

SENIOR MANAGER'S COMPACT for 2013

I, Sven Alkalaj, Under-Secretary-General and Executive Secretary of the United Nations Economic Commission for Europe (ECE), 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 2012-2013 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 2013.

Objective	Expected accomplishment	Performance measure
<p>To support the sustainable development initiatives outlined in the Secretary-General's Five Year Action Agenda.</p>	<ul style="list-style-type: none"> ▪ Improved access to safe drinking water and adequate sanitation. ▪ Increased awareness, more stringent regulations and international rules to reduce transport-related externalities. ▪ Improved access to international markets and connections between Europe and Asia. ▪ Increased support in the ECE region for the Secretary-General's initiative for Sustainable Energy for All. ▪ Enhanced participation of developing and transition economies in global supply chains. 	<ul style="list-style-type: none"> ▪ Number of countries which committed to ratification or accession to the Protocol on Water and Health. ▪ Number of countries which benefited from ECE assistance in improving water quality and water management. ▪ Number of ECE activities in support of the International Year for Water Cooperation (2013). ▪ Number of road safety events organized by ECE, including for 2nd United Nations Road Safety Week. ▪ The carbon dioxide measuring tool is developed and implemented in at least one country per region worldwide. ▪ European and Asian Transport Ministers endorse their multi-country investment plan on transport and border crossing facilitation. ▪ Number of ECE activities in support of the Secretary-General's initiative for Sustainable Energy For All.

		<ul style="list-style-type: none"> ▪ Number of countries with economies in transition benefiting from technical assistance in the development of sustainable energy. ▪ Adoption of trade facilitation measures and ECE recommendations on regulatory cooperation to reduce barriers to trade.
<p>To contribute to the effective follow-up to the Rio+20 outcome.</p>	<ul style="list-style-type: none"> ▪ Enhanced support to ECE member States in their transition to the green economy. ▪ Improved implementation of regional agreements and policies on sustainable development¹. ▪ Improved sustainable urban development in the ECE region. 	<ul style="list-style-type: none"> ▪ Number of policy recommendations related to the green economy from ECE intergovernmental bodies. ▪ Number of ECE activities in support of the transition of the region to the green economy. ▪ Number of countries committed to ratification or accession to the Protocol on Pollutant Release and Transfer Register (PRTRs). ▪ Number of ECE activities in support of the Principle 10 of the Rio Declaration. ▪ Number of ECE activities promoting regional cooperation on sustainable development. ▪ Number of ECE activities in support of sustainable urban development in the ECE region. ▪ Regional consultation held on the preparation of the ECE Strategy on Sustainable Housing and Land Management.

¹ Paragraphs 97–100 and 185 of the Rio+20 outcome document (http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/66/288).

<p>To contribute to the post-2015 development agenda.</p>	<ul style="list-style-type: none"> ▪ Substantive contributions to global intergovernmental and interagency consultative processes on the post-2015 development agenda and Sustainable Development Goals (SDGs) provided. 	<ul style="list-style-type: none"> ▪ Number of ECE activities contributing to the post-2015 development agenda. ▪ Number of substantive inputs to the global consultation on the post-2015 development agenda.
<p>To support the Organization's management reform agenda.</p>	<ul style="list-style-type: none"> ▪ On Umoja: Departments and offices will carry out preparatory activities in accordance with the Umoja deployment schedule. ▪ Departments and offices will absorb the cost of all departmental activities not included in the Umoja core budget to enable the Umoja deployment. ▪ On IPSAS: Compliance with the Secretariat's overall implementation plan for IPSAS and, if relevant, the Department-level implementation plan. ▪ On Digital Secretariat: Departments and offices will carry out activities as per Secretary-General's decision 2011/9. ▪ Departments and offices will leverage technologies to reduce the United Nations carbon footprint and improve productivity. 	<ul style="list-style-type: none"> ▪ Preparatory activities are accomplished, including the work process reviews as appropriate. ▪ Approved budgets are not exceeded as a result of activities related to Umoja deployment. ▪ IPSAS-compliant opening balances are ready by 31 December 2013. ▪ Targets included in Digital Secretariat road map are met.
<p>To accelerate efforts to advance the agenda for achieving gender equality and the empowerment of women.</p>	<ul style="list-style-type: none"> ▪ Implementation of the United Nations System-wide Action Plan for Gender Equality and the Empowerment of Women (UN SWAP). 	<ul style="list-style-type: none"> ▪ Full compliance with UN SWAP baseline reporting requirements.

<p>To facilitate the updating of the Secretariat-wide ICT Strategy.</p>	<ul style="list-style-type: none"> ▪ Departmental views and information are provided as input for the updating of the Secretariat-wide ICT Strategy. ▪ ICT activities and projects comply with ICT security standards. 	<ul style="list-style-type: none"> ▪ Contribution to the updating of the Secretariat-wide ICT Strategy. ▪ Submission of ICT resource- and project-related information to OICT. ▪ Compliance with the principles and standards promulgated on information security.
<p>To operationalize the Organizational Resilience Management System (ORMS).</p>	<ul style="list-style-type: none"> ▪ Implementation of the Information Technology Disaster Recovery (DR) component of the Organizational Resilience Management System. ▪ Completion of annual ORMS review programme. 	<ul style="list-style-type: none"> ▪ Confirmation of critical information technology systems. ▪ Make budgetary provisions and sign Service Level Agreements with OICT to implement appropriate DR strategies to recover critical information technology systems in the event of an emergency. ▪ Meets all requirements of the annual ORMS maintenance exercise and review programme.

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 further strengthen the trust I have built with ECE member States and stakeholders during my first year in office. I will ensure that the results of the review of the ECE Reform (2005) are fully reflected in the work programme of the organization and implemented in a timely fashion, in consultation with senior managers, member States, and staff representatives.

I will further strengthen measures to increase the effectiveness, accountability, transparency and efficiency of ECE's work, in line with the Change Management agenda, and the Secretary-General's priorities.

I will ensure that ECE delivers tangible and tailored support to member States for the effective follow-up to and implementation of the outcome of the United Nations Conference on Sustainable Development (Rio+20), with particular emphasis on the transition to a green economy and sustainable urban development. I will also support the region's contribution to the global consultative process on the post-2015 development agenda and sustainable development goals (SDGs). I will proactively engage in implementing the Secretary-General's Five Year Action Agenda, in particular his Sustainable Energy for All initiative, improved access to water and sanitation, sustainable transport development and sustainable trade.

I will also pursue the economic empowerment of women by enhancing the capacity of women as active agents for and beneficiaries of sustainable development in the region.

I will promote international cooperation and integration in the region, in particular within the framework of the United Nations Special Programme for the Economies of Central Asia (SPECA), and engage actively in strengthening its governance structure, streamlining its working methods and increasing effectiveness. To this end, I will visit the capitals of SPECA countries, to meet the leadership and seek their views on the SPECA contribution to post-2015 development agenda. I will report the results of my visits to the Governing Council at its meeting in 2013.

I will promote partnerships with other United Nations organizations and agencies through:

- a) Signing of memoranda of understanding/partnership agreements,
- b) Joint programmes and activities at country, regional and global levels, and
- c) The United Nations Development Assistance Frameworks.

I will ensure that ECE continues to build strong partnerships with global, regional and subregional organizations, the private sector, academia, non-governmental organizations and civil society, in line with the Secretary-General's Partnership Initiative.

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

I will continue to use all my experience to articulate the vision and provide leadership to the ECE secretariat, taking full account of the Secretary-General's strategic priorities, General Assembly and ECOSOC decisions, and guidance of ECE's member States. In this regard, I will:

- Work to ensure that ECE's work programme benefits all member States,
- Spare no effort to ensure a climate of trust and confidence between member States and the secretariat,
- Ensure effective implementation of the ECE Communications Strategy and enhance the visibility of ECE's work,
- Ensure senior managers' full support for the implementation of the Secretary-General's Change Management Initiatives, and seek opportunities to enhance programme performance and streamline administrative processes and procedures,
- Ensure effective risk management and implementation of recommendations resulting from evaluation and audit,
- Ensure the accountability of senior managers and staff for the timely and effective delivery of results through the e-performance appraisal system, as well as performance monitoring and reporting,
- Work to strengthen the ethical culture of ECE,
- Take proactive measures to address staff workplace concerns,
- Hold quarterly town hall meetings, expand opportunities for staff to provide their feedback through surveys, and ensure that all ECE staff are informed of the discussions and outcomes of senior management deliberations,

- Hold regular Directors' Meetings and at least one retreat with senior managers to develop an understanding of common goals and objectives resulting from the outcome of the review of the ECE Reform (2005),
- Meet with senior staff of each subprogramme to discuss their strategic objectives and goals through 2016-17, in order to demonstrate engagement, build trust and encourage innovation,
- Internalize the System-Wide Action Plan on gender equality and women's empowerment (SWAP) requirements by mainstreaming gender issues in the work of the subprogrammes,
- Ensure collaboration with other parts of the United Nations family active in the economic and social fields,
- Provide the Secretary-General with advice and support on matters falling within the mandate of the Commission, and
- Undertake any special tasks assigned by the Secretary-General, as required.

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"> ▪ Well-justified and complete budget proposals are submitted by established deadlines. ▪ Decreasing trend related to the cancellation of prior period obligations (PK funds only). ▪ Annual expenditures are within 3% of the annual budget allotment (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	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.*

priorities, consistent with policies, and in an efficient and effective manner to enable achieving programmatic objectives.	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: 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**

**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 2013 are implemented.

D. 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.

E. COMPLIANCE WITH ETHICAL STANDARDS

Objective	Expected accomplishment	Performance measure
To shape, guide and support the Organization's commitment to an ethical culture.	<ul style="list-style-type: none"> ▪ Programme managers internalize their ethical rights, duties and obligations. 	<ul style="list-style-type: none"> ▪ Successful completion of the Ethical Behavior Self-Assessment Survey, and where indicated, participation in upwards feedback exercise.***

	<ul style="list-style-type: none"> ▪ Through the Leadership Dialogues initiative, programme managers take personal responsibility to ensure that all staff participate in a guided discussion with their immediate supervisors about what it means to be an international civil servant. 	<ul style="list-style-type: none"> ▪ Programme managers certify in writing to the Secretary-General by 30 June 2013 that all staff within their department/office have participated in a Leadership Dialogue session.
To ensure that personal conflicts of interest are disclosed, documented, and resolved in the interests of the Organization.	Staff subject to financial disclosure discharge their obligations in a timely fashion.	100% on-time compliance with all personal conflict of interest disclosure and submission requirements.

****In addition to the performance measure above, each year the Ethics Office will randomly select a sample of staff of several Senior Managers to complete a confidential survey to gauge their perception of the Senior Manager's ethical behavior. These Senior Managers will then receive individual feedback by the Ethics Office on the results of the two surveys.*

F. RISK MANAGEMENT

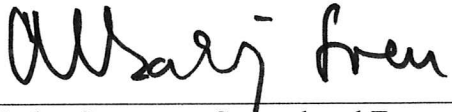
Objective	Expected accomplishment	Performance measure
To proactively manage risks that could impact the Organization's ability to achieve its objectives.	Provide adequate input to the Secretariat-wide risk assessment for the identification and evaluation of risks and relevant controls for the respective areas of responsibility.	Active participation in the Secretariat-wide risk assessment exercise.

G. CONTRIBUTION TO THE BROADER INTERESTS OF THE UNITED NATIONS

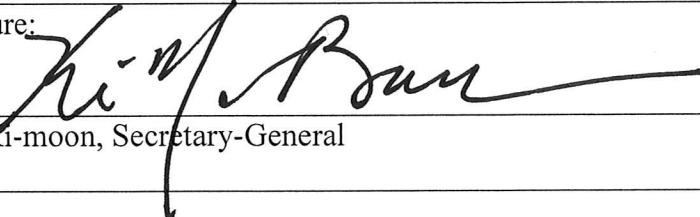
In addition to the specific objectives and accomplishments referred to above, it is understood that a key element of my responsibilities is to contribute to the broader interests of the United Nations. In this regard, I will ensure that I participate fully in the shared responsibilities of senior management such as advocacy of the United Nations values and policies; promotion of the United Nations image, public diplomacy, and image-perception; support for organizational objectives such as management reform and gender mainstreaming, 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: 28.02.2013

I endorse the objectives and priorities stated in this Compact.

Signature: 	
BAN Ki-moon, Secretary-General	Date: 15 February 2013