



MANAGEMENT REFORM AT THE UNITED NATIONS

At the 2005 World Summit, the international community adopted a broad range of management reform initiatives aimed at building a “Stronger United Nations for a Better World”. Since then, much progress has been made to realign structures and business processes of the Organization to a changing international environment and evolving needs. These measures promote greater transparency, accountability and efficiency.

Leadership and strategic direction

- In 2005, the **Management Committee** was established to ensure leadership and strategic direction on internal reform and management-related issues and effective follow up on the findings and recommendations of oversight bodies. In the same year, the **Management Performance Board** was formed to strengthen accountability and monitor the performance of senior managers.
- In 2006, **Senior Managers’ Compacts** were introduced, annual agreements between the Secretary-General and his senior-most officials that set specific programmatic objectives and managerial targets for a given year and outline clear roles and responsibilities at the highest levels. In 2010, the Compacts regime was broadened to include Heads of Peacekeeping and of Special Political Missions as well.

A Stronger United Nations for a Better World

“Seldom has the United Nations been called upon to do so much for so many. I am determined to breathe new life and inject renewed confidence into a strengthened United Nations firmly anchored in the twenty-first century, and which is effective, efficient, coherent and accountable.”

Secretary-General Ban Ki-moon

A culture of accountability, integrity and transparency

- In 2005, the **Ethics Office** was established to sustain an organizational culture based on accountability, integrity, and transparency. A **whistleblower protection policy** was promulgated to protect staff members who report misconduct. Further, a policy was issued to safeguard a **workplace free of harassment, sexual harassment and abuse of authority**.
- Over the last few years, a framework was established to address **conduct issues in peacekeeping missions** (including the deployment of Conduct and Discipline Teams in missions and the maintenance of an oversight and advisory capacity at Headquarters).
- The rigorous implementation of the **financial disclosure programme** seeks to ensure that potential conflicts of interest that may arise from staff members’ private holdings, affiliations, or activities can be identified and addressed appropriately. At present, 3,618 staff members are participating in the programme.
- In 2008, the **Independent Audit Advisory Committee (IAAC)** was established to assist the General Assembly in fulfilling its oversight responsibilities. It provides expert advice on the scope, results and effectiveness of audit and other oversight functions, and on other issues such as risk management, internal control, accounting and disclosure.
- In 2009, a new **Internal Justice System** was launched to professionalize internal dispute resolution.
- In 2010, a **policy on the “Reporting, Retaining and Disposing of Honours, Decorations, Favours, Gifts or Remuneration”** was issued.
- Currently, DM is undertaking a comprehensive **review of delegation of authority**.
- A policy framework for **Enterprise Risk Management** is under development.

Strengthened Procurement

- In 2006, a **UN Supplier Code of Conduct** was issued that stipulates that suppliers must comply with the values enshrined in the United Nations Charter.
- In 2007, a policy on **post-employment restrictions for UN staff entrusted with procurement functions** came into effect.
- In 2008, the **governance structure** of the UN Procurement Division was amended to further enhance internal controls and oversight.
- In 2009, "**Guidelines on the cooperation between the United Nations and the Business Sector**" were issued to ensure the integrity and independence of the Organization while fostering new partnerships.
- In 2010, the **Award Review Board** and the **Senior Vendor Review Committee** were formed to strengthen internal control, transparency, accountability and risk mitigation in the UN procurement process.

Global and dynamic workforce

A multi-year **Human Resources reform programme** is underway to build a multi-skilled, versatile and mobile, global workforce.

- In 2009, **contractual arrangements** were consolidated into three types of appointment, compared to 16 that had to be administered under the previous system.
- In 2010, a revised **staff selection policy** was introduced and a **new e-staffing tool** (Inspira) was launched together with a new Career web portal. A **workforce planning** exercise was completed for headquarters and the field. Projects are underway to strengthen **performance management** and encourage greater **staff mobility**.

Modern service delivery

- **UMOJA** will bring best-practices and state-of-the-art technology to the management of programmes and resources - human, financial and material - in over 200 locations world-wide. Following design in 2010, a single, global information system and a comprehensive training programme will be created in 2011. Deployment at a pilot site is scheduled for 2012 with further rollout across the organization through the end of 2013.
- Currently, **International Public Sector Accounting Standards (IPSAS)** are being introduced Secretariat-wide to improve quality and transparency of financial reporting.
- The implementation of a **global ICT strategy** is ongoing to consolidate a highly fragmented information and communication technology infrastructure and improve systems, tools, and methods of the Organization for greater effectiveness and efficiency.
- The **renovation of the UN Headquarters in New York** is underway that will transform the historic building complex into a safer, more modern and more energy-efficient location.

System-wide coherence

- In 2007, the "**Delivering as One**" initiative was launched in eight pilot countries to test how the UN system can provide development assistance in a more coordinated way and increase its impact through more coherent programmes, reduced transaction costs, and lower overhead expenditures.
- The Chief Executives Board is leading efforts towards the **simplification and harmonization of business practices** within the UN system in order to strengthen coherence in the working modalities across the Organization and deliver programmatic mandates more effectively.