

SENIOR MANAGER'S COMPACT for 2015

I, Christian Friis Bach, 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

I commit myself to achieve the programme objectives and to deliver the expected results contained in sections 20 and 23 of the Programme Budget 2014-2015, 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 2015.

Objective	Expected accomplishment	Performance measure
<p>To support the sustainable development initiatives outlined in the Secretary-General's Five Year Action Agenda and support the post-2015 development agenda for sustainable development.</p>	<ul style="list-style-type: none"> ▪ Reduced number of deaths and illnesses from hazardous air pollution and improved environmentally sound management of chemicals and all wastes. ▪ Reduced number of deaths and illnesses from hazardous chemicals and strengthened capacity of countries for risk reduction. ▪ Improved availability and sustainable management of water and sanitation for all and implementation of integrated water resources management, including through transboundary cooperation as appropriate. ▪ Learners acquire 	<ul style="list-style-type: none"> ▪ Number of actions to raise awareness of the issue of air quality and activities to promote the implementation of the UNECE Convention on Long-range Transboundary Air Pollution and its protocols. ▪ Number of activities to implement the UNECE Convention on the Transboundary Effects of Industrial Accidents. ▪ Number of Parties to the UNECE-WHO/Europe Protocol on Water and Health having set targets. ▪ Number of assistance activities aimed at improving water quality and water management. ▪ Number of activities within the UNECE Strategy for Education for Sustainable Development. ▪ Number of UNECE countries reporting progress in education for sustainable development. ▪ Number of countries acceding to and implementing the

	<p>knowledge and skills needed to promote sustainable development, including among others through education for sustainable development.</p> <ul style="list-style-type: none"> ▪ Developed quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure. ▪ Reduced global deaths and injuries from road traffic accidents and improved access to safe, affordable, accessible and sustainable transport systems, improving road safety. ▪ Action to combat climate change and its impact by ensuring affordable, reliable, and modern energy services, increased share of renewable energy in the global energy mix and improved energy efficiency. ▪ Achieved higher levels of productivity in member countries through innovation, promoted policies that support creativity and innovation, and encouraged and promoted effective public, public-private, and civil society partnerships. ▪ Corrected and prevented trade restrictions and 	<p>transport legal instruments administered by UNECE.</p> <ul style="list-style-type: none"> ▪ Number of national scenario assessment reports using the For Future Inland Transport System (ForFITS model). ▪ Number of high-quality Euro-Asian Transport Links (EATL) activities. ▪ Agreed intergovernmental document on the unified railway law. ▪ Number of Contracting Parties (CPs) joining the United Nations Road Safety conventions as listed in the Spectrum. ▪ Number of activities in support of traffic safety. ▪ Number of recommendations and standards developed to support Sustainable Energy for All. ▪ Number of countries with economies in transition benefiting from technical assistance in the development of sustainable energy plans. ▪ Number of activities in contribution to the 21st session of the Conference of the Parties and the eleventh session of the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol in Paris. ▪ Number of UNECE activities to promote energy efficient housing. ▪ Number of Public-Private Partnership Standards and Recommendations. ▪ Number of policy advisory and capacity-building activities in countries with economies in transition that promote
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	<p>distortions in world agricultural markets and improved the proper functioning of food commodity markets.</p> <ul style="list-style-type: none"> ▪ Made cities and human settlements more inclusive, safe, resilient and sustainable, enhanced inclusive and sustainable urbanization and capacities for participatory, integrated and sustainable human settlement planning and management and improved ownership, and control over land and other forms of property. ▪ Promoted the implementation of sustainable management of all types of forests, halted deforestation, restored degraded forests, and increased afforestation and reforestation. ▪ Empowered and promoted the social, economic and political inclusion of all irrespective of age. ▪ Improved gender equality and empowered women and girls. 	<p>innovation and/or Public-Private Partnerships.</p> <ul style="list-style-type: none"> ▪ Number of activities in support of trade facilitation. ▪ Number of new or revised agricultural quality standards developed. ▪ Adoption by Commission of the Geneva UN Charter for Sustainable Housing. ▪ Number of activities to promote the implementation of the UNECE Strategy on Sustainable Housing and Land Management 2014-2020 and the Geneva UN Charter on Sustainable Housing. ▪ Number of capacity-building workshops under the UN Development Account project on “Strengthening national capacities for sustainable housing and urban development in countries with economies in transition”. ▪ Number of activities in support of the Rovaniemi Action Plan for the Forest Sector in a Green Economy and the ECE-FAO Integrated Programme of Work on Forests in Europe. ▪ Implementation of the UN Development Account project on forests in a green economy in Central Asia. ▪ Provide a “Report on UNECE Forests: State, challenges and trends”, as a contribution to the United Nations Forum on Forests, to take place in May 2016 and as a support for national policy making. ▪ Number of countries which engage to implement UNECE policy recommendations on population and ageing.
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<p>Contribute effectively to the review and monitoring of the post-2015 agenda.</p>	<ul style="list-style-type: none"> ▪ Improved responsive, inclusive, participatory and representative decision-making and ensured public access to information. ▪ Enhanced capacity-building support to increase significantly the availability of high-quality, timely and reliable data and strengthened existing initiatives to develop measurements of progress on sustainable development that complement GDP, and support statistical capacity building. ▪ Reviewed progress to achieve sustainable management and efficient use of natural resources. 	<ul style="list-style-type: none"> ▪ Number of UNECE activities in support of the UNECE Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters (Aarhus) and its Protocol on Pollutant Release and Transfer Registers (PRTRs), as well as the Convention on Environmental Impact Assessment in a Transboundary Context (Espoo) and its Protocol on Strategic Environmental Assessment. ▪ Number of UNECE activities in support of developing sustainable development indicators in transition economies. ▪ Number of UNECE countries that pilot the testing of the UNECE framework for measuring sustainable development. ▪ Number of UNECE activities to assist establishing the Shared Environmental Information System (SEIS) according to the adopted targets and performance indicators. ▪ Number of Environmental Performance Reviews conducted. ▪ Completion of one or more Housing Country Profiles. ▪ Completion of one or more Innovation Performance

		<p>Reviews.</p> <ul style="list-style-type: none"> ▪ Completion of one or more studies on regulatory barriers and procedural barriers to trade in support of trade facilitation.
<p>Strengthen UNECE partnerships in support of the post-2015 sustainable development agenda.</p>	<ul style="list-style-type: none"> ▪ Enhanced the global partnership for sustainable development complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all countries. 	<ul style="list-style-type: none"> ▪ Provision of at least one substantive input to the global consultations on the post-2015 development agenda (regional consultation on Financing for Development). ▪ Number of partnerships initiatives and cooperation agreements with civil society, private companies and academia. ▪ Number of partnerships negotiated and implemented with other international organizations. ▪ Number of countries where UNECE participates in and delivers activities within the UN Development Assistance Framework. ▪ Number of activities and concrete proposals for the 3rd World Conference on Disaster Risk Reduction (WCDRR). Number of activities carried out under THE PEP and the Environment and Health processes.
<p>To support the Organization's management reform agenda</p>	<p>On Umoja: Departments and offices will carry out preparatory activities in accordance with the Umoja deployment schedule.</p> <p>Departments and offices will agree with Process Owners and the CITO on Umoja benefits realization plans for their entities prior to go-live.</p>	<ul style="list-style-type: none"> ▪ Preparatory activities are accomplished, in particular: <ol style="list-style-type: none"> i. Ensured compliance with the Site Readiness Plans. ii. Conducted regular information sharing and consultation on Umoja with staff. iii. Staff completed 100% end-user training as required. iv. Engaged with the Umoja Process Owners

	<p>On IPSAS: Compliance with the Secretariat's overall implementation plan for IPSAS and, if relevant, the Department-level implementation plan.</p> <p>On ICT: In coordination with OICT, support the implementation of the Secretary-General's Information and Communications Technology (ICT) Strategy.</p> <p>On Mobility: Departments and offices will carry out preparatory activities for the implementation of mobility.</p>	<p>to implement the Secretary-General's Memorandum on "Collaboration with Umoja Process Owners" of 29 January 2013, in particular to remove obstacles to the standardization of processes (para 6a) and to identify organizational issues and challenges (para 6c), in order to implement a common operating model (para 8).</p> <ul style="list-style-type: none"> ▪ Post-implementation activities are accomplished, in particular: <ol style="list-style-type: none"> i. Staff completed 100% Umoja Academy training as required and received course certification. ii. End-user support is provided following the post-implementation support model, including the management of incidents and requests for support in iNeed and the use of local process experts and process experts as end-users' first line of support. iii. Adoption of the Umoja solution confirmed by the Umoja Post-Implementation Review Task Force. ▪ Umoja benefits realization plans are in place before go-live and implementation is underway. ▪ Ensure compliance with the IPSAS-compliant closing
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		<p>instructions.</p> <ul style="list-style-type: none"> ▪ Support the preparation and audit of the first IPSAS financial statements due by 30 June 2015. ▪ Ensure compliance with the benefits realization and IPSAS post-implementation plans. ▪ Compliance with ICT strategy, governance, policies and processes. ▪ Functional titles of staff posts are clarified
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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).

To contribute to the objectives above I will,

- a) ensure that the post-2015 agenda will be transformed into the strategies and work programmes for UNECE;
- b) ensure effective follow-up to and implementation of the outcome of the 2005 UNECE reform and strive for a strong outcome of the 2015 Commission session;
- c) work to create a conducive and constructive environment for dialogue among member States and engage member States further in the work of UNECE;
- d) ensure greater synergies between the UNECE subprogrammes to increase the impact and efficiency;
- e) Pursue system-wide coherence, coordination and cooperation with the rest of the United Nations and regionally.

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

In leading the organization I will be guided by the following principles,

- a) Accountability: Financial and ethical accountability, with clear decision-making processes, clear lines of communication and responsibility and stronger project management, evaluation and oversight mechanisms;
- b) Participation: Stronger involvement in of member States in the work of UNECE and improved involvement of civil society, private companies and academia.
- c) Transparency: Increased transparency with respect to programmes, projects, financial flows, evaluations and communication.
- d) Equality: Increased equality between women and men and ensure strong merit-based and transparent recruitment processes, procurement practices and clear criteria for cooperating with partners.

B. RESPONSIBLE STEWARDSHIP OF RESOURCES

1. Financial resources management objective

Objective	Expected accomplishment	Performance measure
To ensure the responsible management of financial resources.	Managers plan, monitor and utilize financial resources proactively to achieve stated objectives and priorities.	<ul style="list-style-type: none"> ▪ Full adherence to the instructions aimed at prudent resource utilization (RB and PK). ▪ Decreasing trend related to the cancellation of prior period obligations (PK funds only). ▪ Demonstrated ongoing (progressive) review of obligations and allotments (XB funds only).

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 55 days.*
	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 under-represented.
	Increase efforts to attain gender parity.	XX% female staff in three categories of posts: <ol style="list-style-type: none"> 1. Senior professional (P-5, D-1, D-2 and equivalent)** 2. Non-senior professional (P-1, P-2, P-3, P-4 and equivalent)** 3. GS and other types**
	Ensure end-of-cycle performance evaluations are completed in accordance	End-of-cycle evaluations under the authority of

	with established timelines.	Department/Office are completed within three months of the end of the cycle (i.e., by 30 June 2015).
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**Customized target based on delegated authority for undertaking certain steps in the staffing process: Departments/Offices in New York = 55 working days, offices away from Headquarters/Regional Commissions = 83 working days.*
***The customized target is calculated as follows: a ratio is calculated based on an entity improving by 50% against the gap between their representation of women and 50%. This ratio is then applied to the entity's selections. The target is the representation which 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 2015 are implemented.

D. TIMELY ISSUANCE OF OFFICIAL DOCUMENTATION

Objective	Expected accomplishment	Performance measure
Timely submission of documents for consideration by the governing bodies.	Timely submission of manuscripts to Conference Management.	100% of manuscripts submitted to Conference Management by mutually agreed slot dates, within the word limits, and in full compliance with editorial directive ST/CS/SER.A/44/Rev.1 (23 August 2006).

E. DIGITAL SECRETARIAT

I will implement agreed actions to reduce the United Nations' carbon footprint and improve productivity, as per Secretary-General's decision 2011/9.

F. 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.

G. COMPLIANCE WITH ETHICAL STANDARDS

I will use my position as a senior manager to shape, guide and support the Organization's commitment to an ethical culture by ensuring that my decisions and those of my staff are informed by accountability, transparency, integrity, respect and fairness.

H. 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, including the defense and promotion of human rights and gender mainstreaming; promotion of the United Nations image; support for organizational objectives such as management reform, including proactive Enterprise Risk Management, and that I will actively contribute to the Secretariat's decision-making and information-sharing committees. In particular, in all relevant decision-making, I will support and be guided by the United Nations Human Rights Up Front initiative.

I. 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: 	
Christian Friis Bach Executive Secretary of the United Nations Economic Commission for Europe	Date: <i>26. February 2015</i>

I endorse the objectives and priorities stated in this Compact.

Signature: 	
BAN Ki-moon, Secretary-General	Date: 13 February 2015