



**Olga Algayerova**

Executive Secretary of the United Nations Economic Commission for Europe

2021

*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 2021.

In the context of these objectives, I will give special attention to delivering the following results in 2021.

Objective		
Support to ECE member States for a sustainable and resilient recovery from the COVID-19 pandemic.		
Expected accomplishments	Risks and mitigations	Performance measures
<ul style="list-style-type: none"> <li>- Increased COVID-19 recovery policy discussions in ECE intergovernmental meetings</li> <li>- ECE projects are implemented to address the impact of COVID-19 in the ECE region Sustainable Development</li> </ul>	<p>Risks</p> <p>UN financial crisis prevent the implementation of quick impact projects, as well as the United Nations Office at Geneva (UNOG) and Department of General Assembly and Conference Management (DGACM) capacity</p>	<ul style="list-style-type: none"> <li>- Regular programmatic discussions focusing on ECE's response to COVID-19 at the Executive Committee (EXCOM) Agenda for 2021.</li> <li>- Number of short-term projects designed to address the impact of</li> </ul>



Expected accomplishments	Risks and mitigations	Performance measures
	<p>to service ECE intergovernmental meetings</p> <p>Mitigations:</p> <ul style="list-style-type: none"> <li>- Alternative sources of funding are identified.</li> <li>- Regular discussions with UNOG and DGACM to ensure that key meetings are serviced.</li> </ul>	<p>COVID-19 in the ECE region. Baseline 2020:7 Target 2021: 10</p>

Objective
<p>Ensure accelerated action for an evidence-based implementation of the 2030 Agenda for Sustainable Development at the regional level.</p>

Expected accomplishments	Risks and mitigations	Performance measures
<p>- 69th Commission (2021) held under the theme "Promoting circular economy and the sustainable use of natural resources", is reaching impactful outcomes to strengthen sustainable practices in the region</p>	<p>Risks ECE member States do not adopt policy statement and do not support Executive Secretary (ES) proposal to make voluntary commitments.</p> <p>Mitigations:</p> <ul style="list-style-type: none"> <li>- I will consult widely with member States and inform EXCOM regularly.</li> <li>- The Commission will propose practical solutions to challenges in shifting to circular approaches and the sustainable use of natural resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Compared to 68th session, increased senior level attendance at the Commission session (ministerial, deputy-minister or state secretary level).</li> <li>- Adoption of high-level statement in support of strengthening circularity and sustainable use of natural resources in the ECE region.</li> <li>- Voluntary commitments made by Member States to advance circular economy and sustainable practices related to use of natural resources.</li> </ul>
<ul style="list-style-type: none"> <li>- Strengthened policy dimension of the United Nations at the regional level in the UNECE region.</li> <li>- Successful meeting of the Regional Forum on Sustainable Development</li> </ul>	<p>Risks UN financial crisis or external factors, including COVID-19, prevent the organization of in person meetings, including the Regional UN system meeting.</p> <p>Mitigations: Alternate measures are identified to organize the Regional UN system meeting in a different</p>	<ul style="list-style-type: none"> <li>- Successful implementation of the 2021 workplan of the Regional Collaborative Platform for Europe and Central Asia with demonstrated progress in the implementation of the recommendations of the United Nations Development System (UNDS) reform at the regional level</li> </ul>



Expected accomplishments	Risks and mitigations	Performance measures
	format.	- Active participation by member States, civil society and the regional UN system entities in the Regional Forum

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
Sustainable Development Goals (SDGs) are integrated in national development strategies of member States	<p>Risks</p> <p>UN financial crisis or external factors, including COVID-19, prevent the deployment of ECE capacity building.</p> <p>Mitigations:</p> <p>Alternate measures are identified to organize meetings and capacity building activities in a different format.</p>	<p>- ECE contributes to all Sustainable Development Cooperation Framework (UNSDCF) in the ECE region.</p> <p>- Revision of ECE Technical Cooperation strategy to reflect an increased engagement at the country level, in collaboration with the Resident Coordinators.</p>

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

Expected accomplishments	Risks and mitigations	Performance measures
Strengthened transboundary cooperation between countries in the UNECE region	<p>Risks</p> <ul style="list-style-type: none"> <li>- UN financial crisis or external issues prevent the organization of sub-regional events.</li> <li>- Lack of political will to cooperate in a transboundary manner</li> </ul> <p>Mitigations:</p> <ul style="list-style-type: none"> <li>- Alternate measures are identified to organize events in a different format.</li> <li>- Awareness raising with Member</li> </ul>	<p>- Number of sub-regional and transboundary interventions (publications, events) in support of SDGs</p> <p>Baseline 2020: 12 Target 2021: 15</p>



Expected accomplishments	Risks and mitigations	Performance measures
	States to advocate for the transboundary instruments.	

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	<p><b>Risks:</b> Pledges are not translated into actual commitments Discussions with Member States are slowed by limited travel options.</p> <p><b>Mitigations:</b> Follow-up with Member States and donors coupled with innovative fundraising mechanism deployed by the Road Safety Fund (RSF)</p>	<ul style="list-style-type: none"> <li>- Number of accessions to the UN Road Safety Conventions Baseline 2020: 7 Target 2021: 4</li> <li>- 100% implementation rate for the High-Impact projects aimed at reducing road traffic fatalities, ending in 2021.</li> <li>- Number of national strategies/action plans/performance reviews Baseline 2020: 3 Target 2021: 5</li> </ul>



**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 2021 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
<p>The Delegation of Authority KPIs and other relevant tools are used to monitor activities in the areas of HR, Finance, and Procurement.</p> <p>Effective and efficient corrective action taken as/when required.</p> <p>Self-reporting is performed timely and accurately</p>	<p>New responsibilities are communicated throughout department, and included in relevant workplans</p>

**Reform initiative : *Transparency***

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

Expected accomplishments	Specific commitments / comments
<p>Self-evaluation in UNECE is aligned with the Secretariat's new policy.</p> <p>In 2021, UNECE will conduct a programme-level evaluation of UNECE engagement with the private sector.</p>	<p>The UNECE Evaluation Policy (October 2014) will be updated in 2021 to reflect the 2030 Agenda, as well as the final UN Secretariat Self-Evaluation Policy.</p> <p>All evaluations in UNECE are included in the Annual Evaluation Workplan approved by the Executive Committee (EXCOM), and contained in the Annual</p>



Expected accomplishments	Specific commitments / comments
<p>Make publicly available key information about the programme and its activities/deliverables to relevant stakeholders.</p>	<p>Report on Evaluation to EXCOM.</p> <p>All UNECE evaluations will be publicly available on the Open UNECE website (<a href="https://unece.org/evaluation-reports">https://unece.org/evaluation-reports</a>), together with the approved management response and update on progress made to close recommendations in June and December 2021.</p>

**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>I will regularly monitor and review the added value and impact of reform initiatives on stakeholders and propose adjustments as necessary over time.</p>	<p>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 development system of the United Nations.</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
<p>Strengthening the results-oriented culture of UNECE through ensuring the direct linkage between the preparation of annual workplans of all staff according to the strategic direction of UNECE as outlined in the approved Programme plan for 2021.</p>	<p>All staff EPAS workplans will be developed based on organizational level workplans</p> <p>I will regularly communicate to staff the results achieved and request regular updates, and use the information gathered to change course as needed.</p>

**Reform initiative : *Embedding Enterprise Risk Management***

Using risk information for strategic decision-making.



Expected accomplishments	Specific commitments / comments
Ensuring adequate reference to updated and relevant risks and mitigating measures in the development, implementation, and adjustment of UNECE's programme	The Enterprise Risk Management (ERM) will be consulted with senior management and communicated by me to all staff.

**Reform initiative : *Umoja***

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

Expected accomplishments	Specific commitments / comments
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.	UNECE will support the rollout of UE2 within its accountabilities in line with UNOG as service provider.

**Reform initiative : *ICT***

Continuous commitment to the Information and Communications Technology (ICT) Strategy.

Expected accomplishments	Specific commitments / comments
<p>Ensure compliance with the ICT strategy, governance and policies.</p> <p>Active collaboration with the Office of Information and Communications Technology (OICT) / Regional Technology Center (RTC-Europe) at the global / regional levels</p>	UNECE will take the necessary measures within its control, to ensure compliance.

**Reform initiative : *Leading the change***

Act as a change sponsor for the reform efforts.



Expected accomplishments	Specific commitments / comments
<p>Collaborate openly with other departments/offices and entities to support the reform agenda and realize the expected benefits of reform.</p>	<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:

Ensure that UNECE continues to be agile in responding to the Covid-19 crisis, and that our instruments are helpful to contribute to the recovery of the region;

Continue steering UNECE through a transformative process to position the organization, together with member States, at the forefront of identifying and developing solutions for the challenges that the region faces through 2030 and beyond;





Ensure that UNECE works closely with UN entities in our region and in particular with the Resident Coordinator Offices in our 17 Programme countries;

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

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;

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; and

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



## 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 UN standards of conduct, free from conflicts-of-interest, and lead my department's/office's/mission'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. I will ensure that conflicts of interest are promptly disclosed and resolved in the best interest of the Organization.

I will fully comply with my financial disclosure obligation and will ensure that the staff working under my authority fully comply with their obligations as required.

## C. ACCOUNTABILITY ON ADHERENCE TO UN STANDARDS OF CONDUCT

I will ensure that all possible measures are taken to raise awareness of expected standards of conduct, to prevent all forms of misconduct, including a victim-centered approach to sexual exploitation and abuse, sexual harassment, fraud and other forms of misconduct, by personnel under my authority and to respond to, redress and remediate any violation. I will demonstrate my commitment to the creation of a harmonious work environment and act as a role model by maintaining a high standard of personal conduct with consciousness of the power my position holds.

### Preventing of all forms of misconduct

I will fully comply with my obligations as the responsible official within the legal and policy framework of the Organization in the prevention of all forms of misconduct committed by personnel under my authority.

I will ensure that all personnel under my authority are familiar with the Organization's standards of conduct and related legal framework and policies and comply with the rules, guidance and principles established therein, including the obligation to report possible misconduct. I acknowledge that I will



place particular emphasis on prevention and on addressing the following actions:

*Sexual exploitation and abuse:* implementing the Organization's zero-tolerance policy on sexual exploitation and abuse as set out in "Preventing sexual exploitation and abuse" (ST/SGB/2003/13);

*Sexual harassment:* promoting a culture free from all forms of harassment and rapidly responding to all such reports as set out in "Addressing discrimination, harassment, including sexual harassment, and abuse of authority" (ST/SGB/2019/8); and

*Fraud:* promoting a culture of integrity and honesty within the Organization, responding to and reporting all allegations of fraud and ensuring all personnel under my authority are familiar with the "Anti-Fraud and Anti-Corruption Framework" (ST/IC/2016/25).

I will ensure preventive measures are in place, including community outreach, awareness raising, training and misconduct risk management, to prevent these acts of misconduct to the best of my ability.

#### *Enforcement of UN standards of conduct*

I will ensure that effective mechanisms are in place to allow personnel and those outside the Organization to report misconduct.

I will take all required steps to hold those who commit misconduct accountable, including by responding to allegations of misconduct in a timely manner. I will take necessary actions within my authority, including authorizing investigations, submitting reports of misconduct to appropriate investigative bodies, referring matters for accountability and taking any interim, corrective or managerial measures.

#### *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 all personnel who report misconduct or who cooperate with duly authorized audits or investigations.

#### *Support and assistance to victims*

I will provide timely support and assistance to victims of sexual exploitation and abuse and sexual harassment in line with the Organization's rules, regulations and policies. I will work with partners to ensure that victims receive any necessary assistance and support, including medical care,



psychosocial support, legal assistance, and immediate material needs. In the face of allegations of sexual harassment, I will take available interim measures, as required to support and assist victims.

*Ensuring dignity through civility and a healthy work environment*

I will further 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.

Acknowledging the potential negative impact of unhealthy work environments, I will endeavor to create and maintain a harmonious work environment based on mutual respect, where the contributions of staff are properly recognized and where staff feel free to speak without fear of retribution. I will promote a culture of honesty through leadership by modeling the highest standards of efficiency, competence and integrity.



## D. 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.
Consideration of placement of qualified downsized staff.	Qualified staff members identified for downsizing are selected in recruitment exercises.
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 2021).
Strengthen staff engagement, in particular addressing findings from engagement surveys.	Action plan to strengthen staff engagement following bi-annual Staff Engagement Survey is developed within three months of release of survey results.

### 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 2021.	<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)</p>



Expected accomplishment	Performance measure
	strategies.  Compliance with International Public Sector Accounting Standards (IPSAS).

## Information and Communications Technology Management

**Objective : To protect the United Nations against information security threats.**

Expected accomplishment	Performance measure
Increase compliance to cybersecurity policies and reduce risk exposure.	Information Security Awareness mandatory training completion rate of at least 90%.  Results of the annual self-assessment of website compliance with ICT policies as self-reported in Unite Apps per OICT guidance.



**E. 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) making optimum use of vacancies filled during the reporting period.

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

Expected accomplishment	Performance measure
Increased efforts to attain wider and equitable geographical distribution.	<p>50% of appointments on geographical posts are from un- or under-represented Member States.</p> <p>Progress is made, from one year to the next, towards achieving greater regional diversification, making optimum use of vacancies filled during the reporting period. The UN regional groups are Africa, Asia Pacific, Latin America and Caribbean, Eastern Europe and Western Europe and Others.</p>

**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 directives.



**F. 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>Specific commitments toward the targets of the UN Secretariat Climate Action Plan have been defined and baselines established.</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, integrating environmental considerations in the choice of meeting locations, facilitating paperless conferences and increased use of video-conferencing to reduce travel.)</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>

**G. IMPLEMENTATION OF OVERSIGHT BODY RECOMMENDATIONS AND INTERNAL CONTROLS**

**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 2021 are implemented.

**Objective : Support the implementation of the Statement on Internal Controls.**

Expected accomplishment	Performance measure
Ensure compliance with the implementation timeline.	(i) Submission of self-assessment questionnaire and assurance statement concluded by 31 January 2021.  (ii) Prepare and submit risk control matrices and flow charts adapted to the entity by 31 July 2021.  (iii) Remediation plan up to date by 31 December 2021.

**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 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> 28/04/2021

I endorse the objectives and priorities stated in this Compact.

<b>Signature:</b> 		
Antonio Guterres	Secretary-General	<b>Date:</b> 16/04/2021