

## SENIOR MANAGER'S COMPACT for 2018

*I, Olga Algayerova, Executive Secretary of the United Nations Economic Commission for Europe, will strive to fulfil the goals of the United Nations Charter. My actions and behaviour will embody the values of the Organization at all times as I work to achieve the mandates and priorities of the Organization.*

*I commit to achieve the objectives detailed below, for which the Secretary-General will hold me accountable. I, in turn, will ensure that these objectives are reflected in the work plans and performance assessments of my staff at all levels.*

### A. ACHIEVING OBJECTIVES AND HIGH-QUALITY RESULTS

1. I commit myself to achieve the programme objectives and to deliver the expected results contained in all relevant budget documents, as mandated by Member States, and to report these results to the General Assembly through the mandated reporting mechanisms.

In the context of these objectives, I will give special attention to delivering the following results in 2018.

| Objective   | Expected accomplishment   | Performance measure   |
|---|---|---|
| Ensure effective follow-up to and implementation of the 2030 Agenda for Sustainable Development at the regional level | <ul style="list-style-type: none"> <li>▪ Sustainable Development Goals (SDGs) are mainstreamed in the work of the Commission.</li> <li>▪ Enhanced inter-agency synergy and coherence at the regional level in support of the SDGs.</li> <li>▪ Strengthened policy dimension of the United Nations at the regional level in the UNECE region.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Number of SDGs integrated in the work programme of the Commission<br/>Baseline 2017: 0<br/>Target 2018: 11</li> <li>▪ Number of Regional Fora for Sustainable Development<br/>Baseline 2017: 1<br/>Target 2018: 1</li> <li>▪ Number of joint Regional Coordination Mechanism-regional United Nations Development Group meetings<br/>Baseline 2017: 2<br/>Target 2018: 2</li> </ul> |
| Ensure effective follow-up to and implementation of the 2030 Agenda for Sustainable Development at the national level | <ul style="list-style-type: none"> <li>▪ SDGs are integrated in national development strategies of member States</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Number of Mainstreaming, Acceleration, and Policy Support (MAPS) missions in the UNECE region including UNECE expertise<br/>Baseline 2017: 2<br/>Target 2018: 3</li> </ul>   |

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|---|--|---|
| <p>Strengthen sub-regional and transboundary cooperation in the UNECE region for the implementation of the SDGs</p>   | <ul style="list-style-type: none"> <li>▪ Strengthened cooperation between countries sharing borders and natural resources in the UNECE region</li> </ul> | <ul style="list-style-type: none"> <li>▪ Number of new sub-regional and/or transboundary projects launched<br/>Baseline 2017: 6<br/>Target 2018: 6</li> <li>▪ Number of new sub-regional events in support of SDG implementation<br/>Baseline 2017: 0<br/>Target 2018: 3</li> </ul> |
| <p>Increase awareness of and resources to address the global impact of road accidents</p>                             | <ul style="list-style-type: none"> <li>▪ Establishment of the United Nations Road Safety Fund</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Road Safety Fund established<br/>Baseline 2017: 0<br/>Target 2018: 1</li> <li>▪ Number of projects approved from the Road Safety Fund<br/>Baseline 2017: 0<br/>Target 2018: 3</li> </ul>   |
| <p>Strengthen engagement with the private sector in support of the implementation of the SDGs in the UNECE region</p> | <ul style="list-style-type: none"> <li>▪ Strengthened cooperation with private sector entities and academia in the UNECE region</li> </ul>               | <ul style="list-style-type: none"> <li>▪ Number of Memoranda of Understanding (MoUs) established with private sector entities and academia<br/>Baseline 2017: 0<br/>Target 2018: 3</li> </ul>   |

**2. Please indicate here how you propose to pay personal attention to the attainment of key priority objectives stated above. Please also identify the top three risks to your success and how you will strive to mitigate them (maximum 250 words).**

To contribute to the above objectives, I will:

1. Ensure greater synergies and cross-fertilization between the subprogrammes to increase the impact and efficiency of the UNECE programme of work, in recognition of the complexity of the SDGs;
2. Pursue system-wide coherence, coordination and cooperation with the United Nations and the global, regional and country levels;
3. Advocate for the importance of the regional development system of the United Nations in supporting member States in the implementation of the SDGs; and
4. Incentivize staff to increase engagement with external partners of the United Nations development system in order to maximize support to all member States of the UNECE region.

The key risks to succeeding in the above include:

- **Reductions in the regular budget** – this will be addressed through a preemptive articulation of the UNECE value proposition and increased clarity to Member States of the contribution of UNECE in identifying solutions to future challenges to the region;

- **Capacity of member States to monitor and measure SDG implementation** – this will be addressed through targeted capacity-building efforts to strengthen National Statistical Offices; and
- **Ability of the Secretariat and member States to adapt to the outcomes of the reform of the United Nations Development System** – this will be addressed through an open and constructive dialogue with Member States, other regional entities of the United Nations development system, and close cooperation with DESA and the Regional Commissions.

**3. Please indicate here how you will serve as an effective leader of your**

**Department/Office (maximum 250 words)** *In accordance with the Chief Executives Board's UN System Leadership Framework, leadership in the UN Secretariat should be: (a) principled, defending the Organization's values, norms and standards; (b) norm-based, grounded in UN values and standards; (c) inclusive; (d) accountable, demonstrating 360-degree accountability within the UN, across the UN System, to Member States and to those served by the Organization; (e) multidimensional, integrating across organizational boundaries and functions; (f) transformational, achieving positive change; (g) collaborative; (h) self-applied, exhibiting the principles in all interactions; and (i) pragmatic and action-oriented, taking principled and practical action to deliver on mandates, balancing administrative and operational risks and erring on the side of action to prevent and address human suffering.*

In leading the organization, I will:

1. Strengthen policies and practices to ensure gender equality and the mainstreaming of gender into the UNECE programme of work;
2. Steer UNECE through a transformative process to position the organization, together with member States, and including advanced technologies, at the forefront of identifying and developing solutions for the challenges that the region faces through 2030 and beyond;
3. Employ a consultative and open change process ensuring the equal participation of staff at all levels, and ensure that all member States are equally afforded the opportunity to provide strategic engagement in the articulation of a new vision for UNECE;
4. Model accountability and integrity-based leadership, and hold all staff accountable for the use of the resources of Member States;
5. Champion innovation in the Secretariat by recognizing new initiatives with relevant incentives; and
6. Ensure that the governance of the organization is executed in a clear and transparent manner, with financial and ethical accountability, and with a strong oversight mechanism in order to further build trust with member States.

**4. Contribution to reform:** The Secretary-General's reform agenda embraces a vision of the Organization that is field-focused, integrated across pillars, nimble, decentralized, transparent and accountable. **Please indicate here how you will proactively support the implementation of the reform agenda (maximum 250 words).**

I will contribute to the Secretary-General's reform agenda by:

1. Advocating publicly for the importance of the proposed reform for realigning the support of the United Nations to the implementation of the SDGs by Member States;

2. Ensuring the accurate and regular transmission of new elements of the reform agenda to staff to support and build momentum for change in staff and member States alike;
3. Working closely with other Regional Commissions, DESA, UNCTAD and UNDP to articulate the contribution and connection of the various policy-setting components for the development system of the United Nations;
4. Encouraging staff by rewarding innovation and solutions-oriented approaches in their work; and
5. Prioritizing the implementation of various reform measures in a timely and complete manner.

B. COMPLIANCE

*Compliance with regulations and rules*

I will exercise the authority delegated to me in compliance with regulations, rules and all relevant policies and guidelines, including the appropriate monitoring of staff working under my supervision to whom such authority may be further delegated.

*Compliance with ethical standards*

I will exercise my delegated authorities as a senior manager in compliance with United Nations standards of conduct, free from conflicts-of-interest, and lead my department's/office's commitment to the Organization's ethical culture by ensuring that my daily decisions and actions and those of my staff demonstrate integrity, transparency, accountability, respect and fairness.

*Preventing, addressing and reporting allegations of sexual exploitation and abuse*

I will fully and accurately report all credible allegations of sexual exploitation and abuse related to United Nations personnel and ensure training on the prevention of sexual exploitation and abuse for all staff and affiliated personnel serving under my authority.

*Preventing and ensuring rapid response to allegations of sexual harassment*

I will rapidly respond to, and ensure full reporting of, all credible allegations of sexual harassment within the United Nations Secretariat and ensure training and awareness-raising on the prevention of sexual harassment in the workplace for all staff and affiliated personnel serving under my authority.

*Protecting staff who report misconduct or cooperate in audits or investigations*

I will do everything possible to create an environment where staff feel safe to report suspected misconduct, and I will protect from retaliation any staff who reports misconduct or who cooperates with duly authorized audits or investigations.

C. RESPONSIBLE STEWARDSHIP OF RESOURCES

1. Financial resources management

| Objective   | Expected accomplishment   | Performance measure  |
|---|---|--|
| To ensure the responsible management of financial resources | Managers plan, monitor and utilize financial resources to deliver planned results as detailed in the planning and budget documents covering 2018. | Full adherence to the instructions aimed at prudent resource utilization.<br><br>Compliance with International Public Sector Accounting Standards (IPSAS). |

2. Human resources management

| Objective   | Expected accomplishment   | Performance measure  |
|---|---|--|
| To manage human resources in an efficient and effective manner to achieve programmatic objectives | Recruit staff expeditiously and undertake necessary measures to reduce vacancy rates.   | All steps in the recruitment process under the authority of the Department/Office are completed within 55 calendar days.                             |
|   | Complete end-of-cycle performance evaluations in accordance with established timelines. | End-of-cycle evaluations under the authority of Department/Office are completed within three months of the end of the cycle (i.e., by 30 June 2018). |

3. Business Transformation

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| To support business transformation | <p><b>On Umoja:</b> Ensure the deployment of Umoja Extension 2 in department/office.</p> <p><b>On Global Service Delivery Model:</b> Act as a change sponsor for the Global Service Delivery Model.</p> <p><b>On ICT:</b> Support the implementation of the Information and Communications Technology (ICT) Strategy.</p> | <p>Deploy Umoja Extension 2 (UE2) in accordance with the Umoja deployment schedule.</p> <p>Accomplish change readiness activities in accordance with the GSDM project plan and support and leverage key messaging.</p> <p>Ensure compliance with the ICT strategy, governance and policies.</p> |
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|  | <p><b>On Enterprise Risk Management (ERM):</b> Use risk information for strategic decision-making.</p> | <p>Take strategic decisions based on an assessment of risks and opportunities.</p> |
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D. COMMITMENT TO DIVERSITY

| <b>Objective</b>   | <b>Expected accomplishment</b>   | <b>Performance measure</b>   |
|--|--|--|
| <p>To achieve 50-50 gender parity at all professional levels of the Organization</p> | <p>Measures taken towards the attainment of gender parity as per Phase 1 of the United Nations System-wide Gender Parity Strategy.</p>   | <p>Progress towards achieving the goal of gender parity at each professional level (P-2 to D-1) within available positions.</p>  |
| <p>To have a geographically diverse workforce</p>                                    | <p>Increased efforts to attain wider and equitable geographical distribution.</p>  | <p>50% of geographical appointments are from un- or under-represented Member States.</p> <p>Progress is made, from one year to the next, towards achieving greater regional diversification. The United Nations regional groups are Africa, Asia Pacific, Latin America and Caribbean, Eastern Europe and Western Europe and Others.</p> |
| <p>To support efficiency, performance and transparency through multilingualism</p>   | <p>Increased effort to mainstream multilingualism in the Secretariat's activities.</p> <p>Timely submission of manuscripts to Conference Services for multilingual processing.</p> | <p>100% of the Department/Office's work plans (and its constituent units, where applicable) integrate multilingualism and/or language considerations.</p> <p>100% of manuscripts submitted to Conference Services by mutually agreed slot dates, within the word limits, and in full compliance with all editorial directives.</p>       |



E. IMPLEMENTATION OF OVERSIGHT BODY RECOMMENDATIONS

| <b>Objective</b>   | <b>Expected accomplishment</b>            | <b>Performance measure</b>  |
|--|---|---|
| To implement oversight body recommendations that have been accepted by the Department/Office | Timely implementation of recommendations. | 100% of critical and 85% of important recommendations targeted for implementation prior to year-end 2018 are implemented. |

F. CONTRIBUTION TO THE BROADER INTERESTS OF THE UNITED NATIONS

In addition to the specific objectives and accomplishments referred to above, it is understood that a key element of my responsibilities is to contribute to the broader interests of the United Nations. In this regard, I will ensure that I participate fully in the shared responsibilities of senior management, such as advocacy of the United Nations values and policies and promotion of the United Nations image, and that I will serve as a role model for implementing the Gender Parity Strategy and will contribute to the Secretariat's decision-making and information-sharing committees. I will encourage and participate in the informal resolution of workplace issues and disputes. I will remain committed to the goals of the Organization in advancing peace and security, human rights and development.

G. SIGNATURES

I acknowledge the objectives stated above and undertake to plan, monitor and implement them as well as fully discharge my other responsibilities as a Senior Manager of the United Nations.

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| Signature:   |                     |
| Olga Algayerova<br>Executive Secretary of the<br>United Nations Economic Commission for Europe | Date:<br>25.04.2018 |

I endorse the objectives and priorities stated in this Compact.

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| Signature:                          |                     |
| António Guterres, Secretary-General | Date: 12 April 2018 |