a separate report [A/69/308 (Part II)].

During the reporting period, OIOS issued 326 oversight reports, including 5 reports to the General Assembly and 92 closure reports. The reports included 936 recommendations to improve internal controls, accountability mechanisms and organizational efficiency and effectiveness, of which 45 were classified as critical to the Organization. A number of reports focused on areas of strategic interest to the Organization, including Umoja (see p. 000) and the Internal Public Sector Accounting Standards (IPSAS) (see p. 000). Others represented significant advancements in the investigation of fraud committed against the Organization by external parties.

The financial implications of OIOS recommendations during the period amounted to approximately $13.8 million. The recommendations were aimed at cost savings, recovery of overpayments, efficiency gains and other improvements. The financial implications of recommendations issued in prior periods that were implemented during the reporting period totalled approximately $2.4 million.

An addendum [A/69/308 (Part I)/Add.1] provided an analysis of the status of implementation of the recommendations, a breakdown of recommendations with financial implications and a list of all reports issued for all areas of OIOS work between 1 July 2013 and 30 June 2014.

Independent Audit Advisory Committee report.

Reporting in August [A/69/304] on its activities from 1 August 2013 to 31 July 2014, the Independent Audit Advisory Committee, as per General Assembly resolution 68/21 [YUN 2013, p. 1473], also dealt with the effectiveness, efficiency and impact of the audit activities and other functions of OIOS. The Committee focused its assessment on three areas: strategic planning, OIOS effectiveness and performance management; OIOS internal management and efficiency; and coordination and collaboration of audit, evaluation and investigations across the UN Secretariat.

The Committee found that OIOS did not have a long-term strategic plan other than the two-year plan. It recommended that OIOS establish a fully integrated long-term strategic plan, which would address goals and strategies that were aligned with key UN risks and the latest transformational initiatives of the Secretariat, including mobility, IPSAS, Umoja and the capital master plan; a focus on challenges, such as procurement fraud, which were apparent in the financial statements of the oversight bodies; and annual goals for each division that were consistent with the strategic plan.

The Committee examined how OIOS measured its effectiveness and performance both overall and within its divisions. OIOS informed the Committee that in 2013 it had established programme impact pathways for each division and for OIOS as a whole, which it intended to make a management tool that would integrate the work of the respective divisions and assist in breaking down the silos that existed in the Office. The Committee viewed the development of the programme impact pathways as positive developments. It recommended that OIOS should establish specific goals, with associated performance measures, for its divisions and for OIOS as a whole; that would provide OIOS as well as stakeholders with a clear view of where the organization was headed, what results were achieved and what opportunities for improvement existed.

In response to its request to be provided with the results of surveys from its clients, the Committee received surveys from the OIOS Internal Audit Division and the Inspection and Evaluation Division. Noting that no surveys had been done for the Investigations Division or for OIOS as a whole, the Committee noted that well-designed and frequent surveys were useful tools to measure performance and improve effectiveness. It recommended that all divisions and OIOS as a whole conduct surveys; for divisions, not only should surveys be conducted annually, but where practical, after each engagement.

Concerning its operational and budgetary independence, OIOS informed the Committee of some concerns, including the fragmentation of funding sources; internal inconsistency in seeking funding for its activities; inflexibility of resources between internal oversight functions; timing and governance arrangements for a client’s budget cycles; and lack of financial independence, especially with respect to extrabudgetary sources. OIOS had developed a list of options for possible improvements in the funding ar-
rangement that it felt would address those concerns. The Committee recommended that oios formalize those options into a set of proposals, develop business cases for recommended options and submit them to the General Assembly in the context of the long-awaited report on the funding arrangement requested pursuant to resolution 61/275 [YUN 2007, p. 1471].

The Committee remained concerned about the persistently high vacancy rate in the Investigations Division, especially in the field, which in turn called into question the ability of oios to fulfil its mandate. It reiterated its recommendation that oios address the issue.

With regard to oios workplans, the Committee’s observations and recommendations were contained in its report on the oios budget under the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015 [A/68/773] (see p. 000) and its report on the proposed oios programme budget for the 2014–2015 biennium [YUN 2013, p. 1474].

**GENERAL ASSEMBLY ACTION**

On 29 December [meeting 77], the General Assembly, on the recommendation of the Fifth Committee [A/69/689], adopted resolution 69/252 without vote [agenda item 142].

**Report on the activities of the Office of Internal Oversight Services**

**The General Assembly,**

1. **Activities of the Office of Internal Oversight Services**


Having considered the report of the Office of Internal Oversight Services on its activities for the period from 1 July 2013 to 30 June 2014,

1. Reaffirms its primary role in the consideration of and action taken on reports submitted to it;
2. Also reaffirms its oversight role and the role of the Fifth Committee in administrative and budgetary matters;
3. Further reaffirms the independence and the separate and distinct roles of the internal and external oversight mechanisms;
4. Recalls that the Office of Internal Oversight Services of the Secretariat shall exercise operational independence relating to the performance of its internal oversight functions, under the authority of the Secretary-General, in accordance with the relevant resolutions;
5. Encourages United Nations internal and external oversight bodies to further enhance the level of cooperation with one another, such as through joint work-planning sessions, without prejudice to the independence of each;
6. Takes note of the report of the Office;

7. Reaffirms that the Board of Auditors and the Joint Inspection Unit shall continue to be provided with copies of all reports produced by the Office, requests that those reports be made available within one month of their finalization, and emphasizes the need for comments by the Board and the Unit, as appropriate;
8. Requests the Secretary-General to continue to ensure the full implementation of the accepted recommendations of the Office, including those relating to cost avoidance, recovery of overpayments, efficiency gains and other improvements, in a prompt and timely manner, and to provide detailed justifications in cases in which recommendations of the Office are not accepted;
9. Emphasizes the need for the Office to continue to refine its risk-based workplan in order to ensure that it fully captures high-risk areas such as those relating to procurement activities at the mission level as well as those related to fraud, including by contractors and implementing partners;
10. Recalls paragraph 18 of its resolution 62/247 of 3 April 2008, and in this regard requests the Secretary-General to submit to the General Assembly at the main part of its seventieth session the report on terms of reference to strengthen the investigations function in the United Nations;
11. Requests the Secretary-General to ensure that the annual reports of the Office continue to include a brief description of any impairment of its independence;
12. Recalls paragraph 14 of its resolution 68/21, and in this regard requests the Secretary-General to report to the General Assembly by no later than the main part of its seventieth session on the proposal set out therein;
13. Requests the Secretary-General to ensure that all relevant resolutions pertaining to the work of the Office are brought to the attention of the relevant managers;
14. Also requests the Secretary-General to ensure that all relevant resolutions, including those of a cross-cutting nature, are brought to the attention of relevant managers and that the Office also takes those resolutions into account in the conduct of its activities;
15. Further requests the Secretary-General to continue to make every effort to fill the remaining vacant posts, particularly in the Investigations Division and in the field, in accordance with the relevant provisions governing recruitment in the United Nations;

II **Activities of the Independent Audit Advisory Committee**

Recalling its resolutions 61/275 of 29 June 2007, 64/263, section II of its resolution 66/236, section II of its resolution 67/258 and section II of its resolution 68/21,

Having considered the annual report of the Independent Audit Advisory Committee on its activities for the period from 1 August 2013 to 31 July 2014,

1. Notes with appreciation the work of the Independent Audit Advisory Committee;
2. Reaffirms the terms of reference of the Committee, as contained in the annex to General Assembly resolution 61/275;
3. Endorses the observations, comments and recommendations contained in paragraphs 16, 22, 26, 30, 31, 34, 40, 46, 48, 54, 57, 59, 62, 66, 70, 73, 75, 76, 88, 94 and 95 of the report of the Committee.
Review of the implementation of General Assembly resolutions 48/218 B, 54/244, 59/272 and 64/263

The General Assembly,

Reaffirming the relevant Articles of the Charter of the United Nations,

Recalling its resolutions 48/218 B of 29 July 1994, 54/244 of 23 December 1999, 59/272 of 23 December 2004 and 64/263 of 29 March 2010,

Recalling also its resolution 61/275 of 29 June 2007,

Reaffirming that the purpose of the Office of Internal Oversight Services of the Secretariat is to assist the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization,

1. Reaffirms its resolutions 48/218 B, 54/244, 59/272 and 64/263;

2. Also reaffirms its primary role in the consideration of and action on reports submitted to it;

3. Further reaffirms its oversight role and the role of the Fifth Committee in administrative and budgetary matters;

4. Reaffirms the independence and the separate and distinct roles of internal and external oversight mechanisms;

5. Recalls that the Office of Internal Oversight Services shall exercise operational independence under the authority of the Secretary-General relating to the performance of its internal oversight functions, in accordance with the relevant resolutions;

6. Reaffirms that the Office of Internal Oversight Services is an internal body under the authority of the Secretary-General, and that, as such, it shall comply with all relevant regulations, rules, policies and procedures of the United Nations;

7. Also reaffirms the role of the Board of Auditors and the Joint Inspection Unit as external oversight bodies, and in this regard affirms that any external review, audit, inspection, monitoring, evaluation or investigation of the Office of Internal Oversight Services can be undertaken only by such bodies or those mandated to do so by the General Assembly;

8. Further reaffirms the existing mandates of relevant intergovernmental and expert bodies of the General Assembly in the field of administration, budgetary and management matters;

9. Emphasizes that the recruitment and promotion of staff of the Office of Internal Oversight Services shall be carried out in accordance with the provisions of the Charter of the United Nations, the relevant resolutions and decisions of the General Assembly and the Staff Regulations and Rules of the Organization, taking into account Article 101, paragraph 3, of the Charter;

10. Recalls section III of its resolution 67/258 of 12 April 2013, and in this regard requests the Secretary-General to entrust the Office of Internal Oversight Services with publishing audit and evaluation reports on the website of the Office as from 1 January 2015;

11. Requests the Independent Audit Advisory Committee to continue to keep under review the practice of the publication of audit and evaluation reports, includ-
reports, notes and confidential letters. In 2013, CEB secretariat prepared comments for seven JIU system-wide reports and collected and collated responses from UN system organizations. In addition, CEB continued to work closely with JIU on the preparation of its annual work programme.

CEB maintained a constant dialogue with JIU to ensure a smooth report preparation process and to identify methods for enhancing the value of its reports. During 2013, the Procurement Network of the High-level Committee on Management of CEB provided input into the JIU report on long-term agreements in procurement in the UN system (see p. 000); the Information and Communication Technology Network supported the preparation of the report on enterprise resource planning systems (see p. 000); and the Human Resources Network provided input into reports that concerned human resource issues.

GENERAL ASSEMBLY ACTION

On 9 April [meeting 81], the General Assembly, on the recommendation of the Fifth Committee [A/68/819], adopted resolution 68/266 without vote [agenda item 140].

Joint Inspection Unit

The General Assembly,


Reaffirming the statute of the Unit and the unique role of the Unit as the only external and independent system-wide inspection, evaluation and investigation body,

Having considered the report of the Unit for 2013 and programme of work for 2014 and the note by the Secretary-General on the report of the Unit for 2013:

1. Takes note with appreciation of the report of the Joint Inspection Unit for 2013 and programme of work for 2014;
2. Takes note of the note by the Secretary-General on the report of the Unit for 2013;
3. Reaffirms that oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies;
4. Stresses the importance of the oversight functions of the Unit in identifying concrete managerial, administrative and programming questions within the participating organizations and providing the General Assembly and other legislative organs of participating organizations with practical and action-oriented recommendations to improve and strengthen the governance of the United Nations as a whole;
5. Recognizes the need to continue to enhance the impact of the Unit on the management efficiency and transparency of the participating organizations within the United Nations system;
6. Notes the need to enhance the effectiveness of the Unit and its system-wide oversight capability;
7. Welcomes the reform efforts undertaken by the Unit to better serve the interests of the participating organizations and Member States, including a self-evaluation, a peer review and the completion of norms and standards, in this regard encourages the Unit to continue its efforts, including on selection of the subjects for its programme of work, and looks forward to receiving updates in the context of the annual reports of the Unit;
8. Recalls section II of its resolution 61/238 and section II of its resolution 64/262, and in this regard reaffirms the existing procedure for the appointment of the inspectors in accordance with article 3 of the statute of the Unit;
9. Reiterates its request to the executive heads of the participating organizations to fully comply with the statutory procedures for consideration of the reports of the Unit and, in particular, to submit their comments, including information on what they intend to do regarding the recommendations of the Unit, to distribute reports in time for their consideration by legislative organs and to provide information on the steps to be taken to implement those recommendations accepted by the legislative organs and the executive heads of participating organizations;
10. Reiterates its request to the Secretary-General and the other executive heads of the participating organizations to fully assist the Unit with the timely provision of all information requested by it;
11. Reiterates its request to the Unit to consider optimizing the number of projects in its programme of work through prioritization;
12. Also reiterates its request to the Unit to issue its reports well in advance of meetings of the legislative organs of participating organizations so that the reports can be thoroughly and effectively utilized in their deliberations;
13. Reaffirms article 20 of the statute of the Unit, in which it is stipulated that the Unit shall be invited to be represented at meetings when its budget estimates are being discussed;
14. Requests the heads of participating organizations to make full use of the web-based system of the Unit and to provide an in-depth analysis of how the recommendations of the Unit are being implemented;
15. Welcomes the benefit and utility of the web-based system for tracking recommendations.

JIU activities. In its annual report to the General Assembly [A/69/34], JIU reviewed its activities in 2014, during which it issued six system-wide reports and one note, addressing policies for coherence, management and risk issues in the areas of resource mobilization [A/69/737-JIU/REP/2014/1]; capital refurbishment and construction [JIU/REP/2014/3]; environmental governance within the UN system [A/69/763-JIU/REP/2014/4]; the evaluation function [JIU/REP/2014/6]; the use of non-staff personnel and related contractual modalities [JIU/REP/2014/8]; contract management and administration [JIU/REP/2014/9]; and the use of retirees [JIU/NOTE/2014/1]. Reviews of individual organizations were completed for the Office of the United Nations...

During the year, JIU continued its reform process by making improvements in the areas under its purview, including strategic planning and priority-setting; adopting new approaches in the ways it worked; enhancing the professional and technical rigour of its work; and engaging in partnerships and global platforms to share knowledge and perspectives about the UN system and new changes and challenges.

In accordance with Assembly resolution 68/266 (see p. 000), JIU sought to improve the process of selection of subjects for its programme of work. The consultation process in the identification of topics was expanded to include not only the management of the Unit’s participating organizations, but also the oversight and evaluation community, including the United Nations Evaluation Group, representatives of internal audit services of the UN organizations and multilateral financial institutions and the members of the external oversight committees of the participating organizations.

JIU assumed a lead role in establishing the independent system-wide evaluation mechanism requested by Assembly resolution 67/226 [YUN 2012, p. 859] on the quadrennial comprehensive policy review of operational activities for development.

The lack of budgetary independence and the stagnation in the regular budget had prevented JIU from achieving its full potential, the Chair noted. The budget submission process was not in full conformity with articles 17 and 20 of the JIU statute, which hampered the Unit’s independence. The statute required that the original budget proposal of JIU be incorporated into the Secretary-General’s overall budget estimates.

**Conference management**

**Committee on Conferences**

The Committee on Conferences held its organizational session on 23 April (reconvened on 20 June) and its substantive session from 2 to 8 September [A/69/32]. At its organizational session, the Committee elected its officers to serve in 2014 and adopted its provisional agenda.

At the same session, the Committee reviewed the proposed strategic framework for the period 2016–2017, programme 1, General Assembly and Economic and Social Council affairs and conference management. The Chair, by a letter of 20 May, transmitted the Committee’s recommendations to the Chair of the Committee for Programme and Coordination.

On 3 September, the Committee adopted the draft revised calendar of conferences and meetings for 2015 [A/AC.172/2014/L.2]. Following approval by the General Assembly in resolution 68/251 [YUN 2013, p. 1478], the calendar of conferences and meetings of the United Nations for 2014 and 2015 was issued in February as a Committee document [A/AC.172/2014/2 & Corr.1].

Also on 3 September, the Committee had before it a letter from 32 Member States addressed to the Chair [A/AC.172/2014/3] urging that the United Nations recognize the holiest day of the Jewish faith, Yom Kippur. On 8 September, the Committee requested the Secretary-General to report to the Fifth Committee on the modalities and criteria for approving additional official UN holidays.

At its substantive session, the Committee also discussed meetings management, including the utilization of conference-servicing resources and facilities and impact of the capital master plan, strategy IV (phased approach) (see p. 000) on meetings held at UN Headquarters; integrated global management; matters related to documentation and publications; and matters related to translation and interpretation. The Committee considered those issues based on information contained in a report by the Secretary-General on the pattern of conferences [A/69/120 & Corr.1], submitted pursuant to General Assembly resolutions 68/251 [YUN 2013, p. 1478] and 32/72 [YUN 1977, p. 1039]. In October [A/69/527], the Advisory Committee on Administrative and Budgetary Questions (ACABQ) commented on the Secretary-General’s report and made recommendations.

The Committee approved requests from several bodies for additional meetings and extended meeting hours, as well as a request for a change of venue. It recommended that the General Assembly authorize 11 bodies to meet in New York during the main part of its sixty-ninth session, on the understanding that all such meetings would be allocated conference services on an “as available” basis, in such a way that the work of the Assembly and its Main Committees would not be impeded. Those bodies were listed in a letter of 2 September [A/69/370] from the Chair of the Committee to the President of the General Assembly.

The General Assembly, on 16 September (decision 69/501), authorized those subsidiary organs to meet as requested. On 19 September (decision 69/502), the Assembly, on the recommendation of the General Committee [A/69/250], included in the agenda of its sixty-ninth session the item entitled “Pattern of conferences” and allocated it to the Fifth Committee.

**Meetings management**

In his July report [A/69/120 & Corr.1], the Secretary-General noted that the overall utilization factor for meetings at all four duty stations (New York, Geneva, Vienna, Nairobi) in 2013 was 83 per cent which, although above the established benchmark of 80 per cent, showed a decrease of 2 per cent from
84 per cent in 2012. The percentage of unassigned cancelled meetings in New York had increased to 9 per cent in 2013 from 8 per cent in 2012. Overall, the time lost as a result of late starts and early endings increased to 13 per cent in 2013 compared to 12 per cent in 2012. Globally, the number of cancellations in 2013 reached a historical high, a trend especially prevalent in New York where 225 meetings were cancelled. The number of meetings added at all four duty stations was also at its highest in the past three years.

Since the start of 2014, the Secretariat had addressed the situation by working closely with the calendar bodies to identify and address any issues that might affect their utilization of conference servicing resources. Pursuant to General Assembly resolution 68/251 [YUN 2013, p. 1478], the Secretariat identified the following four core sample bodies, all meeting in New York, as having a utilization factor below 80 per cent for the previous three consecutive years: the Executive Board of the United Nations Children’s Fund (UNICEF), the Committee on Contributions, the Special Committee on Peacekeeping Operations and its Working Group, and the Committee on Information. The 10-year averages of those bodies were also below the 80 per cent benchmark.

In 2013, there were no bodies in the core sample at the Geneva, Vienna and Nairobi duty stations whose utilization factor fell below the 80 per cent benchmark for each of the previous three consecutive years. The UN Conference Centre at the Economic Commission for Africa (ECA) in 2013 hosted and serviced 3,644 meetings, representing an occupancy rate of 67.4 per cent. A new marketing strategy had enabled the Conference Centre to gradually improve its monthly occupancy and to secure new conference commitments for 2014 and 2015. There had been an increase in partnerships with the Ethiopian tourism agency, the Ministry of Culture and Tourism (para. 29), major airlines and key tour operators, which would assist the Conference Centre in becoming a more efficient and effective one-stop service provider.

As to the impact of the implementation of the capital master plan (see p. 000) on meetings held at UN Headquarters, it was expected that meeting capacity would be temporarily reduced until the reopening of the General Assembly Hall and the conference rooms in the General Assembly Building. To minimize the impact of CMP on meetings management, the Secretariat had made alternative arrangements for programmed meetings and limited the scheduling of additional new meetings.

The Advisory Committee, in an October report on pattern of conferences [A/69/527], noted that the overall utilization rate for the four duty stations was approaching the 80 per cent benchmark; the rate, however, should be monitored closely considering the drop in utilization by 3 percentage points, from 85 per cent in 2011 to 82 per cent in 2013. The Committee reiterated its concern over the rates of utilization of conference servicing resources and facilities. For budgetary purposes, the Committee believed that information concerning the utilization rates showing actual occupancy against existing full capacity for all Secretariat conference facilities should be provided to it in future budget submissions.

Integrated management

As indicated by the Secretary-General [A/69/120 & Corr.1], the Under-Secretary-General for General Assembly and Conference Management and the Directors General of the UN Offices at Geneva, Nairobi and Vienna had agreed to clearly delineate their responsibilities concerning conference management policies, operations and resource utilization, and accordingly revise the bulletins of the Secretary-General that defined the organization of the Department for General Assembly and Conference Management and the Offices.

Work was progressing on the development of single information technology systems. The meetings management system, gMeets, was operational at UN Headquarters and in Geneva, Nairobi and Vienna. The documents planning and processing system, gDoc, was launched in Geneva and New York in May. The computer-assisted translation and text processing system, gText, which included computer-assisted translation, machine translation, referencing and access to the terminology databases, was being prepared for a phased roll-out at all four duty stations. The information warehouse, gData, captured conference management-related budget and finance data from the four duty stations for statistical reporting and performance management. Data on meetings and documentation would be provided through gDoc and gMeets.

The term “proximity role”, previously used to describe the practice of using the conference servicing resources of the four duty stations and the regional commissions to assemble in a cost-effective manner a team for servicing meetings held away from the four duty stations, was replaced by the term “integrated global management rule”, or “igm rule”. In 2013, the application of the rule was estimated to have led to savings of over $1 million, which generally accrued to the host countries or the substantive departments, rather than to the Department for General Assembly and Conference Management (DGACM). The four duty stations were moving towards systematic document sharing through joint workload forecasting and capacity planning.

A global e-survey measuring the level of satisfaction with conference services was conducted (15 April–15 May), during which time it was accessed
The overall quality at all four duty stations was rated as “good”.

The Advisory Committee in October [A/69/527], welcomed the successful conclusion of the process of defining the delineation of responsibilities as well as the efficiencies achieved under the IGM rule.

**Documentation and publications**

As reported by the Secretary-General [A/69/120 & Corr.1], progress was achieved at all four duty stations in the timely submission by authoring entities of documents for processing by the conference services. The overall timely submission rate in New York reached 92 per cent, although only 84 per cent of the submitters met the 90 per cent timely submission benchmark. New York conference services were able to process 98 per cent of documents in a timely manner, namely, taking no more than 28 calendar days to turn around submitted documents on time and within word limits. Of all pre-session documents issued in New York, 71 per cent met the mandated timely issuance benchmarks. At the United Nations Office at Geneva (UNOG), the timely submission rate reached 87 per cent. Owing to capacity constraints, however, the timely processing rate fell to 50 per cent for Secretariat reports and 22 per cent for non-Secretariat reports. At the United Nations Office at Vienna (UNOV), the timely submission rate reached 98 per cent. At the United Nations Office at Nairobi (UNON), timely submission in 2013 stood at 22 per cent, although up in comparison to 2012 and 2011, the figure left much room for improvement. The Office ensured 100 per cent timely processing.

The General Assembly, in resolution 68/251 [YUN 2013, p. 1478], acknowledged that a multipronged approach was required to find a solution to the perennial difficulties related to the late issuance of documents for the Fifth Committee. DGACM and the secretariats of the Fifth Committee and A/CBQ had intensified their efforts in analysing the situation and seeking solutions. Despite improvements in timeliness achieved in recent years, late submission by authoring entities remained a problem, often compounded by the excessive length of documents and heavy editing needs. Remedial actions, however, were being taken by authors and conference managers by building on those improvements.

In accordance with the principle of simultaneous distribution, all official documents were only distributed when they became available in all of the official languages, both as electronic versions on the Official Documents System and in hard copy.

The Department of Public Information and DGACM were working together to increase online access to historical UN documents. An estimated 17 million paper documents existed in UN repositories, mostly from the pre-digital era before 1993. Around 3 million such documents had been identified as particularly important and in need of digitalization, of which around 300,000 had been digitized. The complementary skills and resources of both Departments had been molded into a single team to address that challenge. The initial estimated output was 6,000 finished documents per month.

The Advisory Committee, in its October report [A/69/527], welcomed the joint effort to digitize UN documents and trusted that the two Departments would report on the resources designated for that exercise, including any voluntary contribution.

**Translation and interpretation**

The Secretary-General described [A/69/120 & Corr.1] outreach efforts and succession planning covering the six official languages, including support to the pan-African project and the use of language rosters. Agreements with the International Association of Conference Interpreters and the International Association of Conference Translators that came into force in 2012 and 2013 rationalized the recruitment of qualified freelance professionals needed to supplement in-house capacity, by aligning the remuneration of short-term interpreters and translators with that of regular staff. The new mechanisms enhanced the predictability, transparency and ease of administration of temporary staff recruitment at all duty stations, thereby improving the competitiveness of the United Nations. Other measures included reviewing the conditions of recruitment of language staff, offering language staff increased opportunities for enhancing their skills and interacting with language training institutions. The conference services at all four duty stations enhanced their collaboration with such academic institutions. Remote learning tools had been leveraged and good practices continued to be exchanged with leading specialists in the field. In 2013, the language internship programme hosted 107 interns.

All language services made use of temporary assistance through the recruitment of freelance staff, including retirees, to help handle the workload during peak periods. While the recruitment of local freelancers was strongly preferred for economic reasons, DGACM recruited internationally for certain language combinations if adequate local expertise was not available.

To find a long-term solution to high vacancy rates in the language services at UNON, the Department had taken a number of steps, including lateral transfers from other conference-serving duty stations. The Office also provided on-the-job training to young freelance translators and interpreters and assisted in the training and testing of students.

A broad range of measures to enhance the quality, efficiency and cost-effectiveness of editorial and related Secretariat services was being implemented,
including updated and strengthened application standards for all UN documents; enhanced author outreach; enhanced global document management, including standardized editorial guidelines and practices at all duty stations; consolidated terminology production and maintenance through unterm; and enhanced dissemination of UN documents to web-based media and mobile devices (para.73). The Advisory Committee, in its October report [A/69/527], noted that a projected 114, or 13 per cent, of 887 professional-level language staff across all language groups were forecast to retire between 1 July 2014 and 31 December 2017. The Committee believed that succession planning merited the development of a comprehensive long-term plan, taking into consideration the various factors influencing current and future vacancies. In addition, the outreach programme should be expanded and consideration should be given to approaching universities in all Member States that offered high-quality language programmes in any of the six official languages.

GENERAL ASSEMBLY ACTION

On 29 December [meeting 77], the General Assembly, on the recommendation of the Fifth Committee [A/69/695], adopted resolution 69/250 without vote [agenda item 135].

Pattern of conferences

The General Assembly,


Reaffirming its resolution 14(I) of 13 February 1946 and the role of the Advisory Committee as a subsidiary body of the General Assembly,

I

Calendar of conferences and meetings

1. Welcomes the report of the Committee on Conferences for 2014;

2. Approves the draft revised calendar of conferences and meetings of the United Nations for 2015, as submitted by the Committee on Conferences, taking into account the observations of the Committee and subject to the provisions of the present resolution;

3. Authorizes the Committee on Conferences to make any adjustments to the calendar of conferences and meetings for 2015 that may become necessary as a result of actions and decisions taken by the General Assembly at its sixty-ninth session;

4. Notes with satisfaction that the Secretariat has taken into account the arrangements referred to in General Assembly resolutions 53/208 A, 54/248, 55/222, 56/242, 57/283 B, 58/250, 59/265, 60/236 A, 61/236, 62/225, 63/248, 64/230, 65/245, 66/233, 67/237 and 68/251 concerning Orthodox Good Friday and the official holidays of Eid al-Fitr and Eid al-Adha, and requests all intergovernmental bodies to observe those decisions when planning their meetings;

5. Acknowledges that Yom Kippur is a significant local holiday which is observed in the host city of the Headquarters of the United Nations, invites United Nations bodies at Headquarters and other duty stations where observed to avoid holding meetings on Yom Kippur, and in this regard encourages this arrangement be taken into account when drafting future calendars of conferences and meetings;

6. Acknowledges the significance of the Day of Vesak, which is observed in many Member States, invites United Nations bodies at Headquarters and other duty stations where observed to avoid holding meetings on the Day of Vesak, and in this regard encourages this arrangement be taken into account when drafting future calendars of conferences and meetings;

7. Acknowledges the significance of Diwali, which is observed in many Member States, invites United Nations bodies at Headquarters and other duty stations where observed to avoid holding meetings on Diwali, and in this regard encourages this arrangement be taken into account when drafting future calendars of conferences and meetings;

8. Acknowledges the significance of Gurpurab, which is observed in many Member States, invites United Nations bodies at Headquarters and other duty stations where observed to avoid holding meetings on Gurpurab, and encourages this arrangement be taken into account when drafting future calendars of conferences and meetings;

9. Acknowledges the significance of Orthodox Christmas, which is observed in many Member States, invites United Nations bodies at Headquarters and other duty stations where observed to avoid holding meetings on the Day of Orthodox Christmas, and encourages this arrangement be taken into account when drafting future calendars of conferences and meetings;

10. Requests the Secretary-General to ensure that any modification to the calendar of conferences and meetings is
implemented strictly in accordance with the mandate of the Committee on Conferences and other relevant resolutions of the General Assembly;

11. Invites Member States to include in new legislative mandates adequate information on the modalities for the organization of conferences or meetings;

12. Recalls rule 153 of its rules of procedure, and, for resolutions involving expenditure, requests the Secretary-General to include the modalities of conferences, taking into account the trends of similar meetings, with a view to mobilizing conference services and documentation in the most efficient and cost-effective manner possible;

13. Reaffirms the need to address the issue of duplications and redundancies in conference servicing, and notes in this regard that the Economic and Social Council decided in its resolution 2013/13 of 22 July 2013 to consider at a later date the necessity of reviewing its provisional biennial calendar of conferences and meetings in the light of the ongoing intergovernmental consultations on the further strengthening of the Council;

II

A. Utilization of conference servicing resources

14. Reaffirms the practice that, in the use of conference rooms, priority must be given to meetings of Member States;

15. Calls upon the Secretary-General and Member States to adhere to the guidelines and procedures contained in the administrative instruction for the authorization of the use of United Nations premises for meetings, conferences, special events and exhibits;

16. Emphasizes that such meetings, conferences, special events and exhibits must be consistent with the purposes and principles of the United Nations;

17. Notes that the overall utilization factor at the four main duty stations in 2013 was 82 per cent, that in 2012 it was 84 per cent and that in 2011 it was 85 per cent, which is above the established benchmark of 80 per cent;

18. Welcomes the steps taken by those bodies that have adjusted their programmes of work in order to achieve the optimum utilization of conference servicing resources, and requests the Committee on Conferences to intensify consultations with the secretariats and bureaux of bodies that underutilize their conference servicing resources;

19. Also welcomes the efforts undertaken by the Secretary-General to increase the utilization rates of conference servicing resources, and in this regard encourages the Secretary-General to enhance the efficiency of conference servicing and to report thereon to the General Assembly at its seventieth session;

20. Urges those intergovernmental bodies whose average utilization factor has for the past 10 years been below the benchmark of 80 per cent to take that factor into account when planning their future sessions in order to achieve that benchmark;

21. Recognizes that late starts and unplanned early endings seriously affect the utilization factor of the bodies owing to the amount of time lost, and invites the secretariats and bureaux of bodies to pay adequate attention to avoiding late starts and unplanned early endings;

22. Notes that the percentage of meetings held by the bodies entitled to meet “as required” that were provided with interpretation services in New York in 2013 was 98 per cent, and that in 2012 it was 97 per cent, as compared with 96 per cent in 2011, and requests the Secretary-General to continue to impress upon such bodies the need to continue to improve the utilization of the conference services provided and to report on the provision of conference services to those bodies through the Committee on Conferences;

23. Reiterates its request to intergovernmental bodies to review their meeting entitlements and to plan and adjust their programmes of work on the basis of their actual utilization of conference servicing resources in order to improve their efficient use of conference services;

24. Recognizes the importance of meetings of regional and other major groupings of Member States for the smooth functioning of the sessions of intergovernmental bodies, requests the Secretary-General to ensure that, as far as possible, all requests for conference services for the meetings of regional and other major groupings of Member States are met, and requests the Secretariat to inform the requestors as early as possible about the availability of conference services, including interpretation, as well as about any changes that might occur before the holding of meetings;

25. Notes that the percentage of meetings held by regional and other major groupings of Member States that were provided with interpretation services at the four main duty stations was 95 per cent in 2013, as compared with 91 per cent in 2012, and requests the Secretary-General to continue to employ innovative means to address the difficulties experienced by Member States owing to the lack of conference services for some meetings of regional and other major groupings of Member States and to report thereon to the General Assembly through the Committee on Conferences;

26. Once again urges intergovernmental bodies to spare no effort at the planning stage to take into account the meetings of regional and other major groupings of Member States, to make provision for such meetings in their programmes of work and to notify conference services, well in advance, of any cancellations so that unutilized conference servicing resources may, to the extent possible, be reassigned to meetings of regional and other major groupings of Member States;

27. Welcomes the efforts of all users of conference services to inform the Secretariat as early as possible of any cancellation of service requests so as to allow for such services to be smoothly redeployed to other meetings;

28. Notes with satisfaction that, in accordance with several resolutions of the General Assembly, including resolution 68/251, section II.A, paragraph 22, in conformity with the headquarters rule, all meetings of Nairobi-based United Nations bodies were held in Nairobi in 2013, and requests the Secretary-General to report thereon to the Assembly at its seventieth session through the Committee on Conferences;

29. Notes with concern the recurring underutilization of the conference centre of the Economic Commission for Africa, specifically given the ongoing renovation of its facility, recognizes the continuing efforts to inform the requestors of the undersigned initiatives of the Commission, and requests the Secretary-General to report thereon to the General Assembly at its seventieth session through the Committee on Conferences;

30. Welcomes the efforts undertaken to improve the conference facilities at the Economic Commission for Africa, and in this regard encourages the Secretary-General...
to ensure that the ongoing work on the improvement of the remaining facilities, in particular Africa Hall, is completed in a timely manner;

31. Requests the Secretary-General to continue to explore additional means to increase the utilization of the conference centre of the Economic Commission for Africa, including with its partners such as the African Union, and to report thereon, including on the impact of the initiatives of the Commission, to the General Assembly at its seventieth session;

32. Also requests the Secretary-General to encourage the heads of entities of the United Nations system to use as a matter of priority, when applicable, the conference centre of the Economic Commission for Africa to ensure greater utilization of the conference facilities;

33. Recalls section II.A, paragraph 26, of its resolution 68/251, reiterates its request that the Secretary-General formulate a competitive pricing structure and an appropriate marketing strategy for the conference centre of the Economic Commission for Africa, and requests the Secretary-General to report thereon to the General Assembly at its seventieth session;

34. Recognizes the proactive efforts of the Secretary-General to identify ways to enhance efficiency and effectiveness in conference services;

35. Requests the Secretary-General to propose, at the seventieth session of the General Assembly, a comprehensive review of conference servicing, highlighting any duplication or redundancy, with a view to identifying innovative ideas, potential synergies and other cost-saving measures, without compromising the quality of the services;

36. Reiterates its request to the Committee on Conferences that it consult those bodies that have consistently utilized less than the applicable benchmark of their allocated resources for the past three years, with a view to making appropriate recommendations in order to achieve the optimum utilization of conference servicing resources, and urges the secretariats and bureaux of bodies that underutilize their conference-serving resources to work more closely with the Department for General Assembly and Conference Management of the Secretariat and to consider changes to their programmes of work, as appropriate, including adjustments based on previous patterns of recurring agenda items, with a view to making improvements in their utilization factors;

37. Requests the Chair of the Committee on Conferences to address a letter to the presiding officers of intergovernmental bodies based at duty stations other than New York if their utilization factor falls below the benchmark of 80 per cent;

B. Impact of the capital master plan, strategy IV (phased approach), on meetings held at Headquarters during its implementation

38. Requests the Secretary-General to ensure that the implementation of the capital master plan, including the reassignment of conference servicing staff to swing spaces, will not compromise the quality of conference services provided to Member States in the six official languages and the equal treatment of the language services, which should be provided with equally favourable working conditions and resources, with a view to receiving the maximum quality of services;

39. Requests all meeting requesters and organizers to liaise closely with the Department on all matters relating to the scheduling of meetings to allow maximum predictability in coordinating activities at Headquarters during the construction period;

40. Requests the Committee on Conferences to keep the matter under constant review, and requests the Secretary-General to report regularly to the Committee on matters pertaining to the calendar of conferences and meetings of the United Nations during the construction period;

41. Requests the Secretary-General to continue to provide adequate information technology support for conference services, within the existing resources of the Department, in order to ensure their seamless operation throughout the implementation of the capital master plan;

42. Emphasizes the need to continue to improve all conference facilities, including the videoconferencing infrastructure, in all four main duty stations and in the regional commissions, and in this regard requests the Secretary-General to report thereon no later than at the seventieth session of the General Assembly;

43. Notes that, for the duration of the implementation of the capital master plan, a part of the conference servicing staff and information technology resources of the Department has been temporarily relocated to swing spaces, and requests the Secretary-General to continue to provide adequate support, within the existing resources of the Department, to ensure continued maintenance of the information technology facilities of the Department, implementation of the global information technology initiative and delivery of high-quality conference services;

44. Requests the Secretary-General to consult Member States on initiatives that affect the utilization of conference services and conference facilities;

45. Welcomes the measures taken to ensure access to and use of conference services and conference facilities for persons with disabilities, including the establishment of the Accessibility Centre, and encourages the Secretary-General to continue further efforts in this regard and to report thereon to the General Assembly at its seventieth session;

46. Requests the Secretary-General to continue to address issues related to the accessibility of conference facilities as a matter of priority and to report thereon to the General Assembly at its seventieth session;

III Integrated global management

47. Notes with appreciation the efforts of the Secretary-General in the context of the integrated global management initiative to establish and implement in the four main duty stations common performance indicators and single information technology systems (such as gData, gDoc, gMeets and gText), and requests the Secretary-General to report thereon to the General Assembly at its seventieth session;

48. Reiterates with concern its request that the Secretary-General complete the internal reviews concerning accountability mechanisms and the clear delineation of responsibility between the Under-Secretary-General for General Assembly and Conference Management and the Directors General of the United Nations Offices at Geneva, Nairobi and Vienna for conference management policies, operations and resource utilization, requests the Secretary-
General to report thereon to the General Assembly at its seventieth session, and in this regard recalls section III, paragraph 15, of its resolution 66/233, section III, paragraph 2, of its resolution 67/237 and section III, paragraph 38, of its resolution 68/251;

49. Notes the initiatives undertaken in the context of integrated global management aimed at streamlining procedures, achieving economies of scale and improving the quality of conference services, and in this regard stresses the importance of ensuring the equal treatment of conference-serving staff, as well as the principle of equal work at the four main duty stations;

50. Also notes that the effects of workload-sharing in the context of global document management remain minimal, and requests the Secretary-General to continue to seek ways to promote workload-sharing among the four main duty stations and to report thereon to the General Assembly at its seventieth session;

51. Emphasizes that the major goals of the Department are to provide high-quality documents in a timely manner in all official languages, in accordance with established regulations, as well as high-quality conference services to Member States at all duty stations, and to achieve those aims as efficiently and cost-effectively as possible, in accordance with the relevant resolutions of the General Assembly;

52. Notes that the pool of language professionals at duty stations is uneven in terms of language combinations, and requests the Secretary-General to develop recruitment, subcontracting and outreach policies that take full account of these imbalances and to report thereon to the General Assembly at its seventieth session;

53. Requests the Secretary-General to ensure that all language services are given equal treatment and are provided with equally favourable working conditions and resources, with a view to achieving the maximum quality of services, with full respect for the specificities of the six official languages and taking into account their respective workloads;

54. Reiterates the need for the Secretary-General to ensure the compatibility of technologies used in all duty stations and to ensure that they are user-friendly in all official languages;

55. Takes note of the progress made in the development and implementation of the conference management software gData, gDoc, gMeets and gText, and requests the Secretary-General to include all relevant information on their operation, maintenance and harmonization with existing systems, as appropriate, in the proposed programme budget for the biennium 2016–2017;

56. Notes the development of an experimental statistical machine translation system (Tapta4UN) to accelerate translation services for some categories of documents, and requests the Secretary-General to report on updates, including cost-benefit analysis and quality preservation and control, about this system to the General Assembly at its seventieth session, through the Committee on Conferences;

57. Reiterates that the satisfaction of Member States is a key performance indicator in conference management and conference services;

58. Requests the Secretary-General to continue to ensure that measures taken by the Department to seek the evaluation by Member States of the quality of the conference services provided to them, as a key performance indicator of the Department, provide equal opportunities to Member States to present their evaluations in the six official languages of the United Nations and are in full compliance with relevant resolutions of the General Assembly, and requests the Secretary-General to report to the Assembly, through the Committee on Conferences, on progress made in this regard;

59. Also requests the Secretary-General to continue to explore best practices and techniques in client satisfaction evaluations and to report regularly to the General Assembly on the results achieved;

60. Welcomes the efforts made by the Department to seek the evaluation by Member States of the quality of the conference services provided to them, taking into consideration comments and complaints raised by Member States either in writing or during meetings, and requests the Secretary-General to intensify his exploration of innovative ways to systematically capture and analyse feedback from Member States and Chairs and Secretaries of committees on the quality of conference services and to report thereon to the General Assembly through the Committee on Conferences;

61. Requests the Secretary-General to continue to seek evaluation by Member States of the quality of the conference services provided to them, including through the language-specific informational meetings held once a year, ahead of the substantive session of the Committee on Conferences, or any necessary meeting scheduled upon the request of Member States, not to exceed two meetings per year, and to ensure that such measures provide equal opportunities to Member States to present their evaluations in the six official languages of the United Nations and that they are in full compliance with the relevant resolutions of the General Assembly;

62. Also requests the Secretary-General to keep the General Assembly and its Committee on Conferences apprised of progress made in achieving integrated global management and to provide accurate and up-to-date information on new initiatives falling under the purview of the Committee;

63. Reiterates its request that the Secretary-General provide in his next report on the pattern of conferences information about the financial savings achieved through the implementation of the integrated global management projects, as requested in section III, paragraph 4, of its resolution 63/248, in section III, paragraph 12, of its resolution 64/230, in section III, paragraph 14, of its resolution 65/245, in section III, paragraph 14, of its resolution 66/233, in section III, paragraph 15, of its resolution 67/237 and in section III, paragraph 51, of its resolution 68/251;

64. Notes the Flextime pilot project initiated by the United Nations Office at Vienna, stresses that the rules and regulations of the United Nations governing human resources issues should be applied uniformly during the implementation of the pilot project, and requests the Secretary-General to report to the General Assembly at its seventieth session on the evaluation of the pilot project, including a recommendation on whether the project should be continued at the United Nations Office at Vienna and further implemented at other duty stations;

65. Welcomes the integrated global management rule as an efficient approach, where feasible, to servicing meetings away from duty stations, and in this regard requests
the Secretary-General to strengthen his efforts to realize further savings by rigorously applying the integrated global management rule to applicable meetings without jeopardizing the quality of services and to report thereon to the Committee on Conferences at its substantive session in 2015;

IV

Matters related to documentation and publications

66. **Emphasizes** the paramount importance of the equality of the six official languages of the United Nations;

67. **Underlines** that all the initiatives on the evolution of the working methods, including those introduced on a trial basis, shall comply with the principle of parity among the official languages of the Organization, with a view to preserving or enhancing the quality and scope of the services provided by the Secretariat;

68. **Emphasizes** the importance of multilingualism in the activities of the United Nations, and requests the Secretary-General to redouble his efforts to ensure full parity among the six official languages in accordance with General Assembly resolution 67/292 on multilingualism and to report thereon to the Assembly at its seventieth session;

69. **Requests** the Secretary-General to appoint the Under-Secretary-General for General Assembly and Conference Management as a new Coordinator for Multilingualism responsible for the overall implementation of multilingualism Secretariat-wide and to instruct the Under-Secretary-General for Public Information to continue to inform the public about the importance of this principle;

70. **Reaffirms** its decision in section IV of its resolution 64/230 that all reports adopted by the Working Group on the Universal Periodic Review of the Human Rights Council shall be issued as documents in all official languages of the United Nations in a timely manner before their consideration by the Council, in accordance with General Assembly resolutions 57/171 of 10 December 1992, 51/211 A to E, 52/214, 53/208 A to E and 59/265, and requests the Secretary-General to ensure the support necessary to that effect and to report to the General Assembly thereon at its seventieth session;

71. **Recalls** section III, paragraph 5, of its resolution 55/222, and reiterates with concern its request that the Secretary-General ensure strict respect for the rules concerning the simultaneous distribution of documents in all six official languages as regards both the distribution of printed copies and the posting of parliamentary documentation on the Official Document System and the United Nations website;

72. **Stresses** that matters related to conference management, including documentation, fall within the purview of the Fifth Committee;

73. **Reiterates** the importance of the timely issuance of documents for the Fifth Committee;

74. **Acknowledges** that a multipronged approach is required to find a solution to the perennial difficulties related to the late issuance of documents for the Fifth Committee;

75. **Notes with concern** the perennial difficulties related to the late issuance of documents for the Fifth Committee, and urges the Secretary-General to ensure the timely presentation of these official documents to the Committee and to find a lasting and sustainable solution to the problem so as to guarantee the quality of the intergovernmental process;

76. **Takes note** of the work done by the interdepartmental task force on documentation chaired by the Department for General Assembly and Conference Management in positively addressing the problem of issuance of documents for the Fifth Committee;

77. **Encourages** the Chairs of the Fifth Committee and the Advisory Committee to continue to promote cooperation between the two bodies in the sphere of documentation;

78. **Welcomes** the continued efforts of the task force to shepherd the submission of documents by the author departments of the Secretariat;

79. **Notes** that accurate, timely and consistent information provided by the Secretariat to the Fifth Committee during its informal consultations facilitates the decision-making process in the Committee;

80. **Notes with deep concern** that the increased number of cases of the late submission of documents by author departments for translation into all official languages has resulted in serious difficulties for Member States in participating in the discussion and in taking decisions in a timely manner;

81. **Emphasizes** the importance of enhancing accountability within the Secretariat for the timely production and delivery of documents by ensuring that managers are fully informed of their responsibilities;

82. **Requests** the Secretary-General to include in the senior managers’ compacts a new standard managerial indicator related to the timely issuance of official documentation to intergovernmental bodies and General Assembly committees and to report thereon in the context of the next progress report on accountability;

83. **Also requests** the Secretary-General to include in each section of the proposed programme budget for the biennium 2016–2017 and all future budget proposals, under executive direction and management, an expected accomplishment of the Secretariat related to the timely submission of documentation needed for meetings of relevant intergovernmental bodies;

84. **Notes with satisfaction** that all documents submitted on time and within the word limit were processed by the Department for General Assembly and Conference Management within four weeks, and encourages the Secretary-General to sustain that level of performance;

85. **Reaffirms** its decision in section III, paragraph 9, of its resolution 59/265 that the issuance of documents in all six official languages on planning, budgetary and administrative matters requiring urgent consideration by the General Assembly shall be accorded priority;

86. **Reiterates its request** that the Secretary-General direct all departments of the Secretariat to include the following elements in their reports:

(a) A summary of the report;

(b) Consolidated conclusions, recommendations and other proposed actions;

(c) Relevant background information;

87. **Also reiterates its request** that all documents submitted to legislative organs, including the Committee on Conferences, by the Secretariat and intergovernmental and expert bodies for consideration and action have conclusions and recommendations in bold print;

88. **Notes with concern** that only 84 per cent of the author departments reached the compliance rate of 90 per cent
in the timely submission of their reports to the Department for General Assembly and Conference Management, and reiterates its request that the Secretary-General enforce the slotting system more rigorously through a dedicated focus, such as the interdepartmental task force on documentation, and to report thereon to the General Assembly at its seventieth session;

89. **Urges** author departments to fully adhere to deadlines in meeting the goal of 90 per cent submission compliance, and requests the Secretary-General to ensure that documents submitted late do not adversely affect the issuance of documents submitted on time and in compliance with set guidelines;

90. **Requests** the Secretary-General to report to the General Assembly at its seventieth session on concrete measures taken by author departments and the Department for General Assembly and Conference Management to improve the predictability of document delivery and ensure accountability for the meeting of deadlines in order to ensure the timely issuance of documentation;

91. **Reiterates its request** in section IV, paragraph 72, of its resolution 68/251 that the Secretary-General provide information on the waiver process for documents that are submitted over the word limit;

92. **Welcomes** the interactions between the Department for General Assembly and Conference Management and the author departments on waiver management, and requests the Secretary-General to ensure continuous efforts in this regard and to report thereon to the General Assembly at its seventieth session;

93. **Emphasizes** the role of Member States and their intergovernmental bodies in determining the policies on conference management;

94. **Stresses** that proposals to change such policies are to be approved by Member States in their relevant intergovernmental bodies;

95. **Notes** that the Official Document System is the official digital repository of the United Nations;

96. **Requests** the Secretary-General to complete the task of uploading all important older United Nations documents onto the United Nations website in all six official languages on a priority basis so that these archives will also be available to Member States through that medium;

97. **Also requests** the Secretary-General to take all measures necessary to ensure that the digitization of key documents in the Dag Hammarskjold Library and in the main duty stations is completed in a timely manner, as appropriate;

98. **Further requests** the Secretary-General to report to the General Assembly at its seventieth session on a detailed time frame for the digitization of all important older United Nations documents, including parliamentary documents, and on options for expediting this process within existing resources;

99. **Welcomes** the efforts of the Secretariat on the digitization of important older United Nations documents, and requests the Secretary-General to propose ways to accelerate the implementation of this work and to report thereon to the General Assembly at its seventieth session;

100. **Expresses concern** that the anticipated lengthy digitization project may jeopardize the retention of historical knowledge and information in view of the delicate state and risk of breakage of many of the related documents;

101. **Requests** the Secretary-General to expedite the process of the digitization of important older United Nations documents, in particular those that have been identified as particularly important and in urgent need of digitization;

102. **Encourages** the Secretary-General to continue his efforts to seek additional voluntary contributions for the digitization of important older United Nations documents;

103. **Welcomes with appreciation** the donations from China and Qatar to the digitization project;

104. **Recalls** the pilot project undertaken by the Committee on the Peaceful Uses of Outer Space at the United Nations Office at Vienna to make a transition to digital recordings of meetings in the six official languages of the Organization as a cost-saving measure;

105. **Emphasizes** that the further expansion of this measure would require consideration, including of its legal, financial and human resources implications, by the General Assembly and full compliance with the relevant resolutions of the Assembly, and requests that the Secretary-General report thereon and on the evaluation of the pilot project referred to in paragraph 104 above to the Assembly at its seventieth session;

106. **Recalls** paragraph 5 of its resolution 49/221 B of 23 December 1994, and stresses that the timely issuance of verbatim records constitutes an important part of the services provided to Member States;

V

**Matters related to translation and interpretation**

107. **Requests** the Secretary-General to redouble his efforts to ensure the highest quality of interpretation and translation services in all six official languages;

108. **Underlines** that the translation of official documents of the Organization must be provided in all required languages and in due time, in full compliance with the rules of procedure of the respective legislative bodies;

109. **Reiterates its request** that the Secretary-General ensure that the terminology used in the translation and interpretation services reflects the latest linguistic norms and terminology of the official languages in order to ensure the highest quality, and in this regard welcomes the development, within existing resources, of a global terminology portal that will be equally accessible to United Nations staff, Member States and civil society;

110. **Reaffirms** section V, paragraph 85, of its resolution 68/251, and reiterates its request that the Secretary-General, when recruiting temporary assistance in the language services, including through the use of international or local contracts, as appropriate, ensure that all language services are given equal treatment and are provided with equally favourable working conditions and resources, with a view to achieving maximum quality of their services, with full respect for the specificities of each of the six official languages and taking into account their respective workloads;

111. **Reiterates its request** that the Secretary-General consider further measures aimed at decreasing the vacancy rates at the United Nations Office at Nairobi, and requests the Secretary-General to report thereon to the General Assembly at its seventieth session;

112. **Requests** the Secretary-General to hold competitive examinations for the recruitment of language staff sufficiently in advance in order to fill current and future
vacancies in the language services in a timely manner and to inform the General Assembly at its seventieth session of efforts in this regard;

113. Also requests the Secretary-General to continue to make every effort to enhance access to competitive examinations for applicants in all regions by bringing, to the extent possible, examination sites closer to their locations in order to allow the greatest number of potentially qualified candidates to participate in them, and to report to the General Assembly at the main part of its seventieth session on progress made in this regard;

114. Further requests the Secretary-General to continue to improve the quality of translation of documents into the six official languages, giving particular significance to the accuracy of translation;

115. Reiterates paragraph 8 of the annex to resolution 2(I) of 1 February 1946 on the rules of procedure concerning languages, whereby all resolutions and other important documents shall be made available in the official languages and, upon the request of any representative, any other document shall be made available in any or all of the official languages;

116. Stresses the need to ensure the highest possible quality of contractual and in-house translation, and requests the Secretary-General to report on measures to be taken in this regard;

117. Reiterates its request that the Secretary-General provide, at all duty stations, adequate staff at the appropriate level, with a view to ensuring appropriate quality control for external translation, with due consideration of the principle of equal grade for equal work;

118. Requests the Secretary-General to apply common standards for the quality control of documents processed by external translators in all four duty stations, within existing resources, in order to ensure high-quality translations in the six official languages of the United Nations, and to report thereon to the General Assembly at its seventieth session;

119. Also requests the Secretary-General to report to the General Assembly at its seventieth session on the experience, lessons learned and best practices of the main duty stations in performing quality control of contractual and in-house translations, including on requirements relating to the number and appropriate level of staff needed to carry out this function;

120. Encourages the Secretary-General to establish globally standardized performance indicators and costing models aimed at a more cost-effective strategy for the in-house processing of documents, and requests the Secretary-General to submit such information to the General Assembly at its seventieth session;

121. Notes with appreciation the measures taken by the Secretary-General, in accordance with its resolutions, to address, among other things, the issue of the replacement of retiring staff in the language services, and requests the Secretary-General to maintain and intensify those efforts, including the strengthening of cooperation with institutions that train language specialists, in order to meet the needs in the six official languages of the United Nations;

122. Notes the need for energetic measures to avoid a disruptive shortage of applicants and a high turnover rate in the language career fields, particularly where rare language combinations are involved, and requests the Secretary-General to use the appropriate means to improve the internship programme, including through partnerships with organizations that promote the official languages of the United Nations;

123. Also notes, in this regard, that recent efforts have led to the signing of memorandums of understanding and collaboration agreements with two universities in Africa and that a memorandum of understanding has been signed with a Latin American institution;

124. Welcomes the existing memorandums of understanding between the Organization and 22 universities as a way to strengthen the training of language professionals in order to improve the recruitment of qualified language staff, and requests the Secretary-General to continue his efforts to assess the appropriate number of memorandums of understanding in order to fulfill the needs of the Organization;

125. Requests the Secretary-General to make further concerted efforts to promote outreach programmes, such as traineeships and internships, and to introduce innovative methods to increase awareness of the programmes, including through partnerships with Member States, relevant international organizations and language institutions in all regions, in particular to close the wide gap in Africa and Latin America, and to report thereon to the General Assembly at its seventieth session;

126. Notes that the “African project” has the aim of establishing postgraduate university programmes in translation, conference interpreting and public service interpreting through centres of excellence on the African continent, and requests the Secretary-General to continue to report on the achievements of this project;

127. Also notes the current difficulties in recruiting translators at headquarters duty stations, particularly in New York, and in this regard requests the Secretary-General to ensure that the Department for General Assembly and Conference Management, in cooperation with the Office of Human Resources Management of the Secretariat, continues its efforts to raise awareness among all Member States about opportunities for employment and internships in the language services at the four main duty stations and to report to the Assembly at its seventieth session on efforts to identify and select qualified applicants;

128. Notes with appreciation the positive experience with traineeships at Headquarters and at the United Nations Office at Vienna in training young professionals in and attracting them to the translation and interpretation services of the United Nations, while enhancing the pool of qualified language professionals in language combinations that are critical for succession-planning purposes, and requests the Secretary-General to develop the initiative further, to extend it to all duty stations and to report thereon to the General Assembly at its seventieth session;

129. Notes the difficulties in identifying and retaining qualified language professionals and the need to replenish the pool of language experts in order to prevent further negative impact on the capacity of the Secretariat to provide services in the six official languages of the United Nations;

130. Requests the Secretary-General to continue to improve and strengthen his initiatives related to training and to replenishing the language capacity of the Organization, including through the outreach programmes, to ensure sufficient capacity to address the interpretation and translation requirements of the Organization;
131. **Recalls** paragraph 27 of the report of the Advisory Committee, and requests the Secretary-General to approach permanent missions to identify outreach opportunities with universities, educational institutions and language learning centres located worldwide, in order to ensure the continued availability of high-quality professional language services in the six official languages of the United Nations;

132. **Requests** the Secretary-General, through the Department, to improve and expand the list of universities having memorandums of understanding with the United Nations, ensuring the inclusion of universities, educational institutions and language learning centres located in all geographical regions, whenever possible;

133. **Also requests** the Secretary-General to refrain from making any change of a substantive nature to agreed texts of both draft and adopted resolutions and to report thereon to the General Assembly at its seventieth session, including on measures to enhance the quality, efficiency and cost-effectiveness of editing services within existing resources.

Also on 29 December, the Assembly retained the agenda item on patterns of conferences for consideration at its resumed sixty-ninth (2015) session (decision 69/554).

### UN information systems

#### Information and communications technology

**Report of Board of Auditors.** In its financial report and audited financial statements for the biennium ended 31 December 2013 [A/69/5 (Vol.I)], the Board of Auditors noted that the Administration had accepted all of its 16 recommendations contained in its 2012 report on the handling of information and communications technology (ICT) affairs in the Secretariat [YUN 2012, p. 1472], and that all of them were under implementation as they were linked to the new ICT strategy that the Administration presented to Member States.

**Report of Secretary-General.** In October [A/69/517], in accordance with General Assembly resolution 67/254 A (YUN 2013, p. 1439), the Secretary-General submitted a report on a revised ICT strategy. The objectives of the proposed strategy were to set the direction of ICT in support of organizational priorities; harmonize infrastructure and processes; and place greater emphasis on innovation to support the work of the United Nations. He proposed a road map for achieving the objectives of the revised strategy over a five-year period, which was summarized in annex I to his report. The key measures and activities proposed to achieve the strategy’s objectives included the modernization of enterprise solutions and infrastructure in support of organizational priorities, including technical support for Umoja, as well as other enterprise applications, such as Inspira; implementation of a standardized approach to designing, managing and monitoring the performance of local area networks and the corporate-wide area network; the establishment of a comprehensive information security framework for the Secretariat; and the implementation of disaster recovery and business continuity arrangements for all the critical applications of the Secretariat.

Also included was the transformation of the enterprise delivery framework of the United Nations and restructuring of the delivery of ICT across the Organization through the merging of many large processing environments into a few highly interconnected enterprise environments, as well as through the use of enterprise applications instead of locally developed applications, and of enterprise data centres or technology centres rather than local data centres. In particular, it was proposed that five enterprise service desks be established at Headquarters, the Economic and Social Commission for Asia and the Pacific (ESCAP), the Global Service Centre at Brindisi, Italy, and the UN Offices at Geneva and Nairobi; four regional technology centres be established at Headquarters, the UN Offices at Geneva and Nairobi and ESCAP, building on existing capacity; and three enterprise applications centres be established in New York, Bangkok and Vienna by strengthening existing capacities. This would allow the restructuring of ICT delivery across the Organization, the streamlining of ICT systems and the harmonization of technology units, with a reduction in the fragmentation of ICT environment. The Secretary-General expected, in particular, to reduce the existing 2,000 applications to approximately 100 key applications and 300 websites; over 131 existing service desks to 5; and the number of data centres from 44 to the two existing enterprise data centres at Valencia, Spain, and Brindisi.

The revised strategy was designed to build the right architecture and structure and mainstream ICT in support of Umoja as well as other critical initiatives, the Secretary-General concluded. The proposals to harmonize functions in regional ICT units, data centres and application centres would bring about a better balance between central control and operational freedom and at the same time reduce fragmentation, inefficiencies and the carbon footprint. The Organization’s service-desk help needed to become more dependable; a proposed unified enterprise service desk would provide around-the-clock coverage and would be tightened to ensure that it could handle the responsibilities arising from the implementation of Umoja.

The Secretary-General indicated that most of the proposals, if approved, would be implemented on a cost-neutral basis during the biennium 2014–2015, and that he would put forward detailed resource requirements in the context of the proposed programme budget for 2016–2017, estimated on an indicative basis at an additional $3 million. He requested the General Assembly to endorse the strategy.
ACABQ report. Commenting in November [A/69/610] on the Secretary-General’s report, the Advisory Committee observed that the United Nations was implementing a number of major ICT-enabled business transformation and change management initiatives, including Umoja, IPSAS and the global field support strategy, as well as ongoing human resources management reforms. ACABQ was informed that ICT was already implementing some of the activities in the proposed revised ICT strategy, including planning and preparation for the mainstreaming of Umoja ICT-related activities. In addition, ICT continued to implement projects to rationalize its organization and improve its enterprise management, which were approved by the General Assembly in resolutions 65/259 [YUN 2010, p. 1429] and 66/249 [YUN 2011, p. 1398]. Noting that those initiatives were interrelated and interdependent, ACABQ emphasized the need to harmonize their implementation and ensure coherence.

Regarding the 2,000 existing applications mentioned in the Secretary-General’s report, the Advisory Committee recommended that the General Assembly request the Secretary-General to provide in his next report updated information on the total number of applications and those that could be decommissioned, including details on the total number of systems to be replaced by Umoja.

ACABQ believed that the proposed strategy constituted a good basis for the future development of ICT at the United Nations and supported the strategy’s overall direction. It considered that the strategy proposed a pragmatic approach to reducing the fragmentation of ICT capacities by building on the existing strengths of ICT units across the Secretariat while taking into account the decentralized nature of the United Nations and its complex organizational structures. At the same time, the Committee considered that the distribution of responsibility for ICT delivery across multiple centres in numerous geographically dispersed centres could present management challenges.

ACABQ believed that a more detailed analysis should be carried out. It recommended that the General Assembly request the Secretary-General to develop and refine his proposal for consideration and endorsement by the Assembly at its seventieth session. He should also be requested to elaborate a plan for implementing the strategy and to establish baseline information to assess progress.

In conclusion, ACABQ recommended that, subject to its comments and recommendations, the General Assembly take note of the Secretary-General’s report and request him to submit at its seventieth session a refined ICT strategy proposal.

In resolution 69/262 (Section II) of 29 December (see p. 000), the General Assembly took note of the Secretary-General’s report and endorsed the Advisory Committee’s conclusions and recommendations, subject to the resolution’s conclusions and recommendations. It welcomed the new ICT strategy, endorsed all its elements and requested the Secretary-General to ensure its implementation and provide to the Assembly’s seventieth session detailed information on such implementation.

Organizational resilience management system

Report of Secretary-General. Pursuant to General Assembly resolution 67/254 [YUN 2013, p. 1439], the Secretary-General in January [A/68/715] reported on progress in the implementation of the organizational resilience management system, including information on the steps taken to expand the system to include the specialized agencies, funds and programmes. The report described the vision of the system and summarized the expected impact on the ability of the Organization to prevent and prepare for, respond to and recover from crisis events. It also described the status of implementation of the system at UN Headquarters, offices away from Headquarters, regional commissions, field missions of the Department of Peacekeeping Operations (DPKO) and the Department of Political Affairs (DPA), and the participating specialized agencies, funds and programmes, as well as the next steps in implementation.

The elements of the system—crisis management, security management, business continuity, information technology disaster recovery, mass casualty incident response, crisis communications and support to staff, survivors and families—shared a common basis and objective, namely, to enhance the management of risks that could disrupt the Organization’s operations, the Secretary-General said. The system contributed to operational risk management by prioritizing threats through a joint risk assessment and then aligning efforts to jointly prevent and mitigate them under a common governance structure, which in turn mitigated unintentional internal risk transfer. A common framework also reduced the burden on offices, especially smaller field offices, to implement emergency management.

The system consisted of the following processes: policy and plan development; risk assessment and mitigation; situational awareness; crisis management decision-making, operational execution and coordination; recovery of people and assets and reconstitution of business practices; reviewing actions and identifying lessons to improve processes; execution and training; and implementation of lessons learned.

Turning to progress in implementation, the Secretary-General reported that under the oversight of the senior emergency policy team, the Under-Secretary-General for Management had been appointed the organizational resilience management system project owner. The Under-Secretaries-General...
for Peacekeeping Operations, Political Affairs and Field Support were responsible for implementing that policy in peacekeeping operations, special political missions and logistic facilities, respectively. An interdepartmental and inter-agency working group, overseen by the senior emergency policy team, had developed the implementation strategy and key deliverables. Each Secretariat duty station had been requested to appoint a project manager to lead the local implementation of the organizational resilience management system and the harmonization of emergency management plans. The United Nations Operations and Crisis Centre, located at Headquarters, became operational on 28 January 2013 and would provide support to senior leaders across the system to enable decision-making and strategic engagement. The organizational resilience management system had been fully implemented at UN Headquarters.

UN Headquarters had an approved crisis management plan, business continuity plan, information technology disaster recovery plan and pandemic preparedness plan. To operationalize those policy documents and offer guidance to managers during a crisis response, Headquarters had produced an organizational resilience management system playbook that consolidated essential crisis management, business continuity, information technology disaster recovery, crisis communications, medical response information and contact lists. At UNOG, a crisis management team, which included representatives of all Secretariat entities based in Geneva and the United Nations High Commissioner for Refugees (UNHCR), was in place. Progress towards implementing the system had also been made in the specialized agencies, funds and programmes.

Building staff capacity to prepare for, respond to and recover from critical incidents remained an ongoing priority, the Secretary-General noted. The focus of implementation would now shift to offices away from Headquarters, regional commissions, UNDP and UNDP field missions, and specialized agencies, funds and programmes.

ACABQ report. Commenting in March on the Secretary-General’s report [A/68/780], ACABQ stated that the governance arrangements of the organizational resilience management system initiative appeared to be satisfactory. ACABQ noted that the report of the Secretary-General did not consolidate details of the full cost of the initiative, which were included under the individual budgets of various offices and departments involved in the initiative and presented a fragmented picture of the overall cost. It emphasized the importance of tracking the resources dedicated for the system in various departments and offices and of providing the General Assembly with a consolidated view of the actual overall costs, as well as the costs related to emergency management and emergency preparedness activities. ACABQ recommended that the Assembly request the Secretary-General to provide henceforth in the proposed programme budget a consolidated presentation of the full cost under all sources of funding.

It also recommended that, subject to its observations and recommendations, the General Assembly take note of the Secretary-General’s report.

In resolution 68/247 B (Section III) of 9 April, the General Assembly endorsed the Advisory Committee’s conclusions and recommendations, subject to the resolution. It welcomed the progress achieved in implementing the organizational resilience management system and underlined the importance of full implementation in the offices away from Headquarters, regional commissions, UNDP and UNDP field missions, and the UN agencies, funds and programmes. The Assembly requested the Secretary-General to provide a detailed accounting of the cost of the initiative in the context of future progress reports, and to submit to the Assembly’s seventieth session a progress report on the implementation of the system.

Enterprise resource planning

Report of Secretary-General. In September [A/69/385 & Corr.1], pursuant to General Assembly resolution 64/243 [YUN 2009, p. 1395], the Secretary-General issued his sixth annual progress report on the enterprise resource planning project, Umoja. Since his fifth progress report [YUN 2013, p. 1486], steady progress had been made. After considering the lessons learned from pilot implementation at the United Nations Interim Force in Lebanon (UNIFIL) and the Office of the United Nations Special Coordinator for Lebanon in July 2013, Umoja Foundation was deployed on 1 November 2013 at all peacekeeping operations, the United Nations Logistics Base in Brindisi and the Regional Service Centre in Entebbe (cluster 1). On 1 March 2014, Umoja Foundation was also deployed in 14 special political missions, the United Nations Truce Supervision Organization, the United Nations Military Observer Group in India and Pakistan and the United Nations Kuwait Joint Support Office (cluster 2).

Umoja Foundation was fully operational in all UN peacekeeping operations, special political missions supported by the Department of Field Support and offices at UN Headquarters involved in the support and oversight of those missions. In addition, the integration of Umoja Foundation and Extension 1 was deployed in pilot format at the United Nations Stabilization Mission in Haiti on 1 July 2014. At the end of August, Umoja had more than 5,000 transactional end users.

As the project moved forward and the Organization absorbed the lessons learned, the steering committee had made adjustments to the deployment plan, which
Chapter III: Administrative and staff matters

were approved by the steering committee in September 2014. The plan remained in keeping with the overall timeline approved by the Assembly.

The strengthened governance model described in the fifth progress report [YUN 2013, p. 1486] remained in force, the Secretary-General said. Project management, integrated planning capability, and oversight and management of risks had been strengthened. Improved responsiveness had resulted in a dramatic decrease in identified risk items from 199 to 38 and issues from 491 to 41 in the year ending March 2014.

The report provided details of the revised resource requirements for the project until the end of 2015 in the amount of $385,060,300, which the General Assembly was requested to approve, and details of the projected costs for 2016 and 2017 in the amounts of $30,395,800 and $23,895,700, respectively, which the Assembly was requested to take note of. Those additional resource requirements reflected adjustments to the implementation plan, including extended post-implementation support to the peacekeeping missions and special political missions, enhancement of training activities and strengthening of organizational preparedness and provisions for design work, in anticipation of the deployment of clusters 3, 4 and 5.

The Assembly was requested to approve the Secretary-General’s proposal to fund additional requirements of $36,921,800, the details for which were set out in the report.

**Report of Board of Auditors.** In its third annual progress report on the implementation of Umoja, [A/69/158], the Board of Auditors set out the status of the project as at 31 May.

The Board noted that the project had undergone significant changes, affecting the original approach, the expected cost and the planned implementation time. Some 4,000 staff in 300 locations were using the system. The technical solution was viable and would be able to support a large and complex part of the United Nations. Nevertheless, the Organization had experienced difficulty in embedding the new standard business processes, primarily owing to the level of divergence of existing processes and the lack of business readiness to shift to new ways of working. The scale and depth of the problems illustrated not only the fundamental need for the new system, but also the challenge of introducing standardized business processes and new ways of working into a highly federated Organization with a deeply entrenched staff and managerial culture. The Administration had demonstrated perseverance and pragmatism in responding to emerging risks and issues that could compromise the system’s aims and objectives. The problems, however, had not been resolved.

With regard to achieving project delivery, the Board stated that in the absence of any clear linkage between planned expenditure and planned deliverables, it could provide no assurance that expenditure was matched by the appropriate level of delivery. As at 31 March, the project had spent $271 million, or 78 per cent, of the approved budget of $348 million to the end of the biennium 2014–2015. The Administration was forecasting that it would need to spend $372 million to complete the design, build and implementation of Foundation and Extension 1 and the design of Extension 2, leaving a funding gap of at least $24 million. The anticipated final cost of the project was unknown because the cost of Extension 2 had not been fully defined. While the Board could not provide assurance about the accuracy of the projected cost of Foundation and Extension 1, it considered their delivery within the current budget highly unlikely. On the basis of the current rate of monthly expenditure and the likelihood that more support than expected would be needed for the remaining roll-outs, the project would exceed the approved budget in June 2015 at the latest. The level of associated costs, such as data cleansing and training, remained unknown, as they were not recorded centrally; therefore the full costs of the project remained unknown. In the light of the delays incurred and the likelihood of further delays, the Board considered that the revised deployment schedule agreed upon in February 2014 was unlikely to be met.

The Board reiterated 16 of its previous recommendations, which had been partially implemented or not implemented, and made five additional recommendations.

**ACABQ report.** Following consideration of the reports of the Secretary-General and the Board of Auditors, the Advisory Committee in October [A/69/418] noted that with the deployment of Umoja Foundation in peacekeeping and special political missions (clusters 1 and 2), the system had become an operational reality. Notwithstanding the difficulties encountered, the Committee considered that first large-scale deployment of Umoja to be a milestone. The Committee, however, was concerned by the extent and serious nature of the issues faced following deployment, the magnitude of the effort required to resolve the issues and the resulting delays and cost escalation projected for the remaining phases of the project. ACABQ emphasized the need to adhere to the revised timeline approved by the General Assembly in resolution 67/246 [YUN 2012, p. 1434] for implementation of the project by December 2018, pointing out that the revised timeline reflected a delay of over six years compared with the original target of completing the design, build and deployment of the system by the end of 2012. The Advisory Committee recommended that the Assembly request the Secretary-General: to closely monitor the design, build and deployment of the remaining phases of the project and ensure strict management of the implementation timetable and costs; to keep under continuous review the adequacy...
of project governance, oversight and risk management, as well as the level of cooperation and coordination throughout the Secretariat; to take action, if necessary, to strengthen ownership and accountability; and to implement the recommendations of the oversight bodies expeditiously.

In conclusion, ACABQ recommended that the Assembly approve the revised resource requirements of the project until 31 December 2015, as presented in the Secretary-General’s report; and approve the reclassification of the post of Deputy Project Director at the D-2 level. With regard to the programme budget, ACABQ recommended that the Assembly appropriate an amount of $5,538,200 under the programme budget for the biennium 2014–2015, representing the regular budget share for the additional Umoja project costs until 31 December 2015, to be charged against the contingency fund for the biennium. ACABQ further recommended that the Assembly note that resource requirements in the amount of $22,891,500 would be included in the subsequent requirements for the support account for peacekeeping operations for the financial period from 1 July 2015 to 30 June 2016, and that requirements in the amount of $8,492,100 would be funded from extrabudgetary resources in the financial period from 1 January to 31 December 2015.

By decision 69/553 of 29 December, the General Assembly deferred consideration of the documents related to enterprise resource planning to its resumed sixty-ninth (2015) session.

**UN premises and property**

**Capital master plan**

*Implementation of CMP*

**Reports of Secretary-General (February).** Pursuant to General Assembly resolution 68/247 A [YUN 2013, p. 1453], the Secretary-General in February [A/68/352/Add.2] provided an update on the status of the capital master plan (CMP) since the issuance of his eleventh annual progress report [YUN 2013, p. 1487]. He reported that renovation work on remaining portions of the project had proceeded quickly and on schedule, and comprised three areas: the General Assembly Building, the basements and First Avenue security enhancements.

The Secretariat and Conference Buildings had been completed and the General Assembly Building was projected to be completed in time for the general debate of 2014. Construction activity for the project, including remaining work relating to the basements and security on First Avenue, was set to be completed within 2014, although continued delays in the permitting process by the host city might move that date to 2015. Renovation of the Dag Hammarskjöld Library and South Annex Building remained sus-

pended because of security concerns. As requested by the General Assembly in resolution 68/247 A [YUN 2013, p. 1453], the Secretary-General laid out additional options related to the Library and the South Annex Building.

The General Assembly was asked to take note of the progress made since the issuance of the eleventh annual progress report; request the Secretary-General to seek resolution of the perimeter security concerns with the host country and the host city; and decide on the financing of the cumulative associated costs and the cost of the secondary data centre.

Also in February [A/68/352/Add.3], in accordance with resolution 68/247 A [YUN 2013, p. 1453], the Secretary-General provided updated information on final expenditure for associated costs for the period 2008–2013, which were $140,253,300, as compared to the previously reported $141,408,600, representing a decrease of $1,155,300. The costs of activities associated with CMP, as well as the cost of the secondary data centre ($15 million) were not included in the original scope of CMP. As approved by the General Assembly, those costs had been incurred and borne by the cash funds of CMP project since 2008. The Secretary-General reiterated that those costs could not be absorbed within the approved CMP budget. A decision on the financing of the cumulative associated costs and the cost of the secondary data centre was required, since without the replenishment of the cash resources, the project would not be able to proceed to completion in 2014.

**ACABQ report.** Considering the Secretary-General updates in March [A/68/797], ACABQ noted with concern ((para.8)) that the timeline for the CMP project indicated that the projected completion had been postponed by one year. It recommended that the Secretary-General provide explanations to the General Assembly for the delays related to the work at the entrances on First Avenue, in particular the planning process for the permit application. ACABQ also recommended that the Assembly request the Secretary-General to report on his plans for the management and supervision of the delayed work, including the possibility of reducing the projected 18-month work schedule, and to confirm the timing for the closure of the Office of CMP.

ACABQ recommended that the Secretary-General provide to the General Assembly the most up-to-date information on the final expenditure of the associated costs, and that the Assembly decide to appropriate an amount, based on that information, to finance the cumulative associated costs and the cost of the secondary data centre before the CMP funds were exhausted.

ACABQ requested that the Secretary-General provide information to the Assembly on the plans for the continued use of the Library and South Annex Buildings. Regarding alternative options for the loca-
tions of the functions housed in those buildings, the Committee recommended that the Assembly request the Secretary-General to submit new proposals. ACABQ recommended that the Assembly request the Secretary-General to ensure that the Office of CMP was phased out with the completion of the remaining activities of the project, and that its operation would not be extended for the planning and management of solutions for the functions in the Library and South Annex Buildings. Any solutions for the functions of the two buildings should be developed and managed by the Office of Central Support Services of the Department of Management.

In section VII of resolution 68/247 B of 9 April, the General Assembly took note of the Secretary-General’s reports and endorsed the conclusions and recommendations of ACABQ. The Assembly welcomed the donations from Members States contributing to the CMP project, and noting that as at 28 March an amount of $678,214 in assessments remained unpaid to CMP, urged the Member States concerned to disburse those contributions. It called on the Secretary-General to reduce the delay in the schedule for the completion of the project, to confirm the timing of the closure for the Office of CMP and to report on the plans for the management and supervision of the work remaining after the closure of the Office.

With regard to project funding, the Assembly authorized the Secretary-General, on an exceptional basis, to make use of the Working Capital Fund and the Special Account as a bridging mechanism to address possible cash flow challenges until project completion. The Assembly decided that the bridging mechanism would be replenished at its sixty-ninth session.

**Report of Secretary-General (August).** In his twelfth annual progress report on the implementation of CMP [A/69/360], submitted in August pursuant to Assembly resolution 57/292 [YUN 2002, p. 1375], the Secretary-General reviewed the status of the project, which would begin to draw to a close with the completion and occupancy of the General Assembly Building in September. All the other major portions of the project had been completed, including the renovation and reoccupancy of the Secretariat and Conference Buildings, the replacement of major infrastructure in the basements and the enhanced security upgrades to strengthen the eastern and western perimeters of UN Headquarters. Following completion of the renovation phase in 2014, the remaining work, reflecting approximately 1 per cent of the budget, would be to complete post-renovation activities and to close out the project. Post-renovation and close-out would continue under the management of the Office of CMP until the Office was disbanded in June 2015, and thereafter would be completed by the Office of Central Support Services by the end of 2016. The cost of post-renovation construction and close-out activities would be met from within the approved resources.

As at 30 June 2014, the cost to complete the CMP project was projected to be $2,215 million, as compared with the approved resources of $2,150 million. Approved resources comprised the original budget plan and donations of $1,990.6 million, plus interest income and the working capital reserve fund of $159.4 million. The scope of CMP remained unchanged, although the approved funding was being applied to ongoing renovation activities and contracts. Renovation of the Library and South Annex Buildings, the original cost of which was estimated at $65 million, remained suspended because of security concerns. The cash balance of $150 million as at 30 June was used to make payments for contractual obligations and project commitments. The estimated cost of activities associated with CMP amounted to $139.8 million as at 30 June, and the cost of the secondary data centre borne by CMP amounted to $15 million (net of the $4.2 million contributions from the support account for peacekeeping operations). Those activities were not included in the original scope or budget of CMP. In summary, the consolidated project requirements amounted to $2,369.8 million.

The Secretary-General recommended, among other things, that the General Assembly note his intention to seek interim measures for the reduction of functions housed in the Library and South Annex Buildings; take a decision on the relocation of the functions taking place in both buildings; and decide on the financing of the cumulative associated costs and the cost of the secondary data centre.

**Review of CMP**

**Report of Board of Auditors.** In its report on the capital master plan for the year ended 31 December 2013 [A/69/5 (Vol. V)], the Board of Auditors noted that the project was approaching closure, with the substantial completion of the General Assembly Building planned for September 2014. All other construction work, including the dismantling of the North Lawn Building and landscaping, was expected to be completed by April 2015, and financial closure of the project was planned for June 2015. The Board noted that costs had largely been contained since it last reported in 2013 [YUN 2013, p. 1487], reflecting a skilled and agile approach by the Office of CMP. Since the Board’s last report, the estimated total cost to the United Nations was largely unchanged at $2,374 million, reflecting a $379 million (19 per cent) cost overrun against the consolidated budget of $1,995 million, which took into account the associated costs of the project and the cost of the secondary data centre.

The Board recommended that the Administration clarify to the General Assembly which elements of the scope of the project would not be delivered as part of CMP and define plans for delivery and on budgetary implications. The Board also recommended that the Administration apply independent project assurance
to all major projects; and that it review maintenance arrangements on the basis of the operating data with respect to new assets being collected and assess possibilities for obtaining better value for money. The Board further recommended that the Administration commit to visible senior management leadership on the flexible workplace project; senior management leading by example would be vital in gaining staff buy-in and securing the intended benefits.

**Report of Secretary-General.** In August [A/69/353], the Secretary-General responded to the Board of Auditor's recommendations, indicating that of the four recommendations made by the Board, two (on project scope and project assurance) had been implemented, while the other two were in progress and set for implementation by the end of 2015 and 2016, respectively.

**ACABQ report.** In November [A/69/529], ACABQ commented on the Board of Auditor's report as well as on the Secretary-General's twelfth annual progress report. Concerning CMP project benefits realization, ACABQ understood that post-CMP maintenance requirements would be funded under the regular budget, but questioned the basis for the request for financial resources under the regular budget for improvements to Headquarters premises. ACABQ stressed that the conclusion of the CMP project compared with the planned project benefits. ACABQ recommended that the Assembly request the Secretary-General to ensure that resources for activities within the approved scope of the CMP project would not be borne by the regular budget. It also recommended that the Assembly request the Secretary-General to report on the actual, as compared with the planned, project benefits.

With reference to project schedule and scope, ACABQ understood that the conclusion of the CMP project by late 2016, as proposed by the Secretary-General, was not in line with the approved project schedule and did not include all the scope of the approved project. It pointed out that the schedule presented by the Secretary-General for the demolition of the temporary North Lawn Building by late 2015 and the site landscaping thereafter would represent a further delay; it reiterated that the matter relating to the future of the temporary North Lawn Building was to be decided by the Assembly. ACABQ noted with concern that the latest change in the completion of the work at the entrances on First Avenue from late 2015 to 2016 would represent a delay of an additional year; it believed that the Secretary-General should strive to reduce the delay and recommended that the Assembly request the Secretary-General to provide clear information and justification on the completion of the work. Should the Assembly approve the delay, the Committee believed that the Board of Auditors should continue its annual audit on the project until the final report was submitted.

Concerning project costs, ACABQ recommended that the General Assembly encourage the Secretary-General to continue to seek additional voluntary contributions to help finance the CMP budget shortfall. It recognized that the expenditure in respect of the associated costs would need to be funded and reiterated its recommendation that the Assembly decide to appropriate an amount, based on the most up-to-date information to be provided by the Secretary-General, to finance the cumulative associated costs and the cost of the secondary data centre.

ACABQ regretted that the CMP project was unlikely to deliver the original scope, either within the budget for the renovation of the Library and South Annex Buildings or within the project timeline approved by the Assembly. The Committee was concerned that the Secretary-General had not presented plans for the future of the Library and South Annex Buildings and related costs, nor had presented feasible alternative options. It was therefore not in a position to recommend a most preferable option relating to the functions housed in those buildings, and reiterated its recommendation that the Assembly request the Secretary-General to submit new proposals.

By decision 69/553 of 29 December, the General Assembly deferred consideration of the documents related to CMP until its resumed sixty-ninth (2015) session.

**Headquarters accommodation needs**

**Report of Secretary-General.** Pursuant to the General Assembly's request in resolution 67/254 A [YUN 2013, p. 1439], the Secretary-General in February [A/68/734] provided information on the long-term accommodation needs of the United Nations in New York, including options not previously considered. The report gave an update on the population of the Secretariat and other offices, with and without the staff of funds and programmes anticipated to co-locate with the Secretariat, the impact of flexible workplace strategies, information on the sequencing of UN construction projects and on the short- and long-term financing alternatives for each option, a consideration of the potential impact on the architectural integrity of the UN compound, an analysis of the target ratio of owned versus leased space, and information on options for the renovation of the Dag Hammarskjöld Library and South Annex Buildings.

The population forecast of the Secretariat and other offices, funds and programmes expected to require accommodation was 9,593 in 2018, assuming no growth, of which 850 were from funds and programmes. As set out in the Secretary-General’s report on flexible workplace [YUN 2013, p. 1489], the implementation of flexible workplace strategies was anticipated to reduce the overall space requirement by 20 per cent; taking that into account, the total off-campus space requirement, in a no-growth scenario, was approximately 1,109,311 square feet, which included office space, shared amenities and building support spaces.
In addition to the four options put forward in previous reports, six additional ones were presented in the Secretary-General’s report, but ultimately only three options were considered viable and advantageous for the Organization, and were financially analysed in detail. They were: a new building on the North Lawn, to be funded through a special assessment; a new DC-5 building, through a lease-to-own arrangement with the United Nations Development Corporation; and a continuation of the status quo scenario of leasing on the commercial real estate market. Of those options, in a no-growth population scenario, the North Lawn option was the least costly, at $3.528 billion; the DC-5 option was $4.083 billion; and the status quo option was the most costly, at $4.551 billion. In addition to cost issues, non-quantifiable criteria were also considered, including the intangible benefits of ownership, such as the potential productivity gains of consolidating staff into an integrated campus and of providing high-quality office conditions.

The General Assembly was requested to take note of the report, approve the most preferred option and authorize the Secretary-General to take the steps necessary for implementation.

ACABQ report. ACABQ in March [A/68/798] noted that the three options deemed viable by the Secretary-General were all from his previous report on the expanded feasibility study [YUN 2013, p. 1488], while the six additional options presented in February were all considered unfeasible and had not benefited from further consideration and analysis. The Committee believed that the Secretary-General should have given adequate consideration to the additional options and alternative financing opportunities, some of which, or a combination of which, could prove viable. In the Committee’s view, other options, including but not limited to those considered viable by the Secretary-General, should be kept open for further development and consideration.

ACABQ felt that it was not in a position to recommend any of the options for consideration by the General Assembly. Without prejudice to any decision by the Assembly concerning the Headquarters office space needs for 2014–2034 on the basis of every option, and given the timesensitivity of the option of a DC-5 building, the Committee recommended that the Assembly allow the Secretary-General to continue to negotiate with the United Nations Development Corporation so as to ensure that this option remained viable.

On 9 April, the General Assembly, by decision 68/549 B, deferred consideration of the reports of the Secretary-General and ACABQ until its sixty-ninth session.

On 29 December, the Assembly, in resolution 69/262 (Section VII), endorsed the conclusions and recommendations of ACABQ. It requested the Secretary-General to present, at its seventieth (2015) session, comprehensive information on all aspects pertinent to the DC-5 option which, subject to additional information to be provided, appeared to be a feasible and serious option. It urged him to ensure equal treatment of all viable four options and to work towards securing the most favourable terms for the Organization in addressing its long-term accommodation needs. It encouraged the Secretary-General to continue to conduct high-level dialogue with all relevant entities regarding the long-term accommodation needs for UN Headquarters. The Assembly requested the Secretary-General to provide updated comprehensive information on the four viable options, particularly financial costs and accurate cost projections. It further requested him to obtain statistically substantiated estimations of the impact that the implementation of a flexible workplace strategy would have on the projection of the office space requirements, and to inform the Assembly of the possible impact of the implementation of Umoja and the new global service delivery model. The Assembly underlined the need to respect the architectural integrity of the UN complex and of the original design.

Additionnal office/conference facilities

Geneva

In addition, the report provided information with regard to the status of negotiations with the host country on the loan package, details of which had been determined, including separate loans for the new construction and for the renovation portions of the project and the impact of that loan upon project financing. The report provided details of the revised resource requirements for the project until the end of 2015 in the amount of CHF 26,283,400, equivalent to $28,383,800 at initial appropriation rates, which the General Assembly was requested to approve. The Assembly was also requested to approve the establishment of a multi-year special account for the strategic heritage plan and to approve the next steps as outlined in the Secretary-General’s report.

ACABQ report. Commenting on the Secretary-General’s proposals, ACABQ in November [A/69/580] recommended that the General Assembly [(para.80)] approve nine new positions for the project and appropriate
an additional amount of $28,378,800 at initial appropriation 2014–2015 rates, of the programme budget for the biennium 2014–2015; and approve the establishment of a multi-year special account for the strategic heritage plan and request the Secretary-General to make the necessary arrangements in that regard.

The General Assembly, in resolution 69/262 (Section III) of 29 December, endorsed the conclusions and recommendations of ACABQ. It welcomed the continued support of Switzerland for the construction project and requested the Secretary-General to provide at the Assembly’s seventy session information on measures to expedite the commencement of construction work. It welcomed the loan package offered by Switzerland and requested the Secretary-General to continue negotiating on the most preferential terms and modalities for the loan arrangements. It requested him to continue exploring all possible funding mechanisms to reduce the overall assessment on Member States and to present a proposal for the donation policy. The Assembly requested the Secretary-General to present revised proposals with a view to ensuring effective oversight. It encouraged the Secretary-General to continue his efforts to preserve the heritage and architectural integrity of the Palais des Nations and to continue assessing the potential for flexible workplace strategies. The Assembly decided to appropriate an additional amount of $28,199,400; to revert to the establishment of the multi-year special account for the strategic heritage plan at its seventieth session; and to establish seven positions comprising three project team positions and four operational experts, effective 1 January 2015.

Addis Ababa

In August [A/69/359], pursuant to General Assembly resolution 63/263 [YUN 2008, p. 1546], the Secretary-General provided an update on the completion of the construction of additional office facilities at the Economic Commission for Africa (ECA) in Addis Ababa and the full occupancy of the premises in August. He also presented the cost plan for project completion, which entailed completion of the remaining ancillary projects and close-out in mid-2015.

Pursuant to resolution 68/247 A (sec. III) [YUN 2013, p. 1452], the Secretary-General’s report set out the findings of an assessment of the structural conditions of the conference buildings and standard of facilities at ECA, and presented his proposals for the renovation of the conference facilities, which included a proposed project scope, implementation schedule and cost plan for the renovation of the Africa Hall Building. An update on the progress of renovation work at the UN Conference Centre was also provided.

The Secretary-General requested approval of the proposed scope of the Africa Hall Building renovation project, its schedule and estimated cost plan for the period 2015–2021. He also requested the Assembly to approve the project budget of $56,896,300 for the Africa Hall Building renovation project and the establishment of a multi-year special account for the duration of the project. In addition, the Secretary-General proposed the establishment of an additional 18 security officers posts, effective 1 January 2015, under the 2014–2015 programme budget, related to the increased safety and security operations for the new office facilities, and two temporary positions, effective 1 July 2015, related to the dedicated project management team. He further requested the Assembly to appropriate an additional $2,695,900 under the 2014–2015 programme budget, to be charged against the contingency fund for the biennium.

ACABQ report. The Advisory Committee, in October [A/69/415], noted the continued support by the host country throughout the construction of the additional office facilities at ECA. It recommended that the General Assembly request the Secretary-General to ensure that the remaining ancillary work was completed within the planned time frame, by June 2015, and to avoid any further delay or cost escalation. It recommended that the Assembly approve the establishment of 14 security officers and two temporary positions related to the dedicated project management team. It recommended the appropriation of an additional amount of $2,610,000 under the 2014–2015 programme budget, to be charged against the contingency fund. It also recommended approving the establishment of a multi-year special account for the duration of the Africa Hall renovation project and requesting the Secretary-General to submit a progress report to the Assembly’s seventieth session.

The General Assembly, in resolution 69/262 (Section V), endorsed the conclusions and recommendations of ACABQ, and noted with appreciation the continued efforts of the host country in facilitating construction of the additional office facilities. It requested the Secretary-General to bring the construction project to a swift conclusion and to ensure completion of the remaining ancillary work by June 2015. It further requested him to monitor the Africa Hall renovation in order to avoid further delays and to submit information on expenditures and total cost estimates. It decided to appropriate an additional amount of $2,610,000 and to make a final decision on the establishment of a separate and multi-year account for the renovation of Africa Hall at its seventieth session.

Strengthening property management in the UN Secretariat

Report of Secretary-General. In September [A/69/400], the Secretary-General presented a report on strengthening property management at the UN Secretariat, describing changes being made in
property management pursuant to the adoption of the the Internal Public Sector Accounting Standards and required as a result of the implementation of Umoja. Those major administrative reforms had increased the scope and complexity of financial reporting, recordkeeping and management of the diverse portfolio of assets held by the United Nations. Those reforms were set against the background of concerns expressed by oversight bodies on the need to strengthen the management of UN property. The report described improvements made to the framework for property management, also outlining a plan for the management of property across the UN Secretariat.

ACABQ report. Commenting on the Secretary-General’s report, ACABQ in November [A/69/571] noted that the total net book value of UN property, plant and equipment, including assets under construction, was estimated at $4.1 billion, comprising $2.1 billion in unaudited opening balances for property, plant and equipment as at 1 January for UN operations listed under volume I of the financial statements of the Organization and $1.4 billion in unaudited closing balances for property, plant and equipment as at 30 June 2014 for peacekeeping operations. As to inventory, the total value was estimated at $393.3 million, comprising $2 million in unaudited opening balances as at 1 January 2014 for UN operations listed under volume I of the financial statements, and $389.1 million in unaudited closing balances as at 30 June 2014 under volume II (peacekeeping operations).

ACABQ maintained that, should the Secretary-General wish to take action to strengthen property management at the Secretariat, he should submit his proposal to the General Assembly, with a clear business case, including full justification for any new staffing requirements. ACABQ recommended that, subject to its observations and recommendations, the Assembly take note of the Secretary-General’s report.

The General Assembly, by decision 69/533 (Section C) of 29 December, deferred consideration of the reports of the Secretary-General and of the Advisory Committee until its resumed seventieth session.

Staff matters

Conditions of service

International Civil Service Commission

The International Civil Service Commission (ICSC), a 15-member body regulating and coordinating the conditions of service and the salaries and allowances of the UN common system, held its seventy-eighth (New York, 17-28 March) and seventy-ninth (Rome, 21 July–1 August) [A/69/30]. It considered, in addition to organizational matters, the conditions of service applicable to Professional and General Service cat-

gories of staff, locally recruited staff, and staff in the field (see below).

Conditions of service applicable to both categories of staff

Compensation package

In 2014, ICSC continued its review of the common system compensation package begun in 2013 [YUN 2013, p. 1494]. The Commission noted that substantial progress had been made, with the exploratory phase, including research and analysis, which had been completed. Based on those and subsequent feedbacks from both the working groups and the Commission, some general directives were agreed upon. The next step would be for the Commission to develop a specific outline of the system. The Commission would appraise the revised compensation package at its eightieth (2015) session, and finalize its package proposals at its eighty-first (2015) session for presentation to the General Assembly’s seventieth (2015) session.

Health insurance

Pursuant to General Assembly resolutions 68/253 [YUN 2013, p. 1491] and 68/244 [ibid., p. 1497], ICSC reviewed the item of health insurance coverage within the UN system. It recommended to the Assembly that the current apportionment of health insurance premiums between the Organization and both active and retired staff in the United States and non-US health insurance plans be maintained at their existing ratios.

The United Nations Joint Staff Pension Board (UNJSFB), at its sixty-first session in July [A/69/9] (see p. 000), considered the Assembly’s request, in resolution 68/244 [YUN 2013, p. 1497], examined the option of broadening the mandate of UNJSFB to include the administration of after-service health insurance scheme (ASHS) benefits. Noting that the investment objectives of UNJSFB differed from those of ASHS benefits, the Board felt that it might be inappropriate for the Fund to manage the resources related to those benefits and agreed that it would not be advisable to broaden the mandate of UNJSFB to include their administration, as that option could jeopardize the Fund’s operational viability.

ACABQ, in its October report on the UN pension system [A/69/258], reaffirmed that the funding and administration of ASHS benefits was an issue of system-wide concern that would be best resolved through a system-wide approach in which UNJSFB could play a key role. ACABQ concurred with the conclusion of the consulting actuary that the Pension Fund could provide a cost-effective solution to the investment of ASHS assets if a proper structure were in place. The Committee welcomed the initiative by the High-level Committee on Management to establish a working group on ASHS and looked forward to receiving its findings.
Mandatory age of separation

In 2014, ICSC followed up on its 2013 recommendation [YUN 2013, p. 1494] that the mandatory age of separation for current staff members be raised to age 65, with effect from 1 January 2016. As requested by the General Assembly resolution 68/253 [YUN 2013, p. 1491], the secretariat had provided the Commission with an analysis of increasing the mandatory separation age to 65, discussing the costs to the organizations and the impact on human resources. The analysis posited that while such an increase could delay some organizational programmes, there would be an overall benefit to the common system and the impact on human resources would be minimal. In many Member States, there was a trend towards increasing the retirement age in line with longer life expectancy in order to preserve pension funds. Increasing the mandatory age of separation for current UN staff would lead to a reduction in the actuarial deficit of UNSPF, which had been estimated to be in the range of 0.13 per cent of pensionable remuneration, or $13.5 million per year.

Based on its consideration of the analysis, ICSC concluded that changing the mandatory age of separation would not have a deleterious effect on the organizations or their strategic plans.

Conditions of service of staff in the Professional and higher categories

Gender balance in the UN common system

At its seventy-eighth session, ICSC considered a report by its secretariat providing information on its collaborative efforts with UN-Women on gender balance, an update on the status of women in the UN Secretariat as at 31 December 2011 and an overview of staffing profiles by region of origin as at 31 December 2012. The scope of the review extended to international staff holding an appointment of one year or more in the Professional and higher categories.

The representation of women in such categories in the UN system had increased marginally from 39.9 per cent in 2009 to 40.7 per cent in 2011, an increase of 0.8 per cent. As at 31 December, at the D-1 level and above, women represented 29.5 per cent compared with 28.4 per cent in 2009, an increase of 1.1 per cent. The qualitative analysis showed that there were already sufficient numbers of policies and measures in place towards achieving gender balance.

ICSC decided to: take note of the progress made with regard to the status of women in the Professional and higher categories in the UN common system, while expressing concern that the goal of 50/50 gender balance remained unmet, especially at the D-1 level and above; urge organizations to fully implement gender balance policies and measures; underscore the importance of integrating gender balance and geographical distribution into its review of the UN common system compensation package; monitor progress in achieving gender balance, together with geographical distribution, as part of a comprehensive report on diversity in the UN system; and request its secretariat to provide a report and thereafter monitor progress in achieving gender balance every four years.

Diversity in the UN system

ICSC considered measures that the organizations of the common system had taken to attract and recruit staff to secure as diverse a workplace as possible, while at the same time ensure that the best qualified person was appointed to each position. It further reviewed diversity policies within organizations as well as barriers to diversity.

The Commission decided to review diversity periodically, including geographical representation and gender balance, and to include the following elements in the definition and scope of diversity as it related to the UN common system: cultural diversity (multiculturalism); generational diversity; gender parity; and multilingualism. It requested its secretariat to develop a compendium of good practices concerning inclusiveness and diversity.

Base/floor salary scale

The concept of the base/floor salary scale was introduced by General Assembly resolution 44/198 [YUN 1989, p. 886], with effect from 1 July 1999. The scale was set by reference to the General Schedule salary scale of the comparator civil service, currently the United States federal civil service, excluding any locality pay. Periodic adjustments were made on the basis of a comparison of net base salaries of UN officials at the midpoint of the scale (P-4, step VI, at the dependency rate), with the corresponding salaries of their counterparts in the United States federal civil service. The adjustments were implemented through the standard method of consolidating post adjustment points into the base-floor salary, namely, by increasing base salary while commensurately reducing post adjustment.

ICSC was informed that a 1 per cent increase had been implemented in the comparator’s base General Schedule scale effective 1 January 2014. Minor changes were also introduced in the United States tax schedules at the federal level for 2014.

Accordingly, the Commission recommended to the General Assembly for approval, with effect from 1 January 2015, the revised base/floor salary scale for the Professional and higher categories, reflecting a 1.01 per cent adjustment, to be implemented by increasing the base salary and commensurately reducing post adjustment multiplier points, resulting in no change in net take-home pay. It also recommended that no revisions were necessary to the staff assessment rates used in conjunction with gross base salaries.
Evolution of the net remuneration margin

Icsc continued to review the relationship between the net remuneration of UN staff in the Professional and higher categories in New York and that of United States federal civil service staff in comparable positions in Washington, D.C. For that purpose, the Commission annually tracked changes in the remuneration levels of both civil services.

The Commission noted that with the lifting of the statutory freeze in United States federal pay adjustments, which had been in effect from 1 January 2011 until 31 December 2013, a 1.0 per cent general increase was granted as at 1 January 2014 for all statutory pay systems in the comparator civil service. Icsc reported to the General Assembly that the margin between the net remuneration of UN staff in New York in the Professional and higher categories and officials in comparable positions in the United States federal civil service in Washington, D.C., for the calendar year 2014 amounted to 117.4 and its five-year average (2010–2014) amounted to 116.4, which was above the desirable midpoint of 115. The Commission decided that the normal procedure for management of the margin within the established range would be suspended, and that the freeze in net remuneration in New York would be continued until such time that the margin had been brought back to its desirable midpoint.

Post adjustment

Icsc continued to keep under review the operation of the post adjustment system and in that context considered the report of the Advisory Committee on Post Adjustment Questions (ACPAQ) on the work of its thirty-sixth session (Budapest, Hungary, 7–14 April). ACPAQ found the structure of the post adjustment index to be fit for the purpose and saw no compelling reason to change it. It recommended, however, that the Commission consider modifications to the operational rules governing the post adjustment system as a means of improving the stability and predictability of salary adjustments, as well as ensuring the sustainability of the UN common system remuneration over time. ACPAQ recommended the use, with effect from the next round of surveys, of a harmonized specification of the weight of the out-of-area component for all duty stations, with financial implications in terms of increases in net remuneration estimated at about $13 million per annum for group I duty stations. The Committee had, at an earlier session, also recommended a new methodology for calculating the rent index for all group I duty stations, based on weights derived from Icsc staff housing surveys, with financial implications, in terms of system-wide reductions in net remuneration, estimated at about $56 million per annum for group I duty stations.

Icsc approved the ACPAQ recommendations and requested the secretariat to initiate preparations for the next round of surveys and to submit proposals to the Advisory Committee at its next session.

Regarding proposals on synchronizing the post adjustment classification review cycles, Icsc decided that the post adjustment classifications of all headquarters and other group I duty stations should be reviewed once a year, on the anniversary date of the post adjustment classification review for New York. The Commission referred the question of the continued use of the 5 per cent rule for group I duty stations to ACPAQ for consideration at its next session.

Conditions of service of the General Service and other categories of staff

Salary adjustments at duty stations with fewer than 30 staff

Icsc outlined alternative modalities other than surveys to review salary scales at duty stations with fewer than 30 General Service staff (non-survey, or category V, duty stations). Given the small numbers of locally recruited staff in those duty stations and the fact that it would not be cost-effective to conduct comprehensive salary surveys at those locations, the Commission agreed that adopting a form of indexation mechanism to revise salaries would streamline the process. On that basis, it established the modalities for such revisions. The Commission also decided that, wherever justified by the labour market based on economic circumstances in highly developed economies, it would be desirable to reference the national civil service in adjusting salaries in category V duty stations.

Conditions of employment in Madrid

On the basis of the methodology for surveys of best prevailing conditions of employment of the General Service and other locally recruited staff at headquarters and similar duty stations, Icsc conducted a survey in Madrid, with reference date of October 2013. The Commission recommended a new salary scale for the General Service category of the Madrid-based organizations, with annual financial implications at approximately $110,000. In view of the General Assembly’s request to Icsc in resolution 68/253 [YUN 2013, p. 1491], not to increase any of the allowances under its purview until the comprehensive review decided by resolution 67/257 [ibid., p. 1493] was submitted to the Assembly, the Commission decided that dependency allowances for the General Service staff of the Madrid-based organizations would not be adjusted pending the decision by the Assembly on the 2015 Commission report containing recommendations on the review.

Administrative and financial implications

Statement by Secretary-General. In a September statement [A/C.5/69/3], the Secretary-General described
the administrative and financial implications arising from the decisions and recommendations of ICSC, in particular for the 2014–2015 UN programme budget, as well as implications for the budgets of peacekeeping operations, commencing with those for the 2014/15 and 2015/16 peacekeeping financial periods.

Resource requirements arising from ICSC recommendations were estimated at $65,800 under the 2014–2015 programme budget and would be addressed in the context of the performance report for that biennium. The resources requirements for peacekeeping operations for the financial periods 2014/15 and 2015/16 were estimated at $66,400 (six months) and $132,800 (one year), respectively, and would be taken into account in the context of the performance reports for the financial period from 1 July 2014 to 30 June 2015 and in the context of the proposed budgets for the financial period from 1 July 2015 to 30 June 2016.

The Advisory Committee, in an October report [A/69/546], voiced no objection to the financial implications and proposals by the Secretary-General.

GENERAL ASSEMBLY ACTION

On 29 December [meeting 77], the General Assembly, on the recommendation of the Fifth Committee [A/69/683], adopted resolution 69/251 without vote [agenda item 139].

United Nations common system: report of the International Civil Service Commission


Having considered the report of the International Civil Service Commission for the year 2014,

Reaffirming its commitment to a single, unified United Nations common system as the cornerstone for the regulation and coordination of the conditions of service of the United Nations common system,

1. Takes note with appreciation of the work of the International Civil Service Commission;
2. Takes note of the report of the Commission for the year 2014;
3. Reaffirms the role of the General Assembly in approving conditions of service and entitlements for all staff serving in the organizations of the United Nations common system, bearing in mind articles 10 and 11 of the statute of the Commission;
4. Recalls articles 10 and 11 of the statute of the Commission, and reaffirms the central role of the Commission in regulating and coordinating conditions of service and entitlements for all staff serving in the organizations of the United Nations common system;

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Conditions of service applicable to both categories of staff

A. Comprehensive review of the common system compensation package

1. Takes note of the information provided in the report of the Commission on the status of the comprehensive review of the common system compensation package;
2. Notes the ongoing work of the Commission on the comprehensive review of compensation, and looks forward to considering the results of this exercise at the seventieth session of the General Assembly;
3. Requests the Commission to provide, at the first part of the resumed sixty-ninth session of the General Assembly, an informal briefing on the progress of the comprehensive review of compensation;

B. Health insurance

Approves the recommendation of the Commission to maintain at their existing ratios the current apportionment of health insurance premiums between the Organization and both active and retired staff participating in United States and non-United States health insurance plans;

C. Mandatory age of separation

1. Takes note of the analysis undertaken by the Commission, as requested in General Assembly resolution 68/253, on the impact of the suggested change in the mandatory age of separation on workforce and succession planning frameworks and all relevant human resources management policies;
2. Decides to raise the mandatory age of separation to 65 years for staff recruited before 1 January 2014, taking into account the acquired rights of staff, and requests the Commission to revert to the General Assembly with an implementation date at its earliest opportunity, but no later than the seventy-first session of the General Assembly, after consultations with all the organizations of the common system;

II

Conditions of service of staff in the Professional and higher categories

A. Gender balance in the United Nations common system

Notes with disappointment the insufficient progress made with regard to achieving the goal of 50/50 gender balance in the United Nations common system, especially in the Professional and higher categories, requests the Commission to encourage the organizations of the common system to fully implement existing gender balance policies and measures, and encourages the Commission to continue to monitor progress in achieving gender balance and to report thereon in compliance with the decision contained in paragraph 137 of the report of the Commission;

B. Diversity in the United Nations common system

Welcomes the decision of the Commission contained in paragraph 149 of its report, requests the Commission
to continue to recommend measures that would be more favourable to diversity, and encourages the Commission to continue its periodic reviews and reports on all diversity-related issues in the common system;

C. Base/floor salary scale

Recalling its resolution 44/198, by which it established a floor net salary level for staff in the Professional and higher categories by reference to the corresponding base net salary levels of officials in comparable positions serving at the base city of the comparator civil service (the United States federal civil service),

Approves, with effect from 1 January 2015, as recommended by the Commission in paragraph 157 of its report, the revised base/floor scale of gross and net salaries for staff in the Professional and higher categories, as contained in annex III to the report;

D. Evolution of the margin and margin management around the desirable midpoint

Recalling section 1.B of its resolution 51/216 and the standing mandate from the General Assembly, in which the Commission is requested to continue its review of the relationship between the net remuneration of the United Nations staff in the Professional and higher categories in New York and that of the comparator civil service employees in comparable positions in Washington, D.C. (referred to as “the margin”);

1. Reaffirms that the range of 110 to 120 for the margin between the net remuneration of officials in the Professional and higher categories of the United Nations in New York and officials in comparable positions in the comparator civil service should continue to apply, on the understanding that the margin would be maintained at a level around the desirable midpoint of 115 over a period of time;

2. Notes that the estimated margin between net remuneration of the United Nations staff in grades P-1 to D-2 in New York and that of officials in comparable positions in the United States federal civil service in Washington, D.C., for the period from January 1 to 31 December 2014 is 117.4 and that its five-year average (2010–2014) stands at 116.4, which is above the desirable midpoint of 115;  

3. Recalls section II.B, paragraph 5, of its resolution 68/253, and requests the Commission to continue action to bring the calendar year margin to around the desirable midpoint, without prejudice to any future decision of the General Assembly;

4. Requests the Commission to further examine issues relating to margin management in the context of its ongoing comprehensive review of compensation;

E. Post adjustment matters

Recalling its request, contained in its resolution 68/253, that the Commission submit proposals on synchronizing the post adjustment cycles at headquarters duty stations,

1. Takes note of the decision of the Commission to review the post adjustment classifications of all headquarters and other group I duty stations once a year, on the anniversary date of the post adjustment classification review for New York;

2. Also takes note of the decision of the Commission to refer the question of the continued use of the 5 per cent rule for group I duty stations for consideration by the Advisory Committee on Post Adjustment Questions, in the context of its review of the operational rules governing the post adjustment system;

III

Conditions of service of staff in the General Service and other locally recruited categories

Notes the intention of the Commission to review the compensation package for staff in the General Service and National Professional Officer categories once the review of the compensation package for staff in the Professional and higher categories is completed.

Also on 29 December, the Assembly retained the agenda item on the United Nations common system for consideration at its resumed sixty-ninth (2015) session (decision 69/554).

Human resources management

Reform

In 2014, progress was made in implementing the human resources management reforms approved by the General Assembly since 2009, which included preparations for the new mobility and career development framework, an assessment of the system of desirable ranges, performance management, the young professionals programme and other matters.

By decision 69/553 of 29 December, the General Assembly deferred until its resumed sixty-ninth (2015) session consideration of a number of reports by the Secretary-General (for details see below), as well as the related report of ACABQ [A/69/572], tabled under the agenda item “Human resources management”.

On the same date, by decision 69/554, the Assembly retained the agenda item on human resources management for consideration during its resumed (2015) sixty-ninth session.

Mobility framework

In 2014, the General Assembly approved the refined managed mobility framework put forward by the Secretary-General in 2013 [YUN 2013, p. 1512] and preparations continued for its phased implementation slated to begin in 2016.

GENERAL ASSEMBLY ACTION

On 9 April [meeting 81], the General Assembly, on the recommendation of the Fifth Committee [A/68/690/Add.1], adopted resolution 68/265 without vote [agenda item 139].

Mobility framework

The General Assembly, 

Recalling its resolutions 67/255 of 12 April 2013 and 68/252 of 27 December 2013 as well as its decision 68/549 of 27 December 2013,

Having considered the report of the Secretary-General entitled “Towards a global, dynamic and adaptable work-
force: mobility”, the letter dated 22 October 2013 from the President of the General Assembly addressed to the Chair of the Fifth Committee and the related report of the Advisory Committee on Administrative and Budgetary Questions,

1. Takes note of the report of the Secretary-General entitled “Towards a global, dynamic and adaptable workforce: mobility” and the letter dated 22 October 2013 from the President of the General Assembly addressed to the Chair of the Fifth Committee;

2. Recalls its resolutions expressing support for staff mobility in the Organization, in particular section IV of its resolution 67/255, and welcomes the efforts made by the Secretary-General in submitting his refined managed mobility framework, as well as an alternative proposal, to the General Assembly;

3. Approves the refined managed mobility framework, subject to the provisions of the present resolution;

4. Emphasizes that the managed mobility framework should ensure a fair sharing of the burden of service in hardship duty stations;

5. Recalls regulation 1.2 (c) of the United Nations Staff Regulations, and in this regard underlines that the calculation of post occupancy for staff members under the managed mobility framework shall include time served in their current posts;

6. Decides that staff members who have reached the maximum occupancy limit when managed mobility comes into effect for their job network will not be subject to reassignment in the first year of operationalization in that job network;

7. Authorizes the Secretary-General to implement the refined mobility framework with a view to commencing mobility for one job network in 2016 and one in 2017, followed by two job networks each year thereafter;

8. Decides that the number of geographic moves for the job networks in 2016 and 2017 shall be no greater than the average number of geographic moves in those networks in 2014 and 2015;

9. Requests the Secretary-General to ensure that managed mobility shall not have a negative effect on mandate implementation under the peace and security, development and human rights pillars of the United Nations;

10. Also requests the Secretary-General, when considering applicants for vacancies, to give equal treatment to internal and external candidates;

11. Acknowledges that additional information is required on the managed mobility framework, and requests the Secretary-General to include in his first annual report, to be submitted to the General Assembly at its sixty-ninth session, inter alia, data and information on the following:

(a) Current staff mobility statistics and an analysis of trends, including the tracking of actual costs related to geographic and non-geographic moves and of vacancy rates by job network and other potential costs that may arise;

(b) The number of posts open to external candidates and the number of external candidates selected in 2013 and the first quarter of 2014;

(c) The number of staff moves within and among duty stations and the direct and indirect costs of each move by job network in 2013 and the first quarter of 2014;

(d) An explanation of the criteria to be applied in the implementation of paragraph 8 above should the number of staff reaching the post occupancy limit exceed the average number of geographic moves in 2014 and 2015;

(e) The comprehensive list of non-rotational positions;

(f) The terms of reference and operating guidelines of the job network boards and the special constraints panel;

(g) An analysis of the link between the recruitment and selection recommendations of the job network boards and the future workforce planning agenda for the Organization;

(h) An analysis of how the recommendations of the job network boards would incorporate the Organization’s gender balance and geographical representation targets and ensure the equal treatment of internal and external candidates;

(i) The training and knowledge management plans associated with the refined framework;

(j) The structure and reporting lines involved in the functioning of the job network boards, including all expected numbers, configurations and roles of staff members involved in the semi-annual staffing exercises;

(k) Transitional measures to ensure the sustainable implementation of mobility for staff;

12. Decides that the job network boards shall include a staff representative in an observer capacity;

13. Also decides that the minimum post occupancy limits for duty stations classified as D and E will be one year and for all other duty stations will be two years, with the exception of special circumstances in which the movement of staff members earlier than the minimum post occupancy limit is necessary for their health and safety or for the prompt delivery of mandates;

14. Requests the Secretary-General to ensure the fair treatment of all staff members in the context of the reassignment pool related to the managed mobility framework;

15. Also requests the Secretary-General to continue to explore ways of assisting spouses and children of staff members in resolving family issues arising from mobility requirements;

16. Further requests the Secretary-General to identify the number of posts open to external candidates and the number of external candidates selected in 2014 and the first quarter of 2015 and to report thereon in his second annual report, to be submitted to the General Assembly at its seventieth session;

17. Requests the Secretary-General to identify the number of staff moves within and among duty stations and the direct and indirect costs of each move by job network in 2014 and the first quarter of 2015 and to report thereon in his second annual report;

18. Also requests the Secretary-General to provide a full estimate of and rationale for the financial resources required for mobility in 2016 and 2017, including requests for any additional geographic moves necessary to achieve the strategic objectives of mobility, in his regular and peacekeeping-related budget requests over the course of that period;

19. Recalls paragraph 78 of the report of the Advisory Committee on Administrative and Budgetary Questions, and, in the context of the managed mobility framework, emphasizes the importance of a thorough reform of performance management, to be implemented at the same time as the framework, and requests the Secretary-General to submit to the General Assembly at the main part of its sixtieth session an update on progress and further proposals in this regard;
20. Requests the Secretary-General to submit to the General Assembly annual reports on mobility until its seventy-second session, a five-year comprehensive review of the mobility framework at its seventy-third session and biennial reports on mobility thereafter.

**Report of Secretary-General.** In August [A/69/190/Add.1], pursuant to resolution 68/265 (see above), the Secretary-General submitted his first annual report on mobility reviewing preparations for the phased implementation of the new mobility and career development framework. The Secretary-General stressed that the report should be read in connection with his report [A/69/190/Add.2] outlining proposals aimed at strengthening the performance management system (see p. 000) (below), which would be implemented at the same time as the mobility framework.

The mobility framework, the Secretary-General noted, would apply to all internationally recruited staff of the UN Secretariat in the Field Service and Professional and higher categories up to and including the D-2 level, holding fixed-term, continuing and permanent appointments, except those on non-rotational positions (which required an advanced level of technical expertise, knowledge and qualifications with respect to which there was no comparable position at the same level in another organizational unit or at another duty station). The Office of Human Resources Management had consulted with departments and created a provisional list of 109 non-rotational positions. Prior to the launch of mobility, each job network board would review and confirm the provisional list of non-rotational positions corresponding to its job network; the boards would then present those lists to the Assistant Secretary-General for Human Resources Management for final approval.

The report provided data and statistics on mobility trends of those staff who would be subject to mobility. According to the 30 June 2013 data as reflected in the Secretary-General’s September 2013 report [YUN 2013, p. 1505], there were 14,094 Professional, Director and career development framework, the Secretary-General intended to begin implementation with the political, peace and security network. A global steering committee was set up to oversee the project, chaired by the Under-Secretary-General for Field Support as the Vice-Chair. The committee membership included representatives at the Under-Secretary-General level from various departments, offices away from Headquarters, regional commissions and field missions. The steering committee would provide strategic oversight through 2020. More specific advice and feedback relating to selection and reassignment would be provided by a technical advisory group.

**ACABQ report.** In its November report [A/69/572] on human resources management, the ACABQ commented on the new mobility framework. Since the different aspects of the implementation plan and its
underlying support structures and systems had not been finalized, its observations and recommendations were to be considered to be of a preliminary nature.

Towards a global, dynamic and adaptable UN workforce

Report of Secretary-General. In August [A/69/190], pursuant to General Assembly resolutions 67/255 [YUN 2013, p. 1498], 68/252 [ibid., p. 1503] and 68/265 (see above), the Secretary-General presented an overview of human resources management in the Organization, specifically addressing progress in implementing the human resources management reforms approved by the Assembly since 2009 [YUN 2009, p. 1463]. The report provided information on the learning and career development strategy and on efforts to improve gender and geographical representation, including the representation of developing countries, and to improve staff health and well-being. The annex to the report set out the status of implementation of requests by the Assembly in its resolutions 63/250 [YUN 2008, p. 1616], 67/255 [YUN 2013, p. 1498], 68/252 [ibid., p. 1503] and 68/265 (see above) and of requests and recommendations of ACABQ endorsed by the Assembly. Four addenda contained an update on the preparatory work for implementing the mobility and career development framework [A/69/190/Add.1] (see above), a proposal for strengthening the performance management system [A/69/190/Add.2 & Corr.1] (see below); a progress report on and proposed next steps for the young professionals programme [A/69/190/Add.3] (see below); and a comprehensive review of the system of desirable ranges [A/69/190/Add.4] (see below).

ACABQ report. In its November report [A/69/572], ACABQ made recommendations on various aspects of the Secretary-General’s report, including implementation of human resources reform, workforce planning, staff selection and recruitment, gender parity, equitable geographical representation and permanent resident status.

Performance management

Report of Secretary-General. In August [A/69/190/Add.2 & Corr.1], pursuant to General Assembly resolution 68/252 [YUN 2013, p. 1503], the Secretary-General submitted a report containing a proposal to revise the performance management system. Based on extensive research and consultations with Member States, staff, managers and the senior leadership of the Organization, the Secretary-General’s proposal contained the following elements: increasing accountability; simplifying the policy and the appraisal process; improving the management culture; and addressing underperformance more effectively.

Concerning the financial implications of the proposal, the Secretary-General said that the Inspira e-performance tool would need to be reconfigured in late 2014 or early 2015 in order to align it with the policy changes. Those technical changes, which represented the main costs associated with the reforms, would be financed by reprioritizing existing resources. As to the time frame, the aim was for the revised policy to enter into effect by April 2015.

The General Assembly was requested to endorse the revisions proposed in the report.

ACABQ report. In its November report [A/69/572] on human resources management, ACABQ voiced no objection to the proposed amendments to the performance management system.

Young professionals programme

Report of Secretary-General. In a July report [A/69/190/Add.3], pursuant to General Assembly resolutions 67/255 [YUN 2013, p. 1498] and 68/252 [ibid., p. 1503], the Secretary-General summarized progress made in implementing the young professionals programme since its inception in 2011 and proposed improvements to the examination format and delivery methods.

The Secretary-General recalled that in resolution 65/247 [YUN 2016, p. 1480], the General Assembly approved the programme, which would rejuvenate the Organization by providing an influx of young talent with increased diversity and geographical representation. The programme would employ an efficient and effective examination process. The existing eligibility requirements (maximum age limit of 32) and available positions (15 per cent of the positions at the P-1 and P-2 levels in field operations financed through the regular budget and voluntary contributions only) were maintained.

The report also dealt with legacy rosters from national competitive recruitment examinations which, the report noted, were open indefinitely. As at 23 June, 84 candidates remained unplaced from the legacy rosters of those examinations, representing 31 Member States in 19 job families. The Secretariat had made some progress in reducing the legacy rosters by placing more candidates in positions, and proposed that those candidates who had been on the roster for more than seven years be removed; that would eliminate the rosters entirely by December 2018. The Secretary-General requested that the General Assembly take note of the report and approve those measures.

ACABQ report. In its November report [A/69/572] on human resources management, ACABQ recommended that the General Assembly broaden the pool of available posts and positions for successful candidates from the young professionals programme. It encouraged the Secretary-General to place successful candidates within the two-year time limit of the roster. The Committee recommended against the proposal to remove candidates from the legacy roster after seven years and to abolish those rosters in 2018.

YUN 2014—1st proof—18 March 2019
Assessment of the system of desirable ranges

**Report of Secretary-General.** In a September report [A/69/190/Add.4], submitted pursuant to General Assembly resolution 67/255 [YUN 2013, p. 1498], the Secretary-General reviewed the system of desirable ranges for staff in posts subject to geographical distribution, which had remained mostly unchanged since its adoption by resolution 42/220 A [YUN 1987, p. 1132] and which, in the Secretary-General’s view, had served well. As at 30 June, only 342 persons (9.8 per cent of the 3,500 base figure) needed to be recruited from unrepresented and underrepresented Member States; that number was smaller than that of vacant geographical posts and of posts temporarily encumbered by staff without geographical status.

The Secretary-General reviewed the steps necessary for determining desirable range and representation of individual Member States and recommended two changes: updating the calculation to determine the lower limit of the desirable range, which would increase the number of Member States that were within range from 120 to 127; and updating the calculation to determine the upper limit of the desirable range, which would increase the number of Member States within range from 120 to 126. Both calculations would be updated every six months to take account of any change in the base figure or number of Member States.

The Secretary-General invited the Assembly to take note of the report, approve the recommended changes and give further guidance to the Secretariat.

**ACABQ report.** In its November report [A/69/572], ACABQ stated that once again, the Secretary-General had not responded adequately to the General Assembly’s request for a comprehensive review of the system of desirable ranges and had not put forward any new elements that could enhance the effectiveness of the system. Until the requested comprehensive review had been completed and considered by the Assembly, ACABQ did not see merit in making the minor changes to the calculations put forward by the Secretary-General. It did not, therefore, recommend that the Assembly approve the proposed changes.

**Amendments to Staff Rules**

**Report of Secretary-General.** In a July report [A/69/117], the Secretary-General presented the full text of amendments to the Staff Rules that he proposed to implement as at 1 January 2015. The amendments pertained to rules 3.12 (Night differential); 3.19 (Repatriation grant); 4.16 (Competitive examinations); 7.11 (Miscellaneous travel expenses); 9.8 (Termination indemnity); 10.4 (Administrative leave pending investigation and the disciplinary process); and Appendix C (Arrangements relating to military service). The report provided the rationale for those amendments.

**ACABQ report.** In its November report on human resources management [A/69/572], ACABQ noted that aside from several technical amendments, some of the proposed amendments were put forward to correct inconsistencies in the 100 series of staff rules stemming from past human resources reforms and/or legislative decisions. Some other amendments were proposed to ensure that the correct wording was reflected. ACABQ concurred with the Secretary-General’s proposal that the Assembly take note of the amendments, taking into account the Committee’s comments.

**Other matters**

On 23 December [A/C.5/69/826], the Russian Federation introduced in the Fifth Committee a draft decision [A/C.5/69/L.9] entitled “Human resources management”, which, it said, concerned one aspect of human resources management that unfortunately had not been included in the Secretary-General’s reports. By the draft, the General Assembly would request the Secretary-General to withdraw a document entitled “Personal status for the purposes of United Nations entitlements”, and would request him to submit a report at the Assembly’s seventieth session on the implementation of resolution 58/285, on human resources management [YUN 2004, p. 1486].

The Chair of the Committee stated that action on the draft decision would be taken at a subsequent meeting.

**Staff composition**

**Staff demographics**

**Reports of Secretary-General.** In accordance with General Assembly resolutions 67/255 [YUN 2013, p. 1498] and 68/252 [ibid., p. 1503] on human resources management, as well as previous resolutions, the Secretary-General in August submitted a report [A/69/292] containing a demographic analysis of the composition of Secretariat staff from 1 July 2013 to 30 June 2014. The global staff of the Secretariat totalled 41,426 as at 30 June 2014, 153 more than the previous year, comprising all categories of staff holding permanent/continuing, fixed-term and temporary contracts, recruited both internationally and locally from 188 Member States. Staff were employed in four entity groups: departments/offices; regional commissions, tribunals and field operations. Non-field operations comprised 20,178 staff members (48.7 per cent) and field operations 21,248 (51.3 per cent). The largest change in the number of staff took place in the United Nations Multidimensional Integrated Stabilization Mission in Mali, with an increase of 826 staff.

By category, staff were distributed as follows: 24,855 General Service and related categories (60 per cent), with the largest number (6,467) at grade G-4; 12,420 Professional and higher categories (30 per cent), with the largest number (4,216) at the P-3 level; and 4,151 Field Service (10 per cent),
with the largest number (2,164) at FS-4 the level. Staff were appointed under one of three appointment types: 32,235 fixed-term (78 per cent), with the largest number at the G-4 level totalling 5,827; 6,993 permanent/continuing (17 per cent); and 2,198 temporary (5 per cent). As at 30 June 2014, the percentage of female staff was 34.1 per cent, with the percentages in non-field operations being 47.8 per cent and in field operations 21 per cent. The highest level of female representation in a non-field operation was found in the United Nations Compensation Commission (80 per cent), while the highest percentage of females in a field operation was in the Office of the Special Envoy of the Secretary-General for the Sahel (50 per cent). The average age for all staff as at 30 June was 43.8 years, in non-field operations 44.6 years and in field operations 43.1 years.

In order to provide analysis and trends as requested by the General Assembly, the Secretary-General proposed adjusting the reporting period to the calendar year, with a cut-off date of 15 March of the following year. He proposed that the next report, to be presented to the Assembly at its seventy-first session, cover the demographic data for the period from 1 January 2015 to 31 December 2015, with a data cut-off date of 15 March 2016.

Pursuant to a General Assembly request in resolution 67/255 [YUN 2013, p. 1498], the Secretary-General provided, also in August [A/69/292/Add.1], a demographic analysis of the engagement of gratis personnel (4,531), retired staff (3,051), and consultants and individual contractors (40,655) during the biennium 2012–2013.

**ACABQ report.** The Advisory Committee, in its November report on human resources management [A/69/572], had no objection to the proposed change in the reporting cycle and the cut-off date for the data included in the composition report. Commenting on the number of staff at the levels of Under-Secretary-General and Assistant-Secretary-General, which at 15 October 2014 had grown to 161, or over 10 per cent more than a year previously, ACABQ expressed concern that the growth trend in senior-level positions was continuing. ACABQ stressed that greater clarity was required in terms of the functions for which government-provided personnel might be appropriate and reiterated that proper reporting lines should be established for them, so as to ensure that they acted in accordance with UN mandates. It reiterated its recommendation that the General Assembly request the Secretary-General to submit a comprehensive review of the engagement of government-provided personnel.

### Disciplinary matters

**Report of Secretary-General.** In August [A/69/287] and [A/69/283], the Secretary-General presented his annual report, covering the period from 1 July 2013 to 30 June 2014, on action taken in cases of established misconduct and/or criminal behaviour, as well as disciplinary action and, where appropriate, legal action. The cases in which the Secretary-General had imposed disciplinary measures pertained to abuse of authority, harassment and discrimination; theft and misappropriation; misrepresentation and false certification; misuse of UN property or assets; misuse of ICT resources; sexual exploitation and abuse; unauthorized outside activities and conflict of interest; assault; failure to comply with financial disclosure obligations; and failure to honour private obligations. During the reporting period, 115 cases were completed. A relatively small percentage of disciplinary measures had been appealed since 1 July 2009. The Secretary-General also provided information about the status and outcome of the 38 cases before the Dispute and Appeals Tribunal from 1 July 2009 to date.

During the reporting period, 140 cases were referred to OHCHR for possible disciplinary action, 35 (or 24 per cent) of which related to staff based at UN Headquarters and offices away from Headquarters, and 105 (or 76 per cent) related to field staff. Of those 140 cases, 34 related to theft and misappropriation; 18 to misrepresentation and false certification; 16 to abuse of authority/harassment/discrimination; 11 to inappropriate or disruptive behaviour; 8 to verbal and physical assault; 7 to misuse of ICT resources and computer-related misconduct; 5 to misuse of UN property or assets; 5 to unauthorized outside activities and conflict of interest; 4 to failure to honour private legal obligations; 4 to failure to comply with financial disclosure obligations; 3 to sexual exploitation and abuse; 1 to retaliation; 1 to violation of local laws; and 23 to other acts. Eleven cases involving credible allegations of criminal conduct by UN officials or experts on mission were referred to Member States.

**ACABQ report.** Referring to the 140 cases referred to OHCHR during the reporting period 2013/2014, the Advisory Committee, in its November report on human resources management [A/69/572], said that it intended to keep the matter under review.

**Ethics Office**

**Report of Secretary-General.** In August [A/69/332], in accordance with General Assembly resolution 60/254 [YUN 2006, p. 1633], the Secretary-General submitted the ninth annual report on the Ethics Office, covering its activities from 1 August 2013 to 31 July 2014.

The Office, which provided direct services to UN staff at all levels, received 924 requests for its services in the period under review. Highlights included responding to 476 confidential requests for ethics advice; managing the 2013 cycle of the financial disclosure programme, requiring review of 4,573
disclosure files; undertaking 152 outreach, training and education activities; administering the Secretariat’s first-ever leadership dialogue; enhancing the coherent application of ethics among UN entities and advancing policy development; and receiving 55 matters relating to the Organization’s protection against retaliation policy. In addition, the Office continued its work to promote an ethical organizational culture, including highlighting ethical leadership, promoting understanding about ethical obligations, conducting ethical risk assessments and developing evaluative metrics.

The Secretary-General observed that the Office had devoted significant effort to promoting a culture of ethics and ensuring that UN staff members around the world had access to ethics advice that was independent, confidential, impartial and helpful. The Office had increased its visibility in order to reach offices away from Headquarters, peacekeeping and field missions, special political missions and regional commissions. Global attention to whistle-blowing and retaliation continued.

As requested in resolution 63/250 [YUN 2008, p. 1616], the Secretary-General provided information on the activities of the Ethics Panel of the United Nations, the sole mandated mechanism to promote the coherent and consistent application of ethical standards and to consult on important system-wide matters.

During the reporting period, the Ethics Panel held 10 formal sessions. It focused on enhancing coherence and consistency in the application of ethics standards and reviewed lessons learned from the implementation of its mandates, in particular financial disclosure and conflict of interest management, protection against retaliation and ethics training. The Ethics Office and members of the Ethics Panel participated in the activities of the Ethics Network of Multilateral Organizations, which provided support to professional development, benchmarking and the exchange of ethics policies and practices within the UN system.

The sixth meeting of the Network (Copenhagen, Denmark, 9–11 July 2014) was hosted by the United Nations Office for Project Services.

**ACABQ report.** Commenting on the Secretary-General’s report, **ACABQ in November [A/69/572]** recommended that the Ethics Office, in collaboration with the Office of Internal Oversight Services and OHRM, undertake additional efforts to clarify the reporting and advisory mechanisms relating to cases of alleged wrongdoing, Staff safety and security.

**Report of Secretary-General.** In response to General Assembly resolution 68/101 [YUN 2013, p. 1508], the Secretary-General in September [A/69/406] submitted a report on the safety and security of UN personnel and on the efforts of the Department of Safety and Security (DSS) to implement the recommendations contained in resolution 68/101 that fell within the Department’s purview.

Threats against the United Nations were of increasing concern, the Secretary-General said. The reporting period had witnessed complex attacks targeting UN personnel and premises. Security threats had become more complex, with the use of unconventional tactics, including improved explosive devices, suicide bombings and abductions. The line between criminals and hostile groups, including extremists with transnational strategies and using sophisticated tactics, was increasingly blurred. The number of countries, missions and areas characterized by those conditions, as well as the number of UN personnel involved in operations at such locations, had increased significantly.

Despite those challenges, the UN security management system enabled the delivery of critical programmes in several high-risk areas of Afghanistan, the Central African Republic, the Democratic Republic of the Congo, Iraq, Libya, Mali, Somalia, South Sudan, the Sudan, the Syrian Arab Republic and Yemen.

In 2013, 1,216 UN personnel were affected by significant security incidents—incidents resulting in death, injury or abduction and other incidents such as robbery, residence break-in, aggravated sexual assault, burglary, intimidation, harassment, arrest and detention. Twenty-eight personnel lost their lives in those incidents; 18 personnel lost their lives as a result of violence (7 were killed in military hostilities, 2 died in extremist attacks and 9 were victims of crime) and 10 were killed in road traffic accidents. A total of 226 personnel were injured, 82 as a result of violence and 144 in safety-related incidents.

In 2013, 17 UN personnel were abducted. Most of the abductions and hostage-taking incidents occurred in the Sudan, Syria and Yemen.

During 2013, 314 personnel were affected by robberies, 23 by break-ins of their residences and 35 by aggravated assault; 81 personnel were subjected to acts of intimidation and there were 28 incidents of harassment. There were 18 cases of intrusion into UN premises and 14 armed attacks.

Females accounted for some 40 per cent of UN personnel and almost 36 per cent of all personnel affected by significant security incidents. Female personnel were more affected by certain types of incidents; about 52 per cent of the personnel affected by robberies and almost 100 per cent of those affected by sexual assault were female.

In 2013, 35 per cent of significant security incidents affected 406 internationally recruited personnel, while 65 per cent affected 810 locally recruited personnel. Of the 18 UN personnel killed by violence, 13...
were locally recruited. In addition, incidents involving harassment, arrest and detention, and intimidation had a greater impact on locally recruited staff.

In 2013, 138 UN personnel were detained or arrested; 88 per cent of them were locally recruited and about 80 per cent were detained or arrested following traffic accidents and for alleged civil or criminal offences. In 2013, in 21 cases of arrest or detention, the United Nations was denied access to detainees and given no reasons for the arrest. The number of UN personnel detained or arrested by host country authorities remained unacceptably high, the Secretary-General said. Dss had intensified its efforts, in cooperation with host Governments, to address that issue. Efforts included improving the reporting system and proactive engagement with host government authorities.

Although staff of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (unrwa) did not fall under the UN security system and were not included in the statistics contained in the report, the Secretary-General considered it important to highlight the security incidents affecting unrwa staff because they were symptomatic of the environment in which the United Nations operated. From 1 January 2013 to 30 June 2014, 13 unrwa staff were killed and 21 injured as a result of acts of violence, 4 were abducted, 12 reported missing and 68 detained or arrested. Most of the incidents occurred in Syria, where 10 unrwa staff were killed, 16 injured, 2 abducted, 10 reported missing and 46 detained or arrested.

The Secretary-General also outlined measures to strengthen the UN security management system. During the reporting period, dss senior leadership maintained dialogues with Member States authorities, and the Organization promoted collaboration in the areas of information-sharing, situational awareness, threat analysis, contingency planning and other aspects of security risk management. A critical aspect of collaboration with the host Government was the effort to address impunity. Dss worked closely with Member States to ensure that attacks against the United Nations were fully investigated.

The Secretary-General said that the United Nations continued to refine its security management system in line with the Organization’s shift from a “when to leave” to “how to stay” approach; one of the main challenges was how to balance security risks and programme imperatives. At the same time, there was a need to re-examine the strategic approach towards enhancing the “duty of care” towards UN personnel.

**Safety and security of humanitarian personnel and protection of United Nations personnel**

**The General Assembly,**

Reaffirming its resolution 46/182 of 19 December 1991 on the strengthening of the coordination of humanitarian emergency assistance of the United Nations,

Recalling all relevant resolutions on safety and security of humanitarian personnel and protection of United Nations personnel, including its resolution 68/101 of 13 December 2013, as well as Security Council resolutions on the protection of humanitarian personnel, including resolution 2175 (2014) of 29 August 2014, and relevant statements by the President of the Council,

Recalling also all Security Council resolutions and presidential statements and reports of the Secretary-General to the Council on the protection of civilians in armed conflict,

Reaffirming the principles, rules and relevant provisions of international law, including international humanitarian law and human rights law, as well as all relevant treaties, and the need to further promote and ensure respect thereof,

Recalling the Geneva Conventions of 12 August 1949 and the Additional Protocols thereto of 8 June 1977, and the obligation of parties to armed conflict to respect and ensure respect for international humanitarian law in all circumstances, and urging all such parties to comply with international humanitarian law and ensure respect for and protection of all humanitarian personnel and United Nations and associated personnel,

Deeply concerned by the continuous erosion, in many cases, of respect for the principles and rules of international law, in particular international humanitarian law,

Reaffirming the principles of humanity, neutrality, impartiality and independence for the provision of humanitarian assistance,

Recalling that primary responsibility under international law for the security and protection of humanitarian personnel and United Nations and associated personnel lies with the Government hosting a United Nations operation conducted under the Charter of the United Nations or its agreements with relevant organizations,

Expressing its appreciation to those Governments which respect the internationally agreed principles on the protection of humanitarian personnel and United Nations and associated personnel, while expressing concern over the lack of respect for these principles in some areas,

Noting the fact that the number of States parties to the Convention on the Safety of United Nations and Associated Personnel, which entered into force on 15 January 1999, has reached 91, mindful of the need to promote the universality of the Convention, and welcoming the entry into force on 19 August 2010 of the Optional Protocol to the Convention on the Safety of United Nations and Associated Personnel, which expands the scope of legal protection under the Convention,

Expressing deep concern at the threats and security risks faced by humanitarian personnel and United Nations and associated personnel, and the unprecedented increase in the scale and the increasingly complex nature of the threats faced by such personnel at the field level, as they operate in increasingly high-risk environments, and noting that the majority of such incidents continue to affect locally recruited personnel,

**GENERAL ASSEMBLY ACTION**

On 12 December [meeting 70], the General Assembly adopted resolution 69/133 [draft A/69/L.33 & Add.1] without vote [agenda item 69].
Expressing deep concern also that the occurrence of attacks and threats against humanitarian personnel and United Nations and associated personnel is a factor that severely restricts the provision of assistance and protection to populations in need, and commending the commitment of the United Nations and other humanitarian personnel to stay and deliver the most critical programmes even in dangerous environments.

Stressing the need to uphold the respect and protection which the flag of the United Nations, and the nature of humanitarian work, should command and ensure, and stressing the importance of fully respecting the obligations relating to the use of vehicles and premises of humanitarian personnel and United Nations and associated personnel as defined by relevant international instruments, as well as the obligations relating to distinctive emblems recognized in the Geneva Conventions.

Commending the courage and commitment of those who take part in humanitarian operations, often at great personal risk, especially national and locally recruited personnel,

Commending also the courage and commitment of those who take part in peace operations, including peacekeeping operations, often at great personal risk, especially national and locally recruited personnel,

Noting with concern that, despite the decrease in the number of the United Nations system personnel affected by security incidents in 2013, 1,216 persons, representing 0.8 per cent of the United Nations system personnel, were still affected by significant security incidents, with 28 personnel killed, 226 injured and 17 abducted,

Strongly condemning all attacks against humanitarian personnel, expressing profound regret at the deaths, injuries and abductions resulting from these attacks, and noting with concern that the number of attacks against humanitarian personnel in 2013 was the highest ever recorded, with at least 155 personnel killed, 171 injured and 134 abducted,

Strongly condemning also all attacks against medical personnel and humanitarian personnel engaged in medical duties, their means of transport and equipment, as well as hospitals and other medical facilities, and deploring the long-term consequences of such attacks for the population and health-care systems of the countries concerned,

Expressing profound regret at the deaths of humanitarian personnel and medical personnel as a result of public health hazards such as the current outbreak of the Ebola virus disease, and stressing the need for a conducive environment, appropriate equipment and resilient public health systems and the urgency of preparedness,

Expressing deep concern at the deaths of personnel and against their premises or assets do not operate with impunity, and that the perpetrators of such acts are brought to justice, as provided for by national laws and obligations under international law,

Recalling the inclusion of attacks intentionally directed against personnel involved in a humanitarian assistance or peacekeeping mission in accordance with the Charter, as long as they are entitled to the protection given to civilians or civilian objects under the international law of armed conflict, as a war crime in the Rome Statute of the International Criminal Court, and noting the role that the Court can play in appropriate cases in bringing to justice those responsible for serious violations of international humanitarian law,

Reaffirming the need to ensure adequate levels of safety and security for United Nations personnel and associated personnel, including locally recruited staff, which constitutes an underlying duty of the Organization, and mindful of the need to promote and enhance security consciousness within the organizational culture of the United Nations and a culture of accountability at all levels, as well as to continue to promote awareness of and sensitivity to national and local cultures and laws,

Gravely concerned at the high number of accidents and resulting casualties among United Nations and associated personnel, and conscious of the importance of road safety and aviation safety in ensuring the continuity of United Nations operations and preventing casualties among civilians and United Nations and associated personnel, and in this regard regretting the loss of civilian life as a result of such incidents,

Stressing that acceptance of humanitarian personnel and United Nations and associated personnel by the host Governments, local authorities, local communities, populations and other parties as appropriate crucially contributes to their safety and security,

Noting the importance of reinforcing close collaboration between the United Nations and the host country on contingency planning, information exchange and risk assessment in the context of good mutual cooperation on issues relating to the security of United Nations and associated personnel,

Noting also that the effective functioning of the United Nations security management system requires, among other elements, an effective management structure, adequate and predictable resources and the timely deployment of security personnel with appropriate skills and field experience and of the equipment necessary for the performance of their duties, including vehicles and telecommunications equipment, which have an essential role in facilitating the safety of humanitarian personnel and United Nations and associated personnel.

1. Welcomes the report of the Secretary-General;

2. Urges all States to make every effort to ensure full and effective implementation of the relevant principles and rules of international law, including international humanitarian law and human rights law, and refugee law as applicable, related to the safety and security of humanitarian personnel and United Nations personnel;

3. Condemns in the strongest possible terms the alarming increase in threats to and deliberate targeting of humanitarian personnel and United Nations and associated personnel and the unprecedented increase in the scale and
the increasingly complex nature of threats faced by such personnel, such as the disturbing trend of politically and criminally motivated attacks, including extremist attacks, against them;

4. **Strongly urges** all States to take the necessary measures to ensure the safety and security of national and international humanitarian personnel and United Nations and associated personnel and to respect and ensure respect for the inviolability of United Nations premises, which are essential to the continuation and successful implementation of United Nations operations;

5. **Calls upon** all Governments and parties in complex humanitarian emergencies, in particular in armed conflicts and in post-conflict situations, in countries in which humanitarian personnel are operating, in conformity with the relevant provisions of international law and national laws, to cooperate fully with the United Nations and other humanitarian agencies and organizations and to ensure the safe and unhindered access of humanitarian personnel and the delivery of supplies and equipment, in order to allow those personnel to perform efficiently their task of assisting the affected civilian population, including refugees and internally displaced persons;

6. **Calls upon** all States to consider becoming parties to and to respect fully their obligations under the relevant international instruments;

7. **Also calls upon** all States to consider becoming parties to the Rome Statute of the International Criminal Court;

8. **Further calls upon** all States to consider becoming parties to the Optional Protocol to the Convention on the Safety of United Nations and Associated Personnel, and urges States parties to put in place appropriate national legislation, as necessary, to enable its effective implementation;

9. **Calls upon** all States, all parties involved in armed conflict and all humanitarian actors to respect the principles of humanity, neutrality, impartiality and independence for the provision of humanitarian assistance;

10. **Welcomes** the contribution of female humanitarian personnel and United Nations and associated personnel in humanitarian and United Nations operations, expresses concern that in some cases these personnel are relatively more exposed to certain forms of crime and acts of intimidation and harassment, and strongly urges the United Nations system and Member States to take appropriate and gender-sensitive action for their safety and security;

11. **Strongly condemns** all threats and acts of violence against humanitarian personnel and United Nations and associated personnel, also condemns attacks intentionally directed against personnel involved in a peacekeeping mission in accordance with the Charter of the United Nations as long as they are entitled to protection from attack under international humanitarian law, reaffirms the need to prosecute, penalize and punish those responsible for such acts, strongly urges all States to take stronger action to ensure that crimes against such personnel do not remain unpunished and are investigated fully, and affirms the need for States to ensure that perpetrators of any such acts committed on their territory do not operate with impunity, as provided by national laws and obligations under international law;

12. **Stresses** the importance of continued close coordination and consultation with host Governments on the functioning of the security level system and related tools, and in this regard encourages the Secretary-General to continue to consult with the host Governments;

13. **Calls upon** all States to comply fully with their obligations under international humanitarian law, including as provided by the Geneva Convention relative to the Protection of Civilian Persons in Time of War of 12 August 1949, in order to respect and protect civilians, including humanitarian personnel, in territories subject to their jurisdiction;

14. **Stresses** the obligation, in accordance with international humanitarian law and national laws and regulations as applicable, to respect and protect medical personnel, as well as humanitarian personnel exclusively engaged in medical duties, their means of transport and equipment, as well as hospitals and other medical facilities, in all circumstances, in this regard notes the role of domestic legal frameworks and other appropriate measures in promoting the safety and protection of such personnel, and urges States to develop effective measures to prevent and address violence against such personnel;

15. **Calls upon** all States to provide adequate and prompt information in the event of the arrest or detention of humanitarian personnel or United Nations and associated personnel, so as to afford them the necessary medical assistance and to allow independent medical teams to visit and examine the health of those detained, and to ensure their right to legal counsel, and urges States to take the necessary measures to ensure the speedy release of those who have been arrested or detained in violation of the relevant conventions referred to in the present resolution and applicable international humanitarian law;

16. **Calls upon** all other parties involved in armed conflict to refrain from abducting, taking hostage or kidnapping humanitarian personnel or United Nations and associated personnel or detaining them in violation of the relevant conventions referred to in the present resolution and applicable international humanitarian law, and speedily to release, without harm or requirement of concession, any abductee or detainee;

17. **Requests** the Secretary-General to take the necessary measures to promote full respect for the human rights, privileges and immunities of United Nations and associated personnel, and also requests the Secretary-General to seek the inclusion, in negotiations of headquarters and other mission agreements concerning United Nations and associated personnel, of the applicable conditions contained in the Convention on the Privileges and Immunities of the United Nations, the Convention on the Privileges and Immunities of the Specialized Agencies and the Convention on the Safety of United Nations and Associated Personnel;

18. ** Recommends** that the Secretary-General continue to seek the inclusion of, and that host countries include, key provisions of the Convention on the Safety of United Nations and Associated Personnel, among others, those regarding the prevention of attacks against members of the operation, the establishment of such attacks as crimes punishable by law and the prosecution or extradition of offenders, in future as well as, if necessary, in existing status-of-forces, status-of-mission, host country and other related agreements negotiated between the United Nations and those countries, mindful of the importance of the timely conclusion of such agreements, and encourages further efforts in this regard;
19. **Calls attention to and reaffirms** the obligation of all humanitarian personnel and United Nations and associated personnel to respect and, where required, observe the national laws of the country in which they are operating, in accordance with international law and the Charter.

20. **Stresses** the importance of ensuring that humanitarian personnel and United Nations and associated personnel are aware and respectful of national and local customs and traditions in their countries of assignment and communicate clearly their purpose and objectives to local populations in order to enhance their acceptance, thereby contributing to their safety and security, and in this regard ensures that humanitarian action is guided by humanitarian principles;

21. **Urges** the United Nations and other relevant humanitarian actors to include as part of their risk-management strategy the building of good relations and trust with national and local governments and the promotion of acceptance by local communities and all relevant actors with a view to enhancing safety and security;

22. **Requests** the Secretary-General to continue to take the necessary measures to ensure that United Nations and other personnel carrying out activities in fulfillment of the mandate of a United Nations operation are properly informed about and operate in conformity with the minimum operating security standards and relevant codes of conduct, and are properly informed about the conditions under which they are called upon to operate and the standards that they are required to meet, including those contained in relevant national laws and international law, and that adequate training in security, human rights law, and international humanitarian law is provided so as to enhance their security and effectiveness in accomplishing their functions, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support;

23. **Also requests** the Secretary-General to continue, in coordination with Member States, to take the necessary measures to ensure that all United Nations premises and assets, including staff residences, are compliant with the United Nations minimum operating security standards and other relevant United Nations security standards, and to continue the ongoing assessment of the United Nations premises and physical security worldwide;

24. **Welcomes** the ongoing efforts of the Secretary-General to ensure that all United Nations personnel receive adequate safety and security training, stresses the need to continue to improve training so as to enhance cultural awareness and knowledge of relevant law, including international humanitarian law, prior to their deployment to the field, and reaffirms the necessity for all other humanitarian organizations to provide their personnel with similar support;

25. **Also welcomes** the efforts of the Secretary-General to provide counselling and support services to United Nations personnel affected by safety and security incidents, and emphasizes the importance of making available stress management, mental health and related services for United Nations personnel throughout the system, and encourages all humanitarian organizations to provide their personnel with similar support;

26. **Notes with appreciation** the ongoing measures taken by the Secretary-General and the United Nations system to enhance road safety, including through improved training and initiatives to promote road safety so as to reduce incidents caused by road hazards and, in particular, to reduce casualties or injuries resulting from these incidents among United Nations and associated personnel and among the civilian population in the host country, and requests the Secretary-General to continue the collection and analysis of data and to report on road incidents, including civilian casualties resulting from road accidents;

27. **Welcomes** the progress made towards further enhancing the security management system of the United Nations, and supports the continued implementation of the good practice to stay and deliver while focusing on effectively managing the risks to which personnel are exposed in order to enable the United Nations system to deliver the most critical programmes, even in high-risk environments;

28. **Encourages** the Secretary-General to continue consistent implementation of the programme criticality framework as an operational tool allowing informed decisions on acceptable risk to United Nations personnel;

29. **Encourages** the Secretary-General to continue to develop enabling procedures that facilitate the deployment of suitably qualified United Nations security personnel, with the aim of improving the safety and security measures of the United Nations, in order to strengthen the ability of the United Nations to deliver on its programmes, mandates and activities, including humanitarian programmes;

30. **Requests** the Secretary-General, inter alia through the Inter-Agency Security Management Network, to continue the increased cooperation and collaboration among United Nations departments, organizations, funds and programmes and affiliated international organizations, including between their headquarters and field offices, in the planning and implementation of measures aimed at improving staff security, training and awareness, and calls upon all relevant United Nations departments, organizations, funds and programmes and affiliated international organizations to support those efforts;

31. **Calls upon** all relevant actors to make every effort to support in their public statements a favourable environment for the safety and security of humanitarian personnel and United Nations and associated personnel;

32. **Emphasizes** the need to pay particular attention to the safety and security of locally recruited humanitarian personnel and United Nations and associated personnel, who account for the large majority of casualties and who are particularly vulnerable to attacks, including in cases of kidnapping, harassment, banditry and intimidation, requests the Secretary-General to keep under review the relevant United Nations safety and security policy and to enhance the safety and security of locally recruited personnel, while maintaining operational effectiveness, and calls upon the United Nations and humanitarian organizations to ensure that their personnel are adequately consulted on, informed about and trained in the relevant security measures, plans and initiatives of their respective organizations, which should be in line with applicable national laws and international law;

33. **Notes with appreciation** the progress reported in implementing the recommendations of the Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide;

34. **Requests** the Department of Safety and Security of the Secretariat to further strengthen the security
management of the United Nations, focusing on strengthening security risk management policy and tools as well as their application, increasing situational awareness and analysis capacity, strengthening policy development and promoting best practices, increasing compliance with minimum operating security standards and improving monitoring and evaluation, enhancing surge capacity for emergency response, devising effective physical security measures, developing the expertise of security professionals and strengthening support to the designated officials and the security management teams in the field, and promoting an effective and preventive security management approach that is multidimensional;

35. ** Welcomes the work of the Secretary-General in enhancing security collaboration with host Governments, including efforts to support United Nations designated officials with regard to collaboration with host Government authorities on staff safety and security;

36. ** Stresses that the effective functioning at the country level of security operations requires a unified capacity for policy, standards, coordination, communication, compliance and threat and risk assessment, and notes the benefits thereof to United Nations and associated personnel, including those achieved by the Department of Safety and Security since its establishment;

37. ** Welcomes the steps taken by the Secretary-General thus far and encourages further efforts to enhance coordination and cooperation, at both the headquarters and the field levels, between the United Nations and other humanitarian and non-governmental organizations on matters relating to the safety and security of humanitarian personnel and United Nations and associated personnel, with a view to addressing mutual security concerns in the field, based on the “Saving Lives Together” framework as well as other relevant national and local initiatives in this regard, and in this respect requests the Secretary-General to encourage further collaborative initiatives to address the security needs of implementing partners, including through enhanced information-sharing and, where appropriate, training, invites Member States to consider increasing support to those initiatives, and requests the Secretary-General to report on steps taken in this regard;

38. ** Underlines the urgent need to allocate adequate and predictable resources to the safety and security of United Nations and associated personnel, through regular and extrabudgetary resources, including through the consolidated appeals process, and encourages all States to contribute to the Trust Fund for Security of Staff Members of the United Nations System, inter alia, with a view to reinforcing the efforts of the Department of Safety and Security to meet its mandate and responsibilities to enable the safe delivery of programmes;

39. ** Also underlines the need for better coordination between the United Nations and host Governments, in accordance with the relevant provisions of international law and national laws, on the use and deployment of essential equipment required to provide for the safety and security of United Nations personnel and associated personnel working in the delivery of humanitarian assistance by United Nations organizations;

40. ** Calls upon States to consider acceding to or ratifying the Tampere Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations of 18 June 1998, which entered into force on 8 January 2005, and urges them to facilitate and expedite, consistent with their national laws and international obligations applicable to them, the use of communications equipment in those and other relief operations, inter alia, by limiting and, whenever possible, expeditiously lifting the restrictions placed on the use of communications equipment by United Nations and associated personnel;

41. ** Requests the Secretary-General to submit to the General Assembly at its seventieth session a comprehensive and updated report on the safety and security of humanitarian personnel and protection of United Nations personnel and on the implementation of the present resolution, including an assessment of the impact of safety and security risks on such personnel, and the development, implementation and outcomes of policies, strategies and initiatives of the United Nations system in the field of safety and security.

### Investigation into the death of Dag Hammarskjöld

On 7 March [A/68/PV.75], the General Assembly included in the agenda of its sixty-eighth session the item “Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him”.

By a 21 March note [A/68/800], the Secretary-General, pursuant to Assembly resolution 1759(XVII) [YUN 1962, p. 159], informed the Assembly that new evidence had come to his attention relating to the conditions and circumstances resulting in the death of Dag Hammarskjöld and of the members of his party [YUN 1961, p. 63 & 161].

In July 2012, an enabling committee chaired by Lord Lea of Crondall, and consisting of the former Secretary-General of the Commonwealth, Emeka Anyaoku, and the Archbishop Emeritus of the Church of Sweden, K. G. Hammar, set up the Commission on Jurists on the Inquiry into the Death of Dag Hammarskjöld (the “Hammarskjöld Commission”) chaired by Sir Stephen Sedley (United Kingdom) and composed also of Ambassador Hans Corell (Sweden), Justice Richard Goldstone (South Africa) and Justice Wilhelmina Thomassen (The Netherlands).

The report of the Hammarskjöld Commission was made public on 9 September 2013. In successive submissions between 27 September and 20 December 2013, the Commission also made available the information it had relied on in its report. It was the Secretary-General’s assessment that the documentation presented to the Commission included new evidence. In that connection, he said, it appeared that additional new evidence might exist which, for national security reasons, was and remained classified by several Governments for more than 50 years. The General Assembly might wish to encourage Member States, in the light of the passage of time, to seek to declassify any records in their possession. Given the open verdict of the 1961–1962 UN Inquiry and the possibility that the new evidence in the Secretary-General’s possession
might lead to a conclusive finding about the theories of the causes of the crash of Dag Hammarskjöld’s plane, the Assembly might wish to consider three options: establishing an independent panel of experts to examine the new evidence, assess its probative value and make recommendations; reopening the 1961–1962 Inquiry; or establishing a new inquiry.

Annexed to the Secretary-General’s note was the report of the Hammarskjöld Commission, “Report of the Commission of Inquiry on whether the evidence now available would justify the United Nations in reopening its inquiry into the death of Secretary-General Dag Hammarskjöld, pursuant to General Assembly resolution 1759(XVII) of 26 October 1962”.

In April [A/68/800/Add.1], the Secretary-General informed the General Assembly that on 28 March he had received a subsequent submission from the Hammarskjöld Commission stating that the Commission was functus officio (that is, it had no longer authority because its duties had been accomplished); any further action would be a matter for the United Nations, but the former Commissioners felt obliged to pass on to the Organization any new and possibly relevant materials that might reach them. The Commissioners had accordingly made available to the Secretariat declassified material that had reached them in February from a Member State. The Secretariat would consolidate the additional new material, and any further new material it received from the Commission, with the information received in earlier submissions.

By decision 68/667 of 15 September, the General Assembly, on a request by Sweden, deferred consideration of the item and included it in the draft agenda of its sixty-ninth session.

GENERAL ASSEMBLY ACTION

On 29 December [meeting 77], the General Assembly adopted resolution 69/246 [draft A/69/L.42 & Add.1] without vote (agenda item 128).

Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him

The General Assembly,
Recalling its resolution 1759(XVII) of 26 October 1962,
Acknowledging the report of the Commission of Jurists on the Inquiry into the Death of Dag Hammarskjöld,
Considering the note by the Secretary-General with his assessment that the report of the Hammarskjöld Commission includes new evidence,

1. Requests the Secretary-General to appoint an independent panel of experts to examine new information and to assess its probative value;
2. Encourages Member States to release any relevant records in their possession and to provide to the Secretary-General relevant information related to the death of Dag Hammarskjöld and of the members of the party accompanying him;
3. Requests the Secretary-General to report to the General Assembly at its seventieth session on the progress made.

Other staff matters

Multilingualism

Report of Secretary-General. In August [A/69/282], pursuant to General Assembly resolution 67/292 [YUN 2013, p. 1513], the Secretary-General reported on the implementation of the Assembly’s resolutions on multilingualism, reviewing the activities undertaken to promote multilingualism throughout the various activities of the Secretariat since his 2012 report [YUN 2012, p. 1491].

The report noted that the diversity of individuals working for the United Nations itself had served to promote multilingualism. The UN career portal was fully bilingual in English and French. Peacekeeping missions continued to promote multilingualism and conduct public information outreach in several languages, including through radio broadcasts. Virtually all UN entities—from the Department of Political Affairs and the Office for Disarmament Affairs to the Office of Legal Affairs—had promoted multilingualism. The Office for the Coordination of Humanitarian Affairs had made its information products available in official languages in over 50 countries. The Office of the United Nations High Commissioner for Human Rights had collected translations of the 1949 Universal Declaration of Human Rights [YUN 1948-49, p. 535] in a record 437 languages. A review of 272 websites across the Secretariat, including regional commissions and 53 United Nations information centres (unics), found a high degree of adherence to multilingualism. The Department of Public Information (dpi) offered UN publications for sale in all official languages. During the reporting period, 45 contracts were signed for individual UN publications. Translation agreements led to 11 additional language editions of many flagship publications in Arabic, Bahasa Indonesia, Bengali, Chinese, French, Greek, Japanese, Korean, Latvian, Russian and Turkish. Licensing agreements increased the Organization’s visibility worldwide by generating some 19,000 additional printed and over 18,000 electronic pages. Dpi also increased the number of language versions of flagship publications offered on its e-commerce website and through local distributors. The network of 63 unics epitomized the spirit of multilingualism, communicating in English and in local languages. In addition to working in five of the six official languages, unics produced print and multimedia products and promotional materials in 40 languages in 2013, also maintaining websites in 30 local languages. Unics had expanded their use of websites and social media tools, and continued to engage audiences in local languages through traditional media, such as radio and television.
The Dag Hammarskjöld Library and the United Nations Office at Geneva (unog) Library were digitizing UN official documents in all official languages. The United Nations Bibliographic Information System thesaurus used for the cataloguing and retrieval of UN official documents was maintained in all official languages. In conclusion, the Secretary-General said that the United Nations continued to improve and seek creative ways to increase its communication with the peoples of the world in their own languages.

In resolution 69/96 B of 5 December, the General Assembly underlined the responsibility of the Secretary in mainstreaming multilingualism into all its communication and information activities within existing resources on an equitable basis. The Assembly called on dpi to continue working with the Coordinator for Multilingualism on best practices throughout the Secretariat to fulfill that responsibility, and requested the Secretary-General to report on such best practices and their implementation in his upcoming report to the Committee on Information.

By decision 69/554 of 29 December, the Assembly retained the agenda item on multilingualism for consideration during its resumed (2015) sixty-ninth session.

Protection from sexual exploitation and abuse

Report of Secretary-General. In February [A/68/756], in accordance with General Assembly resolution 57/306 [YUN 2003, p. 1237], the Secretary-General provided data on allegations of sexual exploitation and abuse in the UN system for 2013, as well as information on actions taken to prevent and address sexual exploitation and abuse by UN personnel.

Ninety-six allegations were received for the 2013 reporting period, 66 of which were reported in peacekeeping operations and none in special political missions. Allegations were received from 42 entities. Six entities, including peacekeeping operations, reported receiving one or more allegations, while 36 received none.

Allegations reported against UN staff and related personnel other than those deployed in peacekeeping operations and special political missions numbered 30. At the end of the reporting period, 19 (or 63 per cent) allegations were under investigation and 11 (37 per cent) had been closed because they were found not to be substantiated or lacking sufficient supporting evidence. Investigations into 19 allegations received in 2012 continued; of those, ten were concluded, six were found to be unsubstantiated and four were further reviewed, found to be substantiated and subsequently closed. Investigations into the remaining nine allegations were either continuing or the investigation report was under review.

Of the 66 allegations reported in nine peacekeeping operations, 37 involved members of military contingents or UN military observers, 21 involved staff members, contractors or United Nations Volunteers, 7 involved UN police officers or members of formed police units and one involved a person of a yet unidentified category. The majority (53, or 80 per cent) of the allegations were received from four peacekeeping missions: the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, with 23 allegations; the United Nations Stabilization Mission in Haiti, with 17 allegations; the United Nations Mission in Liberia, with 7 allegations; and the United Nations Mission in South Sudan, with 6 allegations. The remaining 13 allegations were from the United Nations Integrated Stabilization Mission in Mali (5); the United Nations Operation in Côte d’Ivoire (4); the United Nations Interim Administration Mission in Kosovo (2); the African Union–United Nations Hybrid Operation in Darfur (1) and the United Nations Peacekeeping Force in Cyprus (1). Nine of the 66 allegations had been substantiated and 13 were reported without sufficient information on the number of potential adult or minor victims.

Responses from Member States on referrals for action increased in 2013, with an overall response rate of 91 per cent. The enhanced level of follow-up and communication between Member States and the Organization had led to a number of cases being closed, as well as a reduction in the number of pending investigations from previous periods. According to data compiled by the Secretariat on the status of completed investigations received between 2010 and 2012, 69 allegations were substantiated, while for 12 an investigation was pending. Of the 69 allegations, 40 involved sexual abuse. In 60 per cent of instances, information was deemed insufficient to launch an investigation or allegations were found to be unsubstantiated.

The Secretary-General also reviewed activities undertaken to implement the programme of action for a strengthened accountability and governance framework. A risk management framework for sexual exploitation and abuse was developed, along with a draft action plan, for application in field missions. Field mission capacity to conduct investigations was enhanced through training for security and investigative personnel. A team of experts was established to identify risk factors that could undermine implementation of the Secretary-General’s zero tolerance policy. Between June and August 2013, the team visited the four field missions most affected by allegations. It identified factors that posed a challenge to the zero tolerance policy, including post-conflict and post-disaster situations which resulted in degrading conditions for women; poverty; differences in cultural norms; improvements in security providing more opportunities for interaction; and reluctance to report...
given possible money exchanges to silence complain-
ants. The team’s recommendations included enhanced
mandatory training; outreach to communities and
strengthening partnerships with civil society; regular
risk assessment for prevention; engagement of mission
leadership; strengthening investigations; and enhan-
cing conditions of welfare and recreation.

The Secretariat continued to follow-up with
Member States on results of investigations or disci-
plinary processes by Member States. Two database in-
terface projects were completed in 2013 to ensure the
screening of field mission personnel against records of
prior misconduct. The Secretary-General continued
to require that field missions report allegations that
might involve criminal conduct to Headquarters and
that they cooperate with the host State in carrying out
investigations. All field missions conducted system-
atic induction training that addressed misconduct,
including sexual exploitation and abuse. Field missions
continued to implement the victim assistance strategy.

The Secretary-General remained committed
to ensuring that all reported allegations for which
there was sufficient information to allow for an in-
vestigation to be initiated were investigated fully and
promptly. When allegations were substantiated, he
would continue to take measures within his authority
and request that Member States also ensure that those
responsible were held accountable.

In October 2013 the Inter-Agency Standing
Committee Task Force on Protection from Sexual
Exploitation and Abuse merged with the Inter-Agency
Standing Committee Task Force on Accountability to
Affected Populations to form a task team on creating
a system-wide culture of accountability.

ACABQ report. In a May report [A/68/782] on
cross-cutting issues related to peacekeeping operations,
the Advisory Committee said that it looked forward
to receiving in the next report the Secretary-General’s
proposals on the findings of the panel of experts,
trusting that he would propose steps to improve the
risk management framework and to ensure stricter
enforcement of standards. ACABQ looked forward
to reviewing the details of the new accountability
framework and trusted that it would include steps to
give renewed impetus to the Secretary-General’s zero
tolerance policy.

Conditions of service for judges

By decision 69/553 (section D) of 29 December, the
General Assembly deferred until its seventy-first session
consideration of five documents pertaining to the item
“Conditions of service for officials other than Secretariat
officials: judges”; a 2013 report of the Secretary-General
[YUN 2013, p. 1497] and the related ACABQ report [ibid.]; a
2011 report of the Secretary-General [YUN 2011, p. 1434]
and the related ACABQ report [YUN 2012, p. 1483]; and
a letter of 1 February 2012 from the President of the
International Court of Justice to the President of the
General Assembly [YUN 2012, p. 1482].

Travel-related matters

Report of Secretary-General. In December
[A/69/643 & Corr.1], pursuant to a series of General
Assembly resolutions and decisions, the latest of
which were resolution 67/254 A [YUN 2013, p. 1439]
and decision 57/589 [YUN 2003, p. 1458], the Secretary-
General presented a report on standards of accommo-
dation for air travel for the two-year period ended 30
June 2014 and comparative statistics for the two-year
period ended 30 June 2012, as well as trend analyses
for the past 10 years. The report also dealt with the
first-class travel of delegations and of the President of
the General Assembly; exceptions for travel-class up-
date authorized by the Secretary-General; exceptions
authorized due to arduous journeys; travel authorized
by the President of the General Assembly; and excep-
tions for some UN agencies, offices and programmes.

Reviewing the implementation of the 2013 rec-
commendations of oios [YUN 2013, p. 1518] on the
comprehensive audit of air travel activities and related
practices, the report noted that the Department of
Management had implemented the recommendations
to the extent possible. To that end, guidelines on the
lump-sum calculations were missions. Monitoring of
compliance with the advance purchase requirement
for all air travel had been strengthened. Departments,
offices and peacekeeping missions were required to
submit quarterly reports on their compliance to the
Office of Central Support Service.

Progress had also been made in moving towards
a more global approach to travel management. UN
Headquarters and unog had worked with a global
airline alliance to allow the respective offices to utilize
each other’s local airline discounts, thereby extending
discounts on 13 air carriers for travel issued at the
two UN duty stations with the largest travel volume.
Both UN Headquarters and unog had made progress
in obtaining discounts for travel originating at loca-
tions other than New York and Geneva. As suggested
by oios, a dashboard that consolidated travel agency
reporting and provided up-to-date data on all travel
tickets at UN Headquarters had been implemented;
such reports provided management information on
volume and spending for the current month and year-
to-date periods and trend analysis through the use of
historical benchmarks.

In line with the oios recommendation, the
Department of Management augmented its practice
of concurrent auditing of all airline tickets issued at
UN Headquarters by introducing a pre-trip auditing
tool that automated parts of the approval process. As
a result of the changes, the concurrent review auditing
concentrated on higher-priced tickets and ensured that
lower-priced options were explored.
Lump-sum option

Report of Secretary-General. In his December report on standard accommodation for air travel [A/69/643 & Corr.1], the Secretary-General, in accordance with General Assembly resolution 67/254 A [YUN 2013, p. 1439], provided an analysis of the impact of the implementation of the Assembly’s decision that he revise, as an interim measure pending the outcome of the review to be concluded in 2015, the provision for determining the travel-related lump-sum payment to 70 per cent of the least restrictive economy class fare. He reported that a new administrative instruction on official travel [ST/AL/2013/3] was issued to implement the Assembly’s decisions on the standards of accommodation of air travel. The instruction included a revised methodology for calculating the lump-sum travel on home leave, family visit and education grant travel from 75 per cent of the full economy class fare to 70 per cent of the least restrictive economy class base fare, excluding taxes and surcharges, by the least costly scheduled air carrier. The routing for lump-sum calculation was now based on the most economical rather than on the most direct route.

At Headquarters, a 5 per cent decrease in the lump-sum entitlement had resulted in a minimum savings of 6.7 per cent. At the same time, no significant drop was observed in the selection of lump-sum travel entitlement compared with the provision of tickets, and its acceptance remained at approximately 93 per cent. As a result of the new policy, lump-sum amounts granted to UNOG staff decreased by 38 per cent. While the utilization rate had declined from 97 to 90 per cent, most of the UNOG staff continued to opt for the lump-sum. The United Nations Office at Vienna reported an average decrease of 9 per cent in lump-sum payments between 2012 and 2014, while there was a significant increase in the number of staff applying for travel-related services.

The lump-sum option reduced the administrative workload, thereby saving on staff costs. In order for the Organization to continue to benefit from that option, the amount needed to remain attractive enough for the vast majority of staff to opt for it in lieu of issuance of air tickets, while at the same time remaining cost-effective. As the change to the lump-sum option was introduced just over a year ago, the Secretary-General recommended maintaining the lump-sum provision at 70 per cent of the least restrictive economy class fare until the resumed seventieth (2016) Assembly session, when a proposal based on the additional experience gained would be submitted.

Administration of justice

Reports of Secretary-General. In July [A/69/126], the Secretary-General submitted his sixth report covering the activities of the Office of the United Nations Ombudsman and Mediation Services, which delivered workplace informal conflict resolution services to the Secretariat, the funds and programmes—UNICEF, United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Office for Project Services (UNOPS), United Nations Entity for Gender Equality and the Empowerment of Women—and the United Nations High Commissioner for Refugees (UNHCR). The report, covering activities carried out in 2013, focused on Secretariat-specific activities, including dispute resolution services offered to staff, initiatives to promote greater conflict competence among staff and managers, and observations on systemic issues. Information on the activities undertaken by the funds and programmes and by UNHCR was provided in separate annual reports.

The Office was headquartered in New York and had seven regional offices and a mediation service. In 2013, the Office opened 2,079 cases; 1,605 originated in the Secretariat, 340 in the funds and programmes and 134 in UNHCR. The categories “job and career” and “evaluative relationships” (the relationship between a supervisor and a supervisee) accounted for more than half of such cases. The mediation service opened 73 cases, including group cases. Most mediation cases were resolved without any financial component in their settlement.

In accordance with General Assembly resolution 68/254 [YUN 2013, p. 1521], the Secretary-General in August [A/69/227] submitted a report on the administration of justice at the United Nations, providing statistics and observations on the functioning of the system for 2013.

The Secretary-General noted that the system of justice served approximately 74,000 staff members in the Secretariat and the separately administered funds and programmes. The formal system had two tribunals: the United Nations Dispute Tribunal as the first and the United Nations Appeals Tribunal as the second instance, which were composed of independent judges and supported by Registries in Geneva, Nairobi and New York. The Office of Administration of Justice administered the elements of the formal system, providing substantive support to the Tribunals through the Registries; legal assistance and representation to staff members through the Office of Staff Legal Assistance; and assistance to the Internal Justice Council.

The mandatory first step in the formal system in non-disciplinary matters was management evaluation. The Management Evaluation Unit of the Department of Management at Headquarters or the respective entity performing that function in the funds and programmes conducted a first review of a contested decision; that step was designed to give management a chance to correct any improper decision or to provide
remedy in cases where the decision had been flawed, reducing the number of cases that proceeded to the Dispute Tribunal.

The majority of cases continued to relate to non-selection, non-promotion and other appointments-related decisions, and to separation from service. Efforts to settle cases in the formal system at the management evaluation stage and before the Dispute Tribunal prior to a judgement on the merits continued, with notable success in terms of the number of cases considered.

The Management Evaluation Unit received 933 requests for management evaluation, many of which reflected problems with performance management issues. The two largest groups of requests continued to relate to the administrative decisions on non-selection and non-promotion (226 requests or 24.2 per cent) and separation from service (200 requests of 21.4 per cent). Only 2.6 per cent of those requests were settled; 23.6 per cent were found moot, and 63.8 per cent were not receivable or the decision was upheld.

Cases continued to be resolved within the formal system without the need for a final judgement on the merits. Some 241 cases were resolved at the management evaluation stage in the Secretariat and separately administered funds and programmes. Some 55 cases before the Dispute Tribunal were withdrawn, with settlement discussions initiated by the counsel for the parties or, in 26 cases, following judicial intervention or case management by the judges of the Dispute Tribunal.

The separately administered funds and programmes—UNDP, UNFPA, UNHCR, UNICEF and the United Nations Office for Project Services (UNOPS)—received 122 requests for management evaluation in 2013.

In 2013, the Dispute Tribunal received 289 new cases and disposed of 325. As at 31 December 2013, 226 cases were pending, including one case from the old system. In 2013, the Tribunal rendered 181 judgements, issued 775 orders and held 218 court sessions. Cases received in 2013 fell into six main categories: appointment-related matters (non-selection, non-promotion and other), 142 cases; separation from service (non-renewal and other separation matters), 59 cases; benefits and entitlements, 36 cases; disciplinary cases, 6 cases; classification, 2 cases; and other, 44 cases.

The Secretary-General reported that on 11 June 2013, a permanent courtroom was inaugurated in Nairobi and on 11 March 2014, a permanent courtroom was inaugurated in Geneva. Work on the construction of a new courtroom in New York had been completed, to be inaugurated in 2014.

The Appeals Tribunal held three sessions in 2013: 18–28 March, 17–28 June, 7–18 October. The Tribunal received 125 new cases and disposed of 137. As at 31 December, it had 110 cases pending. During the year, it rendered 115 judgements, issued 47 orders and held 5 oral hearings. The Tribunal also rendered 19 judgements on applications for revision, interpretation and correction, disposing of 19 applications. An additional application for interpretation was disposed of by an order. The Tribunal also considered seven cross-appeals, which it disposed of in the respective judgements. The Tribunal issued three judgements on appeals of decisions taken by the Standing Committee, acting on behalf of the Pension Board; one was granted in part and two were remanded to the Standing Committee.

The Office of Staff Legal Assistance worked to ensure that staff members received independent and professional legal advice and representation. The Office served approximately 74,000 staff members. In 2013, the Office received 762 new cases and closed or resolved 781, including cases carried over from previous years. As at 31 December, there were 214 cases pending. The single largest client group of the Office was staff at peacekeeping missions. The bulk of the written submissions of the Office on behalf of staff members related to management evaluation.

The funding for the staffing of the Office through the regular budget had not changed since its inception in 2009. By resolution 68/254 [YUN 2013, p. 1521], the General Assembly had decided to implement, on an experimental basis, throughout 2015, a voluntary payroll deduction from staff in order to supplement the funding of the Office.

Under resource requirements, the Secretary-General listed a proposed extension of three ad litem judges of the Dispute Tribunal from 1 January to 31 December 2015; a proposed Legal Officer at the P-3 level in the United Nations Appeals Tribunal Registry; and a revised proposal for conducting an interim independent assessment of the system of administration of justice.

Annexes to the report included the revised proposal for conducting an interim independent assessment of the system of administration of justice (Annex I); a proposed amendment to article 3 of the statute of the Appeals Tribunal relating to qualifications of judges (Annex IV); privileges and immunities of the judges of the Tribunals (Annex V); and proposed mechanism for addressing potential complaints under the code of conduct for the judges of the Tribunals (Annex VII).

**Report of Internal Justice Council.** In a report issued in August [A/69/205], the Internal Justice Council discussed, among others, the General Assembly request concerning interim judgements and orders. Summarizing its recommendations to the Assembly, the Council noted that the Assembly was expected to approve the establishment of an independent review panel to conduct an interim assessment of the internal justice system. Concerning the Tribunals, the Council recommended that the Assembly
ensure that the planned improvements to the search engine on the jurisprudence of the Tribunals become operational, and that the Assembly encourage the Tribunals to consider longer-term measures that could help speed up the disposition of cases. Regarding self-represented litigants, the Council recommended that the Assembly encourage the re-establishment of a volunteer system with incentives to attract qualified staff to assist applicants and appellants in the system of administration of justice.

ACABQ report. Commenting in October [A/69/519] on the Secretary-General’s report, ACABQ voiced no objections to the proposed extension of the three ad litem judges of the Dispute Tribunal; recommended against adding a P-3 post in the Appeals Tribunal; saw the interim independent assessment of the system of administration of justice as desirable; recommended that the position of Secretary of the panel carrying out the assessment be at the P-5 level; expected that the revised terms of reference for the Office of the Ombudsman and Mediation Services would be promulgated by year’s end; requested the Secretary-General to provide information on the reasons for staff opting out of voluntary contributions to the Office of Staff Legal Assistance; and reiterated the importance of addressing the accountability of individuals where violations of the rules and procedures of the Organization had led to financial loss. Subject to its comments and recommendations, ACABQ recommended that the Assembly take note of the Secretary-General’s report.

Letter of General Assembly President. On 29 October [A/C.5/69/10], the President of the General Assembly transmitted to the Chair of the Fifth Committee a letter from the Chair of the Sixth (Legal) Committee on the administration of justice at the United Nations.

GENERAL ASSEMBLY ACTION

On 18 December [meeting 73], the General Assembly, on the recommendation of the Fifth Committee [A/69/664], adopted resolution 69/203 without vote [agenda item 144].

Administration of justice at the United Nations

The General Assembly,


Having considered the reports of the Secretary-General on administration of justice at the United Nations and on the activities of the Office of the United Nations Ombudsman and Mediation Services, the report of the Internal Justice Council on administration of justice at the United Nations and the related report of the Advisory Committee on Administrative and Budgetary Questions, as well as the letter dated 29 October 2014 from the President of the General Assembly to the Chair of the Fifth Committee,

1. Takes note of the reports of the Secretary-General on administration of justice at the United Nations and on the activities of the Office of the United Nations Ombudsman and Mediation Services;
2. Endorses the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions;

I

System of administration of justice

3. Emphasizes the importance of the principle of judicial independence in the system of administration of justice;
4. Stresses the importance of ensuring access for all staff members to the system of administration of justice, regardless of their duty station;
5. Reaffirms its decision, contained in paragraph 4 of its resolution 61/261, to establish a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice consistent with the relevant rules of international law and the principles of the rule of law and due process to ensure respect for the rights and obligations of staff members and the accountability of managers and staff members alike;
6. Notes with appreciation the achievements of the system of administration of justice since its inception regarding both the disposal of the backlog and the addressing of new cases, as well as the increased use of informal resolution mechanisms;
7. Acknowledges the evolving nature of the system of administration of justice and the need to carefully monitor its implementation to ensure that it remains within the parameters set out by the General Assembly;
8. Decides to extend the three ad litem judge positions for one year, from 1 January to 31 December 2015;
9. Stresses the importance of continuous consultation among relevant stakeholders in fostering a dialogue-oriented culture across the Organization;
10. Reaffirms its decision, contained in paragraph 12 of its resolution 68/254, that the interim independent assessment shall examine the system of administration of justice in all its aspects, with particular attention to the formal system and its relation with the informal system, including an analysis of whether the aims and objectives of the system set out in resolution 61/261 are being achieved in an efficient and cost-effective manner;
11. Decides that the panel shall be appointed from a pool of experts drawn from all regional groups and judicial systems, selected to ensure the independent nature of the assessment, taking into account geographical representation and gender balance, and that it shall have a broad mix of expertise, comprising members with knowledge of internal United Nations processes and United Nations intergovernmental legislation, as well as judicial experience, knowledge of internal labour dispute mechanisms and knowledge of different legal and justice systems, including expertise in employment and/or human rights law;
12. Also decides that the objective of the interim assessment is the improvement of the current system and that the assessment should include consideration of,
in order to prevent conflicts, cope with potential or actual conflicts and maintain resilience, and in this regard notes with appreciation the activities of the Office of the United Nations Ombudsman and Mediation Services to promote conflict competence at all levels of the Organization;

24. Reiterates that sound performance management can greatly contribute to avoiding conflict in the workplace, and requests the Secretary-General to continue his efforts to promote collaboration among all relevant stakeholders towards the full implementation of a credible, fair and consistent performance management system;

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II Informal system

14. Recognizes that the informal system of administration of justice is an efficient and effective option for staff who seek redress of grievances and for managers to participate in;

15. Reaffirms that the informal resolution of conflict is a crucial element of the system of administration of justice, emphasizes that all possible use should be made of the informal system in order to avoid unnecessary litigation, without prejudice to the basic right of staff members to access the formal system of justice, and encourages recourse to the informal resolution of disputes;

16. Welcomes the outreach activities of the Office of the United Nations Ombudsman and Mediation Services to encourage informal dispute resolution;

17. Also welcomes the recommendations to address systemic and cross-cutting issues contained in the report of the Secretary-General on the activities of the Office of the United Nations Ombudsman and Mediation Services, and requests the Secretary-General to report to the General Assembly on progress made in the implementation of those recommendations in his next report;

18. Requests that information on the number and nature of cases from non-staff personnel continue to be clearly set out in future reports on the activities of the Office of the United Nations Ombudsman and Mediation Services;

19. Recalls paragraph 49 of the report of the Advisory Committee and paragraph 23 of its resolution 68/254, and requests the Secretary-General to provide, in his next report on the activities of the Office of the United Nations Ombudsman and Mediation Services, data and other relevant information on outreach activities, focusing on conflict resolution, systemic issues and conflict competence, as well as on promotion of the benefits of informal resolution;

20. Also recalls paragraph 32 of the report of the Advisory Committee, regrets that the Secretary-General has not fulfilled the request to ensure that the revised terms of reference and guidelines for the Office of the United Nations Ombudsman and Mediation Services are promulgated, and reiterates its request to the Secretary-General to do so by the end of December 2014 at the latest;

21. Recognizes that in-person access to the Office of the United Nations Ombudsman and Mediation Services is a challenge for staff in the field, including for those in special political missions;

22. Requests the Secretary-General to strengthen performance management skills among managers, including by enriching training programmes for conflict competence;

23. Recognizes the importance of both staff and managers understanding and adopting conflict competency skills in order to prevent conflicts, cope with potential or actual conflicts and maintain resilience, and in this regard notes with appreciation the activities of the Office of the United Nations Ombudsman and Mediation Services to promote conflict competence at all levels of the Organization;
Tribunal and the Appeals Tribunal shall not have any powers beyond those conferred under their respective statutes;

37. **Also reaffirms** that recourse to general principles of law and the Charter of the United Nations by the Tribunals is to take place within the context of and consistent with their statutes and the relevant General Assembly resolutions, regulations, rules and administrative issuances;

38. **Decides** to amend article 10, paragraph 5, of the statute of the Dispute Tribunal and article 9, paragraph 1, of the statute of the Appeals Tribunal, by adding the word “only” between the words “may” and “order”, and to amend article 10, paragraph 5 (b), of the statute of the Dispute Tribunal and article 9, paragraph 1 (b), of the statute of the Appeals Tribunal, by adding the words “for harm, supported by evidence” after the word “compensation”;

39. **Also decides** to amend article 11, paragraph 3, of the statute of the Dispute Tribunal by inserting the words “and orders” after the word “judgments” and by adding, at the end of the paragraph, a sentence reading “Case management orders or directives shall be executable immediately.”, and to amend article 7, paragraph 5, of the statute of the Appeals Tribunal by inserting the words “or order” after the word “judgment”;

40. **Emphasizes** that the amendments to article 11, paragraph 3, of the statute of the Dispute Tribunal shall not affect the provisions of article 2, article 2, and article 10, paragraph 2, of the statute of the Dispute Tribunal;

41. **Requests** the Secretary-General to provide to the General Assembly at the main part of its seventieth session a report on the implementation of the amendment to article 11, paragraph 3, of the statute of the Dispute Tribunal and article 7, paragraph 5, of the statute of the Appeals Tribunal, including with respect to the administrative implications; any implications for the timely disposal of these cases, the ultimate disposition of appeals of orders, if any; and any costs saved by reason of stays pending such appeals;

42. **Decides** to approve the amendments to article 3 of the statute of the Appeals Tribunal proposed in annex IV to the report of the Secretary-General, with the following modifications:

(a) Replace the second sentence of article 3, paragraph 3 (b), as follows: “Relevant academic experience, when combined with practical experience in arbitration or the equivalent, may be taken into account towards 5 of the qualifying 15 years.”;

(b) Delete the third sentence of article 3, paragraph 3 (b);

(c) Delete the following words of article 3, paragraph 3 (c), “and, on appointment, be in a state of health appropriate for effective service during the entirety of the proposed term of appointment”;

43. **Requests** the Secretary-General to review the issue of harmonization of the privileges and immunities of the judges and to submit a proposal to the General Assembly in his next report on this item;

44. **Stresses** the need to ensure that all individuals acting as legal representatives appearing before the Dispute Tribunal and Appeals Tribunal are subject to the same standards of professional conduct, and in this regard requests the Secretary-General to submit to the General Assembly in his next report a single code of conduct for all legal representatives, without prejudice to other lines of disciplinary authority;

45. **Reiterates its request** to the Secretary-General to develop incentives for staff and management, including through training opportunities, to enable and encourage staff to continue to participate as volunteers in the work of the Office of Staff Legal Assistance;

### IV Other issues

46. **Notes** the proposal of the Secretary-General of a mechanism for addressing complaints under the code of conduct of judges, and requests the Secretary-General to submit to the General Assembly in his next report, a refined proposal with regard to the scope of application and the title of the mechanism;

47. **Stresses** that the Internal Justice Council can help to ensure independence, professionalism and accountability in the system of administration of justice, and requests the Secretary-General to entrust the Council with including the views of both the Dispute Tribunal and the Appeals Tribunal in its reports;

48. **Recalls** paragraph 39 of the report of the Advisory Committee and paragraph 8 of its resolution 61/261, and requests the Secretary-General to present, in his next report, proposals with reference to the accountability of all individuals where violations of the rules and procedures of the Organization have led to financial loss;

49. **Invites** the Sixth Committee to consider the legal aspects of the report to be submitted by the Secretary-General, without prejudice to the role of the Fifth Committee as the Main Committee entrusted with responsibilities for administrative and budgetary matters;

50. **Requests** the Secretary-General to report to the General Assembly at its seventieth session on the implementation of the present resolution.

### UN Joint Staff Pension Fund

As at 31 December 2014, the United Nations Joint Staff Pension Fund (unjspf) recorded 122,759 active participants compared to 120,294 at the end of 2013. The number of member organizations remained unchanged at 23.

Periodic benefits increased to 72,367. The distribution of benefits was as follows: 26,217 full retirement benefits; 15,746 early retirement benefits; 7,673 deferred retirement benefits; 11,233 widow and 923 widower benefits; 9,124 child benefits; 1,410 disability benefits; and 41 secondary dependent benefits.

Contributions received from active participants and member organizations were slightly less, by $158 million or 6.9 per cent, than the benefit payments made of $2.4 billion. The gap between contributions and benefit payments, however, continued to represent a very small portion of total assets (0.3 per cent). The principal of the Fund continued to grow. Income (contributions plus investment income) considerably exceeded benefit payments. During 2014, the Fund earned an approximate 3.21 per cent return.

The Fund continued to be in a strong financial position. Compared to the 3.5 per cent real return
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objective, long-term investment performance was in line with expectations. In 2014, the Fund carried out its third comprehensive Asset Liability Management study, which provided additional confirmation of the Fund’s sound actuarial valuation position and favourable funded status.

The market value of the Fund’s assets was $52,280 million as at 31 December 2014, which represented a real rate of return of 2.4 per cent. Through the management and re-balancing of the assets to maintain its long-term investment objectives, the Fund out-performed the policy benchmark in three, seven and ten year periods. The management of the Fund’s investments continued to focus on balancing the risk and reward expectations with broad global diversification. As at 31 December 2014, the Fund had investments in 39 countries, 7 international institutions and 23 currencies.

The Fund’s actuarial valuation completed as of 31 December 2013 revealed a deficit, amounting to -0.72 per cent of pensionable remuneration, which meant that the theoretical contribution rate required to achieve balance as of 31 December 2013 was 24.42 per cent of pensionable remuneration, compared to the actual contribution rate of 23.70 per cent; those results showed a reverse of the downward trend since 2001 and a significant long-term development considering the size and maturity of the Fund.

The Fund strengthened its internal control framework. The Fund’s first Statement of Internal Control (sic) accompanied its financial statements for the year 2013. During 2014, the Fund’s management introduced refinements to its Enterprise-wide Risk Management Framework, including the approval of the Internal Control Policy and updates to the Enterprise-wide Risk Management Framework Methodology.

UNJSPB Audit Committee met three times during the year, making recommendations to the Board on the preparation of financial rules for the Fund, expanding sic and the relationship with internal and external auditors. The Assets and Liabilities Monitoring Committee met twice during the year, providing analysis, advice and recommendations to the Board.

The United Nations Joint Staff Pension Board (UNJSPB) held its sixty-first session (Rome, 10–18 July) [A/69/19], addressing actuarial matters, the management of the Fund’s investments, the Fund’s strategic framework for 2016–2017, the performance report on the strategic framework indicators for 2012–2013, possible changes in the Fund’s Regulations and Administrative Rules and other matters. Annexed to the Board’s report was the report of the Board of Auditors on the financial statements of the Fund for the year ended 31 December 2013, which also included the Board of Auditors’ recommendations.

By resolution 68/247 B (section VIII) of 9 April, the General Assembly, having considered the Secretary-General’s report [A/68/753] on proposed terms of reference for the representative of the Secretary-General for the investment of the assets of the Pension Fund, and the related ACABQ report [A/68/805], established the post of full-time representative of the Secretary-General for the investment of the assets of the Pension Fund at the Assistant Secretary-General’s level. The terms of reference of the post were annexed to the resolution.

Report of Secretary-General. In August [A/C.5/69/2], the Secretary-General reported on the investments of the Pension Fund and on measures undertaken to increase the diversification of the Fund, providing information on the management of the investments during the fiscal biennium from 1 April 2012 to 31 March 2014. During the fiscal biennium, the Fund had an annualized return of 10.1 per cent. The total investment return was 8.1 per cent for the fiscal year ended 31 March 2013 and 12.1 per cent for the fiscal year ended 31 March 2014.

As at 31 March 2014, the Fund held direct securities investments in 39 countries and 23 currencies, along with indirect country investments through international institutions and externally managed funds. In terms of geographical diversification, the proportion of the total Fund invested in North America increased to 50.5 per cent in March 2014, compared to March 2012. Investments in Europe decreased to 24.1 per cent, while in Asia and the Pacific the proportion of investments decreased to 14.9 per cent. The rest of the portfolio was invested with international institutions. The equities portfolio was directly invested in 35 countries and 4 supranational and regional institutions as at 31 March 2014. The fixed-income portfolio was directly invested in 28 countries, plus 4 supranational and regional institutions. In terms of currency diversification, the equities portfolio invested in 23 different currencies through direct investments, 55.4 per cent of which were in United States dollars and 44.5 per cent in non-United States dollar currencies. Further diversification opportunities in emerging markets were being carefully reviewed while considering the four investment criteria: safety, profitability, liquidity and convertibility.

ACABQ report. In October [A/69/528], the Advisory Committee commented on the reports of the Pension Board and of the Secretary-General. It recommended approval of the Board’s proposals, taking into account the Committee’s observations and recommendations. The Committee welcomed the appointment of a full-time representative of the Secretary-General for the investment of UNJSPF assets. It had no objections to the Secretary-General’s proposed appointments to the Investment Committee and to the proposed amendment of an addition to article 14(b) of the regulations of the Fund to clarify
the mandate of the Board of Auditors in relation to the Fund and to establish the terms of reference for the Fund’s annual audits.

**GENERAL ASSEMBLY ACTION**

On 10 December [meeting 68], the General Assembly, on the recommendation of the Fifth Committee [A/69/637], adopted resolution 69/113 without vote [agenda item 140].

**United Nations pension system**

*The General Assembly,*


Having considered the report of the United Nations Joint Staff Pension Board for 2014, including the financial statements of the United Nations Joint Staff Pension Fund for the year ended 31 December 2013, the audit opinion and report of the Board of Auditors thereon, the information provided on the internal audits of the Fund and the observations of the United Nations Joint Staff Pension Board and of the Audit Committee, the report of the Secretary-General on the investments of the Fund and measures taken to increase the diversification of the Fund and the related report of the Advisory Committee on Administrative and Budgetary Questions,

1. Takes note of the report of the United Nations Joint Staff Pension Board for 2014, in particular the actions taken by the Board as set out in chapter II.B of the report;
2. Endorses the recommendations of the Advisory Committee on Administrative and Budgetary Questions, subject to the provisions of the present resolution;

**Actuarial matters**

3. Emphasizes the importance of the United Nations Joint Staff Pension Fund meeting its target annual rate of return of 3.5 per cent over the long term;
4. Takes note of the results of the actuarial valuation of the Fund, which revealed a deficit of 0.72 per cent of pensionable remuneration as at 31 December 2013, which was a significant improvement over the deficit of 1.87 per cent of pensionable remuneration revealed by the prior actuarial valuation as at 31 December 2011;
5. Welcomes the improvement in the actuarial position of the Fund, which represents a reversal of the downward trend observed since 1999, and in this regard emphasizes the need to ensure the sustainability of these gains;

**Financial statements of the United Nations Joint Staff Pension Fund and report of the Board of Auditors**

6. Notes that the Board of Auditors issued an unqualified audit opinion on the financial statements of the Fund for the year ended 31 December 2013;
7. Also notes the observation of the Board of Auditors that the adoption of the International Public Sector Accounting Standards in 2012 had enhanced the quality of the financial statements of the Fund;
8. Stresses the need for the Fund to address all the weaknesses identified by the Board of Auditors in relation to financial management and financial statement disclosure, investment management, information system management and other administrative processes;

**Amendments to the Regulations and Administrative Rules of the United Nations Joint Staff Pension Fund**

9. Approves the amendment to article 4 of the Regulations of the United Nations Joint Staff Pension Fund, as set out in annex XI to the report of the United Nations Joint Staff Pension Board, in order to establish clear authority and reference to the financial rules of the Fund;
10. Emphasizes the importance of the Board promulgating financial rules that will govern the financial management of the Fund, and in this regard looks forward to receiving further information in the next report of the Board;
11. Takes note of paragraph 36 of the report of the Advisory Committee, and decides not to approve the proposed amendment to article 14 as set out in annex XI to the report of the Board;
12. Encourages the Audit Committee of the Fund to continue to work closely with the Board of Auditors in order to address issues of mutual interest;
13. Approves the technical changes in the Regulations of the Fund, as set out in annex XI to the report of the United Nations Joint Staff Pension Board, in accordance with past decisions and amendments adopted by the Board and the General Assembly;
14. Takes note of the amendments to the Administrative Rules of the United Nations Joint Staff Pension Fund, as set out in annex XII to the report of the Board, to refine the Administrative Rules and align them with the Regulations of the Fund;

**Pension adjustment system**

15. Approves the amendment regarding the special adjustment for small pensions, as set out in annex XIII to the report of the Board, to reflect the 10 per cent adjustment to small pension threshold amounts for separations on or after 1 April 2016;
16. Concurs with the recommendation of the Board that the following assessments be discontinued, considering the comments of the Committee of Actuaries that the assessments were consistent with the initial estimates of the consulting actuaries and were subsumed in the overall cost of the two-track feature, which would continue to be monitored in conjunction with each actuarial valuation: (a) assessment of the costs of the April 1992 modification of the cost-of-living differential factors as applicable to the Professional and higher categories, (b) assessment of actual savings from the reduction of the 120 per cent cap provision to 110 per cent, effective for separations on 1 July 1995 or later and (c) assessment of the costs and/or savings of the minimum guarantee at 80 per cent of the United States dollar track amount;

**Other matters**

17. Concurs, in accordance with article 13 of the Regulations of the Fund and with a view to securing the continuity of pension rights, with the new transfer agreements of the Fund with the European Organization for the Exploitation of Meteorological Satellites, the European Union Satellite Centre and the European Union Institute for Security Studies, as approved by the Board and set out...
in annex XIV to its report, which will become effective 1 January 2015;

18. notes that the transfer agreement of the Fund with the African Development Bank has been withdrawn, because the Bank has not signed the approved agreement;

19. recalls paragraph 10 of the report of the Advisory Committee, and welcomes the initiative taken by the High-level Committee on Management to establish a working group on after-service health insurance and looks forward to receiving information on its findings at the seventieth session of the General Assembly, pursuant to Assembly resolution 68/244 of 27 December 2013;

20. also recalls paragraph 13 of section VII of resolution 68/247 A and paragraph 26 of the report of the Advisory Committee, and requests the Board to inform the General Assembly of the outcome of the revision of the memorandum of understanding between the Office of Human Resources Management of the Secretariat and the Fund in the context of its next report to the Assembly;

21. notes with concern the observation of the Board of Auditors regarding performance evaluations not having been completed for Fund staff for the cycle ended 31 March 2013, and in this regard requests the Secretary-General to continue his effort to ensure that the performance of all staff members of the Fund is properly evaluated in a timely manner;

Investments of the United Nations Joint Staff Pension Fund

22. takes note of the report of the Secretary-General on the investments of the Fund and measures taken to increase the diversification of the Fund and the observations of the United Nations Joint Staff Pension Board as set out in its report;

23. reaffirms its resolution 33/121 B of 19 December 1978;

24. notes the overall improved investment performance of the Fund for the year ended 31 December 2013 as compared with its performance benchmarks for the same period in 2012, and commends its success in meeting its investment objectives;

25. recalls paragraph 14 of the report of the Advisory Committee, and in this regard commends the Fund for its success in meeting its long-term investment objectives over the past 10, 15, 20, 25 and 50 years;

26. emphasizes the importance of the policy of the Fund of broad diversification of its investments by currency, type of asset class and geographical area as a reliable method of improving the risk-return profile of its portfolio over long periods of time;

27. requests the Secretary-General, as fiduciary for the investment of the assets of the Fund, to continue to diversify its investments between developed, developing and emerging markets, wherever this serves the interests of the participants and the beneficiaries of the Fund, and also requests the Secretary-General to ensure that decisions concerning the investments of the Fund in any country are implemented prudently, taking fully into account the four main criteria for investment, namely, safety, profitability, liquidity and convertibility, under volatile market conditions;

28. encourages the Secretary-General, as fiduciary for the investment of the assets of the Fund, to continue to explore prospects in all markets, taking into account risk-return profiles and always applying sound risk management techniques, and taking fully into account the four main criteria for investments of the Fund;

29. recognizes the importance of the use of in-house expertise, and in this regard requests the Secretary-General to continue to take all measures to ensure that the costs for non-discretionary advisory fees are reduced and to report thereon in the context of future reports.