

SENIOR MANAGER'S COMPACT for 2012

I, Sven Alkalaj, Under-Secretary-General and Executive Secretary of the United Nations Economic Commission for Europe, 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

In the context of the programme objectives contained in sections 20 and 23 of the Programme Budget 2012-2013, I will give special attention to the following objectives this year, which include the Secretary-General's change management priorities for 2012.

Objective	Expected accomplishment	Performance measure
To ensure the effectiveness, accountability, transparency and efficiency in delivering results in core programme areas and new opportunities.	<ul style="list-style-type: none"> ▪ Support for continuous improvement through development and implementation of emerging change agenda. 	<ul style="list-style-type: none"> ▪ Number of improvements made.
To support the sustainable development initiatives outlined in the Secretary-General's Five Year Action Agenda.	<ul style="list-style-type: none"> ▪ Improved access to safe drinking water and adequate sanitation. ▪ Reduced transport-related congestion and air pollution, particularly in urban areas. ▪ Increased support in the Economic Commission for Europe (ECE) region to the Secretary-General's initiative for Sustainable Energy For All. 	<ul style="list-style-type: none"> ▪ Number of countries which committed to ratification or accession to the Protocol on Water and Health. ▪ Number of countries which benefited from ECE assistance in improving water quality. ▪ Adoption of stringent performance standards for the emission of pollutants from trucks under the auspices of the World Forum for Harmonization of Vehicle Regulations. ▪ Number of countries which adopted national road safety, fatality, and injury reduction targets. ▪ Number of ECE activities in support of the International Year for Sustainable Energy. ▪ Number of countries with economies in transition benefiting from technical assistance in the development of sustainable energy.

<p>To contribute to the effective follow-up to the Rio+20 outcomes related to green economy.</p>	<ul style="list-style-type: none"> ▪ Enhanced support to ECE Member States in their transition to the green economy. ▪ Improved sustainable urban development in the ECE region. 	<ul style="list-style-type: none"> ▪ Number of policy recommendations related to the green economy resulting from ECE intergovernmental bodies. ▪ Number of ECE activities in support of the transition of the region to the green economy. ▪ Adoption of the revision of the Gothenburg Protocol to the Long-range Transboundary Air Pollution Convention. ▪ Number of ECE activities in support of sustainable urban development in the ECE region.
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Special Objective	Expected accomplishment	Performance measure
<p>To move the Secretariat towards climate-neutrality.</p>	<ul style="list-style-type: none"> ▪ A reduction in greenhouse gas emissions from United Nations operations. 	<ul style="list-style-type: none"> ▪ Concrete action that contributes to the Secretary-General's climate-neutrality goal.
<p>To ensure the responsible management of ICT resources.</p>	<ul style="list-style-type: none"> ▪ All ICT budgets are submitted to OICT within established deadlines and in accordance with the ICT budget guidelines. ▪ All ICT project proposals are submitted to OICT in accordance with the ICT Project Management framework. 	<ul style="list-style-type: none"> ▪ All ICT budget proposals are submitted to OICT in a timely manner for review. ▪ All ICT project proposals are submitted to OICT for review in accordance with the established procedures.
<p>Timely submission of documents for consideration by the governing bodies.</p>	<ul style="list-style-type: none"> ▪ Timely submission of documents to Conference Management. 	<ul style="list-style-type: none"> ▪ 90% of documents submitted to Conference Management by a mutually agreed slot date while doing the utmost to adhere to the mandated 10-week rule and word limits.
<p>To support Umoja, the cornerstone of the Organization's management reform agenda.</p>	<ul style="list-style-type: none"> ▪ Departments will carry out "data cleansing" activities required for a successful Umoja deployment. ▪ Managers are knowledgeable of Umoja's status and deployment plan. 	<ul style="list-style-type: none"> ▪ Departments will complete a data cleansing plan by 31 December 2012 and describe progress made against plan. ▪ 100% of staff at the D1 level and above will have attended an Umoja workshop/information session in 2012. ▪ 100% of Executive Office staff

		will have attended an Umoja workshop/information session in 2012.
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Please indicate here how you propose to pay particular and personal attention to the attainment of key priority objectives stated above (maximum 400 words).

In my first year in office, I will seek to build trust and strengthen dialogue with ECE member States and all other key stakeholders. To this end, I will adopt an effective communication strategy aimed at raising awareness and mobilizing support for ECE's work and increasing its visibility and credibility.

I will promote specific measures aimed at increasing effectiveness, accountability, transparency and efficiency in delivering results and seek new opportunities in ECE's programme areas. In particular, I will encourage the ECE Executive Committee to hold regular debates on key issues on the ECE agenda in order to facilitate the timely and effective implementation of ECE's mandate and work programme.

I will pay particular attention to the practical contribution ECE can make to the effective follow-up and implementation of the outcomes of the United Nations Conference on Sustainable Development (Rio+20), with particular emphasis on the green economy. I will personally commit to the sustainable-development priorities set by the Secretary-General in his 5-Year Action Agenda. I will proactively engage the secretariat in implementing the Secretary-General's 5-Year Action Agenda both in the ECE region and beyond, given that many ECE products are increasingly becoming global public goods.

I will also pursue the economic empowerment of women by enhancing the capacity of women as active agents for and beneficiaries of sustainable development in the region.

I will promote the strengthening of international cooperation and integration in the region, while paying due consideration to the sustainable-development challenges faced by the countries of South-Eastern Europe and the Caucasus and other economies in transition. I will pay particular attention to the United Nations Special Programme for the Economies of Central Asia (SPECA), aimed at strengthening cooperation among countries of the subregion, including Afghanistan, and encouraging their integration into the European and world economy.

I will promote partnerships with other United Nations organizations and agencies through:

- a) Joint programmes and activities at country, regional and global levels,
- b) Coordination mechanisms such as the Regional Coordination Mechanism and the Regional Development Team, as well as the Resident Coordinator System, and
- c) The United Nations Development Assistance Frameworks.

I will promote effective partnerships between ECE and other stakeholders, including global, regional and subregional organizations, the private sector, academia, non-governmental organizations and civil society.

Please indicate here how you will serve as an effective leader of your department/office (maximum 400 words).

Having assumed leadership of ECE at a time of economic crisis in most member States, I will use all my experience to articulate the vision and provide leadership to the ECE secretariat, taking full account of the Secretary-General's strategic priorities, General Assembly and ECOSOC decisions, and guidance of ECE's member States. In this regard, I will:

- Work to ensure that ECE's work programme benefits all member States,
- Spare no effort to ensure a climate of trust and confidence between member States and the secretariat,
- Build teams to respond effectively to the priorities and needs of member States in a timely manner,
- Lead ECE in its transition process and translate its work into high impact and tangible action on the ground,
- Seek ways to improve ECE's communication with and outreach to key partners and stakeholders,
- In line with the Secretary-General's Change Management Plan, seek opportunities to enhance programme performance and implementation, and improve the efficiency of administrative processes and procedures,
- Ensure effective risk management and implementation of recommendations resulting from evaluation and audit,
- Ensure the accountability of senior managers and staff for the timely and effective delivery of results through the e-performance appraisal system, as well as performance monitoring and reporting,
- Work to strengthen the ethical culture of ECE,
- Promote and encourage greater creativity and innovation,
- Take proactive measures to address staff workplace concerns,
- Hold quarterly town hall meetings, and expand opportunities for staff to provide their feedback through surveys,
- Devote special attention to the efficient use of the resources provided to ECE in the 2012-2013 budget,
- Ensure coordination with other parts of the United Nations family active in the economic and social fields,
- Provide the Secretary-General with advice and support on matters falling within the mandate of the Commission, and
- Undertake any special tasks assigned by the Secretary-General, as required.

B. RESPONSIBLE STEWARDSHIP OF RESOURCES

1. Financial resources management objective

Objective	Expected accomplishment	Performance measure
To ensure the responsible management of financial	Managers plan, monitor and utilize <i>regular budget</i> funds	Well-justified and complete budget proposals are submitted by

resources.	proactively to achieve stated objectives and priorities.	established deadlines. Decreasing trend related to the cancellation of prior period obligations.
	Managers plan, monitor and utilize <i>peacekeeping funds</i> proactively to achieve stated objectives and priorities.	Well-justified and complete budget proposals are submitted by established deadlines. Annual expenditures are within 3% of the annual budget allotment. Decreasing trend related to the cancellation of prior period obligations.
	Managers plan, monitor and utilize <i>extra-budgetary funds</i> proactively to achieve stated objectives and priorities.	Demonstrated on-going (progressive) review of obligations and allotments. Decreasing trend related to the cancellation of prior period obligations.

2. **Human resources management objective**

Objective	Expected accomplishment	Performance measure
Managers exercise their delegated human resources management authority in alignment with General Assembly mandates and priorities, consistent with policies, and in an efficient and effective manner to enable achieving 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 92 days.* 5.7% average vacancy rate during the reporting cycle.**
	Give due regard to the principle of equitable geographical distribution.	20% of geographical appointments are from un- or under-represented or Member States at risk of becoming underrepresented.
	Increase efforts to attain gender parity.	50% female staff in all categories of posts.*** 35.5% female staff in P5, D1 and D2 posts.***

	Strengthen the United Nations security framework.	95% of staff completes the Security for United Nations Personnel on-line training course.
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**Customized target based on delegated authority for undertaking certain steps in the staffing process: Departments/Offices in New York = 64 days, OIOS = 71 days, offices away from Headquarters/Regional Commissions = 92 days.*

***Customized target based on a decrease of 20% of gap between December 2011 performance and ultimate target of 5%.*

****The customized target is calculated as follows: A ratio is calculated based on a Department/Office improving by 50% against the gap between their representation of women and 50%. This ratio is then applied to the Department/Office's selections. The target is the representation that would result should all selections be made at this ratio.*

C. IMPLEMENTATION OF OVERSIGHT BODY RECOMMENDATIONS

Objective	Expected accomplishment	Performance measure
Implementation of oversight body recommendations that have been accepted by the Department/Office.	Timely implementation of recommendations.	At least 90% of critical and 80% of important recommendations targeted for implementation prior to year-end 2012 are implemented.

D. COMPLIANCE WITH REGULATIONS AND RULES

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

E. COMPLIANCE WITH ETHICAL STANDARDS

Objective	Expected accomplishment	Performance measure
To shape, guide and support the Organization's commitment to an ethical culture.	Programme managers internalize their ethical rights, duties and obligations.	Successful completion of the Ethical Behavior Self-Assessment Survey.****
To ensure that personal conflicts of interest are disclosed, documented, and resolved in the interests of the Organization.	Staff subject to financial disclosure discharge their obligations in a timely fashion.	100% compliance with all personal conflict of interest disclosure requirements.

*****In addition to the performance measure above, each year the Ethics Office will randomly select a sample of staff of several senior managers to complete a confidential survey to gauge their perception of the senior manager's ethical behavior. These senior managers will then receive individual feedback by the Ethics Office on the results of the two surveys.*

F. RISK FACTORS


I will proactively manage risks that threaten the achievement of the objectives contained in this Compact. However, achievement of these objectives could be affected by external factors beyond my control.

G. CONTRIBUTION TO THE BROADER INTERESTS OF THE UNITED NATIONS

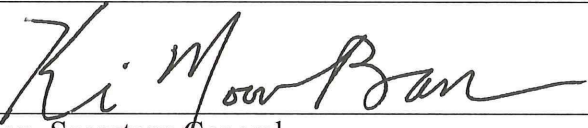
In addition to the specific objectives and accomplishments referred to above, it is understood that a key element of my responsibilities is to contribute to the broader interests of the United Nations. In this regard, I will ensure that I participate fully in the shared responsibilities of senior management such as advocacy of the United Nations values and policies; promotion of the United Nations image, public diplomacy, and image-perception; support for organizational objectives such as management reform and gender mainstreaming, and that I will actively contribute to the Secretariat's decision-making and information-sharing committees.

H. 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.

Signature: 	
Sven Alkalaj, Under-Secretary-General and Executive Secretary of the United Nations Economic Commission for Europe	Date: 13-09-2012

I endorse the objectives and priorities stated in this Compact.

Signature: 	
BAN Ki-moon, Secretary-General	Date: 4-09-2012

