



Olga Algayerova

Executive Secretary of the United Nations Economic Commission for Europe

2020

*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 2020.

In the context of these objectives, I will give special attention to delivering the following results in 2020.

Objective		
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
Successful preparation of ECE 69th Commission (2021), with the adoption of a cross-cutting theme reflecting the 2030 Agenda	Risks UNECE member States do not support UNECE Secretariat proposal.	Circular Economy is approved by EXCOM as cross-cutting theme for the high-level segment of UNECE 69th Commission.
Strengthened policy dimension of the United Nations at the regional	Mitigations: I will consult widely with member	Successful Regional UN System meeting with active participation of



Expected accomplishments	Risks and mitigations	Performance measures
level in the UNECE region.	<p>States and inform the Executive Committee (EXCOM) regularly.</p> <p>Risks UN financial crisis or external factors prevent the organization of the Regional UN system meeting.</p> <p>Mitigations: Alternate measures are identified to organize the regional meeting in a different format.</p>	member States and civil society.

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	<p>Risks UN financial crisis or external issues prevent the deployment of ECE capacity building.</p> <p>Mitigations: Alternate measures are identified to organize retreats in a different format.</p>	Number of new Sustainable Development Cooperation Framework (UNSDCF) for 2021 – 2025 to which UNECE contributed and signed Baseline 2019: - Target 2020: 11

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 sustainable use of natural resources in the UNECE region	<p>Risks UN financial crisis or external issues prevent the organization of sub-regional events. Lack of political will to cooperate in a transboundary manner</p>	<p>Number of sub-regional and transboundary interventions (publications, events) in support of SDGs Baseline 2019: 10 Target 2020: 12</p>



Expected accomplishments	Risks and mitigations	Performance measures
	<p>Mitigations: Alternate measures are identified to organize events in a different format. Awareness raising with member States to advocate for the transboundary instruments.</p>	

Objective
<p>Refocusing UNECE partnership approach in support of the implementation of the SDGs in the UNECE region</p>

Expected accomplishments	Risks and mitigations	Performance measures
<p>Deepened strategic focus of UNECE partnership agreements for greater value added and impact</p>	<p>Risks Lack of political support from UNECE member States for revised partnership approach</p> <p>Mitigations: Outreach to UNECE member States to highlight the value of a renewed framework.</p>	<p>UNECE-wide stocktake and review of existing Memorandum of Understanding (MoU) undertaken</p> <p>Roadmap developed to strengthen impact of existing partner-ships and phase out less impactful agreements;</p> <p>Focal Points designated for each partnership to ensure active relationship management and adherence to due diligence measures</p>

Objective
<p>Increase awareness of, and resources to, reducing the global impact of road accidents</p>

Expected accomplishments	Risks and mitigations	Performance measures
<p>Gain commitment of member States to reducing road accidents</p>	<p>Risks Pledges are not translated into actual commitments</p> <p>Mitigations: Follow-up with member States</p>	<p>Number of accessions to the UN Road Safety Conventions Baseline 2019: 4 Target 2020: 5</p> <p>Increase of commitments to the</p>



Expected accomplishments	Risks and mitigations	Performance measures
	and donors coupled with innovative fundraising mechanism deployed by Road Safety Fund (RSF)	Road Safety Fund Baseline 2019: \$2m Target 2020: \$2.2m Number of national strategies/action plans/performance reviews Baseline 2019: 3 Target 2020: 5



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 2020 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. UNECE will conduct the following self-evaluations:</p> <p>1. Review of UNECE collaboration with UN and other partners in delivering on energy for sustainable development</p>	<p>The UNECE Evaluation Policy (October 2014) will be updated in 2020 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 Biennial Evaluation Workplan approved by the</p>



Expected accomplishments	Specific commitments / comments
<p>2. Evaluation of Population subprogramme: Advancing intergovernmental work towards the implementation of the 2017 Lisbon Ministerial Declaration and MIPAA/RIS commitments</p> <p>3. Review of the Innovation Performance Reviews & Regional Index</p> <p>Make publicly available key information about the programme and its activities/deliverables to relevant stakeholders.</p>	<p>Executive Committee (EXCOM), and contained in the Annual Report on Evaluation to EXCOM.</p> <p>All UNECE evaluations will be publicly available on the Open UNECE website http://www.unece.org/info/open-unece/evaluation-and-audit.html, together with the approved management response and update on progress made to close recommendations in June and December 2020.</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 the Regional Commissions and other UN entities including the RC Offices in UNECE region 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 2020.</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 ERM will be revised as necessary, approved by senior management and communicated to all staff.

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
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 the United Nations Office at Geneva (UNOG) as service provider.

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.	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
Collaborate openly with other departments/offices and entities to support the reform agenda and realize the expected benefits of reform.	<p>I will advocate publicly for the importance of the proposed reform to further realign the organization to be fit for purpose in supporting Member States in the implementation of the SDGs.</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 is 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; 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.
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 2020).
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 (e.g. by 31 May 2020).

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 2020.	<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</p>



Expected accomplishment	Performance measure
	forward looking (e.g. opportunities, threats, vision) 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.	Completion rate of the Information Security Awareness mandatory training. Results of the annual self-assessment of website compliance with ICT policies.



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) 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'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.



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>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>

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 2020 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.

Signature: 		
Olga Algayerova	Executive Secretary of the United Nations Economic Commission for Europe	Date: 19/05/2020

I endorse the objectives and priorities stated in this Compact.

Signature: 		
Antonio Guterres	Secretary General	Date: 15/05/2020