



**Olga Algayerova**

Executive Secretary of the United Nations Economic Commission for Europe

2019

*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 myself to using the authorities delegated to me by the Secretary-General to implement the mandate of my department/office/mission effectively and accountably, and in doing so 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.*

## SECTION 1 : DELIVERING RESULTS

### A. ACHIEVING PROGRAMME OBJECTIVES

I commit myself to achieving the programme objectives and to delivering the expected results contained in all relevant budget documents, as mandated by Member States, and to reporting these results to the intergovernmental bodies through the mandated reporting mechanisms. I also commit myself to delivering on the priorities of the Secretary-General for the Organization in 2019.

In the context of these objectives, I will give special attention to delivering the following results in 2019.

Objective		
Ensure effective follow-up to and implementation of the 2030 Agenda for Sustainable Development at the regional level. Ensure effective follow-up to and implementation of the 2030 Agenda for Sustainable Development at the regional level.		
Expected accomplishments	Risks and mitigations	Performance measures
Sustainable Development Goals (SDGs) are main-streamed in the work of the Commission through implementation of the Nexus approach	The outcome of Member State deliberations on the Secretary-General's reform of the UNDS may require UNECE to adjust its work programme accordingly	Number of SDGs Nexus publications published Baseline 2018: 0 Target 2019: 2



Expected accomplishments	Risks and mitigations	Performance measures
Strengthened policy dimension of the United Nations at the regional level in the UNECE region.	The outcome of Member State deliberations on the Secretary-General's reform of the UNDS may require UNECE to adjust its work programme accordingly	Number of joint Regional UN System meetings Baseline 2018: 2 Target 2019:

Objective
Ensure effective follow-up to and implementation of the 2030 Agenda for Sustainable Development at the national level

Expected accomplishments	Risks and mitigations	Performance measures
SDGs are integrated in national development strategies of member States	Budget reductions could result in fewer interventions being completed. Accordingly, UNECE will identify the interventions with the greatest potential impact.	Number of post-MAPS follow up assessments/interventions Baseline 2018: 0 Target 2019:2  Number of joint interventions with UNDP in responding to member State requests on SDGs Baseline 2018: 0 Target 2019: 3

Objective
Strengthen sub-regional and transboundary cooperation in the UNECE region for the implementation SDGs

Expected accomplishments	Risks and mitigations	Performance measures
Strengthened cooperation between countries sharing borders and natural resources in the UNECE region	The outcome of Member State deliberations on the Secretary-General's reform of the UNDS may require UNECE to adjust its work programme accordingly	Number of subregional SDG analysis published Baseline 2018: 0 Target 2019: 2  Number of new sub-regional events in support of SDG implementation Baseline 2018: 3 Target 2019: 2



**Objective**

Increase awareness of, and resources to, reducing the global impact of road accidents

Expected accomplishments	Risks and mitigations	Performance measures
Gain commitment of Member States to reducing road accidents		% Increase of contributions to the Road Safety Fund Baseline 2018: - Target 2019: 10%  • Number of projects approved from the Road Safety Fund Baseline 2018: 5 Target 2019: 5

**Objective**

Strengthen engagement with the private sector in support of the implementation of the SDGs in the UNECE region

Expected accomplishments	Risks and mitigations	Performance measures
Strengthened cooperation with private sector entities and academia in the UNECE region		Number of Memoranda of Understanding (MoUs) established with private sector entities and academia Baseline 2018: 3 Target 2019: 3



**B. DELIVERING 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. The reforms are aimed at improving the functioning of the Organization, as well as the managing of its resources in support of effective programme delivery. In the context of these objectives, **please indicate here how you will proactively support the implementation of the key initiatives of the reform agenda in 2019 and beyond.**

**Reform Initiative : Delegation of Authority**

I will operate an effective system of delegation of authority within my entity.

Expected accomplishments	Specific commitments / comments
Revised delegation of authorities implemented and monitored in the areas of HR, Finance, Procurement and Property Management.  Effective and efficient corrective action taken as/when required.	New responsibilities are communicated throughout department, and included in relevant workplans

**Reform Initiative : Transparency**

I will ensure the performance of my entity is transparent through monitoring and self-evaluation.

Expected accomplishments	Specific commitments / comments
E.g. Ensuring the self-evaluation policy of my department/office/mission is aligned with the Secretariat's new policy. Undertaking the following self-evaluations (please list them):  E.g. Make publicly available key information about	



Expected accomplishments	Specific commitments / comments
the programme and its activities/deliverables to relevant stakeholders.	

**Reform Initiative : Benefits of reform initiatives**

I will ensure the changes made in my entity are designed to deliver maximum added value to the UN and its stakeholders.

Expected accomplishments	Specific commitments / comments
<p>Self-evaluation in UNECE is aligned with the Secretariat's new policy.</p> <p>Undertaking the following self-evaluations (please list them):</p> <ul style="list-style-type: none"> <li>• Evaluation of the effectiveness and impact of gender mainstreaming in UNECE</li> <li>• Evaluation of the Environmental Performance Reviews (EPRs)</li> <li>• Evaluation of UNECE support to the advancement of Regulatory Cooperation and Standardization Policies in member States (Working Party 6)</li> </ul> <p>Make publicly available all evaluations and audit reports on the UNECE website</p>	<p>All evaluations in UNECE are included in the Biennial Evaluation Workplan submitted to EXCOM, and contained in the Annual Report on Evaluation to EXCOM</p> <p>All reports available on <a href="http://www.unece.org/info/open-unece/evaluation-and-audit.html">http://www.unece.org/info/open-unece/evaluation-and-audit.html</a></p>

**Reform Initiative : Embedding Results-based Management (RBM)**

I will foster a results-oriented culture and proactively manage human and financial resources towards the attainment of results.

Expected accomplishments	Specific commitments / comments
Monitor and review the added value and impact of reform initiatives on stakeholders, and propose adjustments as necessary over time	I will work closely with other Regional Commissions, DESA, UNCTAD and UNDP to articulate the contribution and connection of the various policy-setting components for the



Expected accomplishments	Specific commitments / comments
	development system of the United Nations.

**Reform Initiative : Embedding Enterprise Risk Management**

Using risk information for strategic decision-making.

Expected accomplishments	Specific commitments / comments
<p>Using the departmental/office planning documents as the starting point for preparation of the annual workplans of staff.</p> <p>Communicating to staff the results to be achieved, requesting regular updates and using the information to change course as needed</p>	<p>The ERM will be approved by senior management, and communicated by me to all staff</p>

**Reform Initiative : Umoja**

Ensure the deployment of Umoja Extension 2 in department/office/mission and expand the use of Umoja's functionality.

Expected accomplishments	Specific commitments / comments
<p>Taking full and active ownership of Umoja and working closely and constructively with the process owners and the Umoja team to deliver the solution, especially the new functionalities of Umoja Extension 2.</p>	<p>UNECE will support the rollout of UE2 within its accountabilities in line with UNOG as service provider</p>

**Reform Initiative : ICT**

Support the implementation of the Information and Communications Technology (ICT) Strategy.



Expected accomplishments	Specific commitments / comments
Ensure compliance with the ICT strategy, governance and policies.	<ul style="list-style-type: none"> <li>• UNECE will take the necessary measures within its control, to ensure compliance</li> </ul>

**Reform Initiative : Leading the change**

Act as a change sponsor for the reform efforts.

Expected accomplishments	Specific commitments / comments
Collaborate openly with other departments/offices and entities to support the reform agenda and realise the expected benefits of reform.	<p>I will advocate 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.</p> <p>I will ensure 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</p>

**SECTION 2 : DELIVERING MY RESPONSIBILITIES AS A SENIOR MANAGER OF THE UNITED NATIONS**

A. DEMONSTRATING LEADERSHIP

**Please indicate here how you will serve as an effective leader of your Department/Office/Mission (maximum 250 words).** *In accordance with the Chief Executives Board's UN System Leadership Framework and additional elements added by the Secretary-General, leadership in the United Nations 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:

Strengthen policies and practices to ensure gender equality and the mainstreaming of gender into the UNECE programme of work;

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;

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;

Model accountability and integrity-based leadership, and hold all staff accountable for the use of the resources of Member States;

Champion innovation in the Secretariat by recognizing new initiatives with relevant incentives; and

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.

Build a culture of no tolerance for sexual harassment, and ensure that staff are able to report sexual harassment where it occurs





## B. ETHICS AND 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 UN 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 UN 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.

*Preventing fraud*

I will promote a culture of integrity and honesty within the Organization by ensuring staff members at all levels understand how the Secretariat acts to prevent, detect, deter, respond to and report on fraud and corruption by ensuring staff members at all levels are familiar with the contents of the Anti-Fraud and Anti-Corruption Framework and comply with the guidance and principles established therein (ST/IC/2016/25).

*Ensuring dignity through civility*

I will ensure the dignity of each person by promoting an environment of civility and psychological safety that empowers staff, fosters creativity and innovation, and enables better communications amongst all staff. I will endeavour to recognize and eliminate unhealthy work environments, and ensure a harmonious workplace based on mutual respect, open to all views and opinions where the contributions of staff are properly recognized and where staff feel free to speak without fear of retribution.



C. EFFECTIVE USE OF RESOURCES

**Human resources management**

**Objective : To manage human resources in an efficient and effective manner to achieve programmatic objectives.**

Expected accomplishment	Performance measure
Recruit staff expeditiously and undertake necessary measures to reduce vacancy rates.	Meeting benchmark of 120 days for filling a post from the time of issuance of job opening to selection.
Complete end-of-cycle performance evaluations in accordance with established timelines.	End-of-cycle evaluations under the authority of Department/Office/Mission are completed within three months of the end of the cycle (i.e., by 30 June 2019).

**Financial resources management**

**Objective : To ensure the responsible management of financial resources.**

Expected accomplishment	Performance measure
Managers plan, monitor and utilize financial resources to deliver planned results as detailed in the planning and budget documents covering 2019.	<p>Ensure that resource use is in line with the Financial Regulations and Rules and contribute to effective implementation of planned activities.</p> <p>Regular review of resource utilization and associated results delivery by employing both backward looking (e.g. self-evaluations, recent developments) and forward looking (e.g. opportunities, threats, vision) strategies.</p> <p>Compliance with International Public Sector Accounting Standards (IPSAS).</p>



**D. COMMITMENT TO DIVERSITY**

**Objective : To achieve gender parity.**

Expected accomplishment	Performance measure
Measures taken towards the attainment of gender parity as per Phase 1 of the United Nations System-wide Gender Parity Strategy.	Progress towards achieving the goal of gender parity at each internationally recruited staff level (FS, P-1 to D-1) within available positions.

**Objective : To have a geographically diverse workforce.**

Expected accomplishment	Performance measure
Increased efforts to attain wider and equitable geographical distribution.	50% of geographical appointments are from un- or under-represented Member States.  Progress is made, from one year to the next, towards achieving greater regional diversification. The UN regional groups are Africa, Asia Pacific, Latin America and Caribbean, Eastern Europe and Western Europe and Others.

**Objective : To support efficiency, performance and transparency through multilingualism.**

Expected accomplishment	Performance measure
Increased effort to mainstream multilingualism in the Secretariat's activities.	100% of the Department/Office/Mission's work plans (and its constituent units, where applicable) integrate multilingualism and/or language considerations.
Timely submission of manuscripts to Conference Services for multilingual processing.	100% of manuscripts submitted to Conference Services by mutually agreed slot dates, within the word limits, and in full compliance with all editorial



Expected accomplishment	Performance measure
	directives.

E. COMMITMENT TO SUSTAINABILITY

I endeavour, within existing legislative frameworks, to integrate sustainable development practices in the activities under my responsibility in alignment with the Sustainable Development Goals. In particular, I will champion Environmental Sustainability Management to achieve continuous improvements in environmental performance.

**Objective : Integration of sustainable development practices in programme delivery and workplace practices.**

Expected accomplishment	Performance measure
<p>Reduced operational impact on the environment, including through resource efficiencies and integrating environmental considerations into decision making, particularly in managing travel activities.</p>	<p>Reduction in commercial air travel greenhouse gas emissions relative to total programme expenditure (Tons CO2e/\$).</p> <p>(maximizing the use of alternate modes of communications and integrating environmental considerations in the choice of meeting locations.)</p> <p>Number of environmental sustainability measures undertaken to reduce the environmental impact of the Department/Office/Mission operations.</p> <p>(e.g., support to local or Secretariat-wide initiatives, encouragement to staff to follow waste management guidelines, departmental actions on use of alternatives to travel, reduction of plastic pollution, greening events, etc.)</p>

F. IMPLEMENTATION OF OVERSIGHT BODY RECOMMENDATIONS

**Objective : To implement oversight body recommendations that have been accepted by the Department/Office/Mission.**



Expected accomplishment	Performance measure
Timely implementation of recommendations.	90% of critical and 70% of important recommendations targeted for implementation during 2019 are implemented.

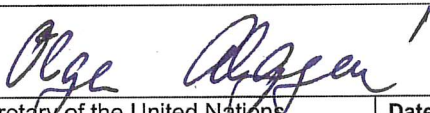
**G. CONTRIBUTION TO THE BROADER INTERESTS OF THE UNITED NATIONS**

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 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.

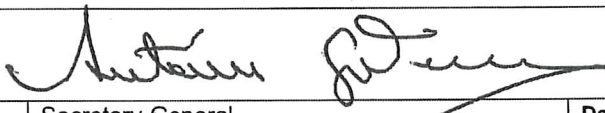
**SECTION 3: DECLARATION**

**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.

<b>Signature:</b> 		
Olga Algayerova	Executive Secretary of the United Nations Economic Commission for Europe	<b>Date:</b> 04/05/2019

I endorse the objectives and priorities stated in this Compact.

<b>Signature:</b> 		
Antonio Guterres	Secretary-General	<b>Date:</b> 03/05/2019