

SENIOR MANAGER'S COMPACT for 2014

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

I commit myself to achieve the programme objectives and to deliver the expected results contained in sections 20 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 2014.

Objective	Expected accomplishment	Performance measure
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. ▪ Improved capacity by governments and UNECE to address climate change mitigation. ▪ Improved capacity at country and UNECE levels to improve traffic safety and United Nations road safety conventions. ▪ Improved access to international markets and connections between Europe and Asia. ▪ Improved legal and regulatory framework for sustainable inland transport development in global reduction of CO2 emissions in the field of inland transport. ▪ Increased support in the UNECE region for the Secretary-General's 	<ul style="list-style-type: none"> ▪ Number of countries which benefited from UNECE assistance in improving water quality and water management. ▪ Number of national scenario assessment reports using the For Future Inland Transport System (ForFITS) model. ▪ 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. ▪ Draft intergovernmental document on the unified railway law. ▪ Number of high-quality Euro-Asian Transport Links (EATL) activities. ▪ Number of countries acceding to and implementing the transport legal instruments administered by UNECE. ▪ Number of UNECE activities in support of the Secretary-General's initiative for Sustainable Energy for All.

	<p>initiative for Sustainable Energy for All.</p> <ul style="list-style-type: none"> ▪ Enhanced participation of developing and transition economies in global supply chains. ▪ Greater ability of countries with economies in transition to withstand shocks through economic diversification, the promotion of innovation and the use of Public-Private Partnerships (PPPs) to develop infrastructure. ▪ Increased awareness of gender-sensitive practices and policies to strengthen gender equality and women's empowerment in UNECE member States. 	<ul style="list-style-type: none"> ▪ Number of countries with economies in transition benefiting from technical assistance in the development of sustainable energy. ▪ Number of UNECE activities to promote energy efficient housing. ▪ Number of activities in support of the Aid - for -Trade (AfT) Initiative. ▪ Number of capacity- building activities in countries with economies in transition that promote innovation and/or PPPs. ▪ Number of UNECE activities in support of the Secretary-General's initiative to work with and for women. ▪ Regional review meeting held on the 20-year review of the Beijing Platform for Action.
<p>To contribute to the effective follow-up to the Rio+20 outcome</p>	<ul style="list-style-type: none"> ▪ Enhanced support to UNECE member States in their transition to the green economy. ▪ Improved implementation of regional agreements and policies on sustainable development. ▪ Improved sustainable urban development in the UNECE region. ▪ Improved policies for the transition of the forest sector towards a green economy. ▪ Improved statistical capacity in transition economies in producing environmental indicators. ▪ Improved awareness in 	<ul style="list-style-type: none"> ▪ Number of UNECE activities in support of the transition of the region to the green economy. ▪ Number of UNECE activities in support of the Principle 10 of the Rio Declaration. ▪ Number of UNECE activities promoting regional cooperation on sustainable development. ▪ Number of UNECE activities in support of sustainable urban development in the UNECE region. ▪ Number of UNECE activities to promote the implementation of the UNECE Strategy on Sustainable Housing and Land Management 2014-2020. ▪ Number of activities in support of the Action plan for the forest sector in a green economy.

	<p>UNECE member States on issues related to population dynamics.</p>	<ul style="list-style-type: none"> ▪ Number of UNECE activities in support of developing environmental indicators by transition economies. ▪ Number of countries which implemented UNECE policy recommendations on population.
<p>To contribute to the post-2015 development agenda</p>	<p>Substantive contributions to global intergovernmental and interagency consultative processes on the post-2015 development agenda and Sustainable Development Goals (SDGs) provided.</p>	<ul style="list-style-type: none"> ▪ Number of UNECE activities contributing to the post-2015 development agenda. ▪ Number of substantive inputs to the global consultation on the post-2015 development agenda. ▪ Number of UNECE countries that pilot the testing of the UNECE framework for measuring sustainable development.
<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 absorb the cost of all departmental activities not included in the Umoja core budget to enable the Umoja deployment.</p> <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: ICT infrastructure is rationalized and secured.</p>	<p>Preparatory activities are accomplished, in particular:</p> <ol style="list-style-type: none"> i. Supported Cluster 3 Teams in their preparatory activities as a means to start learning in view of Cluster 4 implementation in 2015 (mutually, Cluster 3 Teams will later support Cluster 4 in their deployment efforts in 2015). ii. Conducted regular information sharing and consultation on Umoja with staff, as per guidance provided by the Umoja team. iii. Encouraged staff to participate in all awareness and training sessions recommended by Umoja – for transaction users, middle managers, SAP one-on-one, etc. iv. Engaged with the Umoja Process Owners to implement the Secretary-General's Memorandum on "Collaboration with Umoja Process Owners" of 29 January 2013, in particular to remove

		<p>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">▪ Approved budgets are not exceeded as a result of activities related to Umoja deployment.▪ IPSAS-compliant opening balances (as of 1 January 2014) are ready by 31 May 2014.▪ Complete and reliable data are provided on time for the IPSAS 'dry run' by 15 August 2014.▪ Compliance with ICT architecture and investment process.▪ Compliance with the principles, standards and technical procedures governing ICT security and privacy.
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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).

I will ensure effective follow-up to and implementation of the outcome of the 2005 UNECE reform adopted by the Commission at its sixty-fifth session in April 2013. I will create a conducive environment for dialogue among the member States, to overcome their differences and provide a common vision and strategic direction to our organization. I will reach out to individual member States, to understand their specific concerns and address their special needs in development. I will strengthen evaluation, as an effective means of evidence-based policy making, organizational learning and accountability.

I will ensure the interconnection of three interdependent and mutually supportive pillars (economic, social and environmental) in sustainable development through greater synergies of eight UNECE subprogrammes: (1) environment; (2) transport; (3) statistics; (4) economic cooperation and integration; (5) sustainable energy; (6) trade; (7) forestry and timber; and (8) housing, land management and population.

I will ensure integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic, social and environmental fields, in particular a 20-year review of the Beijing Programme and a 10-year review of the Almaty Programme. I will ensure a meaningful contribution by UNECE to the post-2015 development agenda and the sustainable development goals, as well as its active participation in the Decade of Action for Road Safety (2011-2020) and the Decade of Sustainable Energy for All (2014-2024).

I will pursue system-wide coherence and coordination at the global, regional and country levels, through the existing mechanisms and processes. I will strengthen cooperation with other regional commissions and partnerships with relevant United Nations system and international organizations, regional and sub-regional organizations and financial institutions, the private sector, academia, civil society and NGOs. I will provide leadership to the Regional Coordination Mechanism and ensure the participation of UNECE in the United Nations Development Assistance Framework (UNDAF) process in Europe and Central Asia.

I will promote regional cooperation and contribute to the stabilization of the situation in Afghanistan within the framework of the United Nations Special Programme for Economies of Central Asia (SPECA). To this end, UNECE will implement projects in the areas of water, trade, environment and transport, participate in the work of the Regional Economic Cooperation Conference on Afghanistan and support the Afghan Chairmanship of SPECA in 2014.

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

I will provide leadership to the UNECE secretariat, taking into account the Secretary-General's priorities, General Assembly and ECOSOC resolutions and decisions, as well as guidance of the UNECE member States. In particular, I will

- Articulate a clear vision for the UNECE work programme in the Strategic Framework for 2016-2017
- Use the EXCOM and bilateral meetings for regular briefings on the work of the UNECE Secretariat
- Hold quarterly town hall meetings and bi-weekly Directors' meetings, to translate the vision of the member States into action, provide strategic direction to the staff and seek their views
- Hold regular meetings with the Staff Council and the UNECE Sectoral Assembly representatives
- Take proactive measures to address staff workplace concerns and engender a high level of staff morale and ethical culture
- Ensure effective risk management and follow-up to the recommendations of oversight bodies
- Ensure effective implementation of the UNECE Communication Strategy, to enhance the visibility of the UNECE's work and achievements
- Use the dialogues of the Second Committee and ECOSOC with the regional commissions, to reach out to the United Nations membership
- Ensure the accountability of senior managers and staff through the e-performance appraisal system. Encourage creativity and innovation, to increase the efficiency of the programme.
- Seek opportunities to streamline administrative processes and procedures, to ensure smooth work of the organization.

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, including, inter alia, the March 2012 memo on the management of vacant posts (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 83 days.*
	Give due regard to the principle of equitable geographical distribution.	20 per cent 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 per cent 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 with established timelines.	All end-of-cycle evaluations under the authority of Department/Office are completed within three months of the end of the cycle (i.e., by 30 June 2014).

**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 per cent of critical and 80 per cent of important recommendations targeted for implementation prior to year-end 2014 are implemented.

D. 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.

E. 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.

F. COMPLIANCE WITH ETHICAL STANDARDS

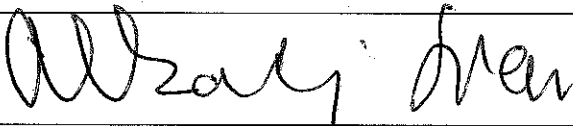
I will use my position as a senior manager to shape, guide and support the Organization's commitment to an ethical culture by ensuring that my decisions and those of my staff are informed by accountability, transparency, integrity, respect and fairness.

G. CONTRIBUTION TO THE BROADER INTERESTS OF THE UNITED NATIONS

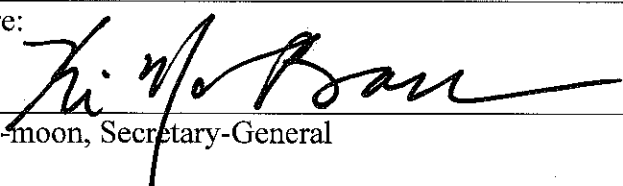
In addition to the specific objectives and accomplishments referred to above, it is understood that a key element of my responsibilities is to contribute to the broader interests of the United Nations. In this regard, I will ensure that I participate fully in the shared responsibilities of senior management such as advocacy of the United Nations values and policies, 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.

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 February 2014

I endorse the objectives and priorities stated in this Compact.

Signature: 	
BAN Ki-moon, Secretary-General	Date: 13 February 2014