

SENIOR MANAGER'S COMPACT for 2011

I, Ján Kubiš, Under-Secretary-General and Executive Secretary of the 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

In the context of the programme objectives contained in sections 19 and 22.B.3 of the Programme Budget 2010-2011, I will give special attention to the following objectives this year:

Objective	Expected accomplishment	Performance measure
To ensure a substantive contribution from the ECE region to the Rio+20 process.	<ul style="list-style-type: none"> ▪ Regional input submitted to the Rio+20 preparatory process based on outcomes from various ECE events. 	<ul style="list-style-type: none"> ▪ Regional meetings of relevance to the Rio+20 process held as planned with concrete outcomes, in particular: <ul style="list-style-type: none"> ➢ Commission session; Regional Preparatory Meeting for Rio+20; ➢ Environment for Europe Conference (Astana) ▪ Substantive documents prepared on issues of relevance to the Rio +20 processes.
To contribute to the implementation of the GA resolution 64/255 on Improving global road safety.	<ul style="list-style-type: none"> ▪ Increased awareness and political commitment in the ECE region to road safety. 	<ul style="list-style-type: none"> ▪ Successful launch in the ECE region of the Decade of Action for Road Safety through various promotional activities.
To strengthen cooperation among the countries of Central Asia, including Afghanistan, through the Special Programme for the Economies of Central Asia (SPECA).	<ul style="list-style-type: none"> ▪ More opportunities for SPECA member countries to have consultations and exchange of information; and strengthened participation of Turkmenistan and Afghanistan in the activities under SPECA. 	<ul style="list-style-type: none"> ▪ Launch of new initiatives in support of Afghanistan. For example, SPECA was invited to join the High-level Core Group of the Regional Economic Cooperation Conference on Afghanistan (RECCA) and will assist the Government of Tajikistan in the organization of the 5th RECCA Conference in Dushanbe. ▪ Opening of the joint ESCAP-ECE Office in Central Asia. ▪ Establishment in Geneva of a new SPECA Consultative

		<p>Committee with the participation of Geneva-based representatives of SPECA member countries.</p> <ul style="list-style-type: none"> ▪ Meeting in Ashgabat on economic cooperation with Afghanistan as a follow-up to the 2010 SPECA Economic Forum organized with concrete outcome, in collaboration with the Government of Turkmenistan and the UN Regional Centre for Preventive Diplomacy.
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Special Objective	Expected accomplishment	Performance measure
To move the Secretariat towards climate-neutrality.	<ul style="list-style-type: none"> ▪ A reduction in greenhouse gas emissions from United Nations operations. 	<ul style="list-style-type: none"> ▪ Concrete action that contributes to the Secretary-General's climate-neutrality goal.
To ensure the responsible management of ICT resources.	<ul style="list-style-type: none"> ▪ All ICT budgets are submitted to OICT within established deadlines and in accordance with the ICT budget guidelines. ▪ All ICT project proposals are submitted to OICT in accordance with the ICT Project Management framework. 	<ul style="list-style-type: none"> ▪ All ICT budget proposals are submitted to OICT in a timely manner for review. ▪ All ICT project proposals are submitted to OICT for review in accordance with the established procedures.
Timely submission of documents for consideration by the governing bodies.	<ul style="list-style-type: none"> ▪ Timely submission of documents to Conference Management. 	<ul style="list-style-type: none"> ▪ 90% of documents submitted to Conference Management by slot date.

Please indicate here how you propose to pay particular and personal attention to the attainment of key priority objectives stated above.

As appropriate, I will contact member States and other relevant international partners with the aim of fostering the implementation of the above-stated key priority objectives. The biennial session of the UNECE, that will take place in March 2011, as well as the regular Regional Coordination Mechanism meetings, the organization and preparation of which I am personally overseeing, will play a major role in mobilizing support for the objectives and their attainment. Progress in the achievement of these key priority objectives will be periodically reviewed at the regular meeting of the directors and measures will be taken to ensure their implementation.

Please indicate here how you will serve as an effective leader of your department/office.

Based on the priorities of the Secretary-General for the year 2011 and the work programme of the UNECE, I will lead by setting a clear vision for the UNECE for 2011 and discussing it at the planned town hall meeting in January 2011 with a follow-up during the year. The March 2011 biennial session of the UNECE will be further used to obtain political guidance and support from UNECE member States for the UNECE work and for reinforcing the trust between member States and the UNECE Secretariat. Similarly, meetings of the sectoral committees (main subsidiary bodies of the Commission) will serve these purposes. Regular divisional meetings and staff retreats will be used for translating these UNECE-wide objectives into concrete activities within the divisions. Regular meetings of directors and divisional meetings will consider progress, problems and risks, with the aim to promote innovative solutions both for achieving our objectives and finding solutions. This constant involvement of the staff, together with transparent and just processes of staff recruitment, promotion and evaluation, notably through the ePAS process, will keep staff engaged and motivated. In case of staff concerns and problems, wider space will be opened for their informal resolution, now that the Ombudsman's office has been opened in Geneva.

B. RESPONSIBLE STEWARDSHIP OF RESOURCES

1. Financial resources objective

Objective	Expected accomplishment	Performance measure
To ensure the responsible management of financial resources.	Managers plan, monitor and utilize resources proactively to achieve stated objectives.	Financial resources are used in an efficient manner for authorized purposes.*

**The performance measure is comprised of the following indicators, as relevant to individual departments/offices. For RB funds 1) Well-justified and complete budget proposals are submitted to the Controller by established deadlines; 2) Reduction in under-expenditure under non-post costs; 3) Decreasing trend related to the cancellation of prior period obligations. For PK funds 1) Well-justified and complete budget proposals are submitted to the Controller by established deadlines; 2) Decreasing trend related to the cancellation of prior period obligations. For XB funds 1) Demonstrated ongoing (progressive) review of obligations and allotments; 2) Decreasing trend related to the cancellation of prior period obligations*

2. Human resources objective

Objective	Expected accomplishment	Performance measure
To ensure the responsible management of human resources.	Managers effectively exercise delegated authority and properly manage and control all HRM operations and functions in support of mandated programmes.	Human resources are managed in alignment with General Assembly principles, in compliance with the Organization's rules, regulations and policies.**

***The performance measure is comprised of the following elements: recruitment timeline, vacancy rate, geographical representation, female representation, and compliance with the mandatory security training. The specific indicators and targets for each of these are included in my programme budget and Human Resources Management Scorecard. In addition, this performance measure will reflect findings from the internal justice system.*

C. IMPLEMENTATION OF OVERSIGHT BODY RECOMMENDATIONS

Objective	Expected accomplishment	Performance measure
Implementation of oversight body recommendations that have been accepted by the department.	Appropriate timeframes established for implementation.	90% of outstanding recommendations have target dates.
	Timely implementation of recommendations.	80% of recommendations targeted for implementation during the year are implemented by the end of the year.

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.	Programme managers internalize their ethical rights, duties and obligations.	Successful completion of the Ethical Behavior Self-Assessment Survey. ***
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% compliance with all personal conflict of interest disclosure requirements.

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

F. RISK FACTORS

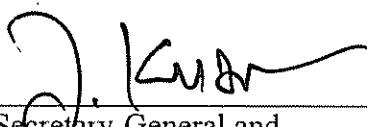
I will proactively manage risks that threaten the achievement of the objectives contained in this Compact. However, achievement of these objectives could be affected by external factors beyond my control.

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: 	
Ján Kubiš, Under-Secretary-General and Executive Secretary, ECE	Date: 17 February 2011

I endorse the objectives and priorities stated in this Compact.

Signature: 	
BAN Ki-moon, Secretary-General	Date: 17 February 2011

