



Vera Songwe

Executive Secretary of the United Nations Economic Commission for Africa

2020

I, Vera Songwe, Executive Secretary of the United Nations Economic Commission for Africa, 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		
<p>Objective (1): Advance ECA's position as a premier knowledge institution that builds on its unique position and privilege to foster local responses and adapt global solutions to the continent's problems and take local solution to the continent in the context of the realization of the aspirations of the 2030 Agenda and Agenda 2063.</p>		
Expected accomplishments	Risks and mitigations	Performance measures
1.1 Transformative, innovative and agenda-setting knowledge products by ECA that apply up-to-date world class knowledge to tackle Africa's development challenges.	R1.1.1 Delayed recruitment, or failure to attract and retain qualified employees and less responsive learning and staff development system	PM1.1.1 Increased uptake of policy or policy change in the context of the UN Decade of Action and in support of Agenda 2030 for Sustainable Development and Agenda 2063



Expected accomplishments	Risks and mitigations	Performance measures
	<p>Mitigation: Review of the Talent Profile Report and continuous follow-up with Hiring Managers regarding training needs.</p> <p>R1.1.2 Suboptimal inter-agency collaboration, including with regional UN entities and Resident Coordinator Offices / UN Country Teams</p> <p>Mitigation: Strengthen and closely monitor ECA involvement and participation in the newly created Opportunity/ Issues-based Coalitions (O/IBCs); forging closer cooperation with Development Cooperation Office Regional Office for Africa and Agencies, Funds and Programmes (AFPs) in Africa</p> <p>R1.1.3 Limited organizational visibility</p> <p>Mitigation: High quality joint publications disseminated at every opportunity; social media presence; strengthen relationship with member states and RCOs/UNCTs as much as possible, including by seeking feedback</p> <p>R1.1.4 Failure in attracting partners / delay in forming partnerships and nurturing collaboration with think-tanks and research institutions</p> <p>Mitigation: Put in place a strategy targeting development of mutually beneficial partnerships through long-term and institutional arrangements; strengthening links with African Universities; creating differentiated value proposition, including earmarked fellowship positions for African Universities.</p>	<p>as a result of ECA's contribution through its think tank function.</p> <p>PM1.1.2 Increased dissemination of ECA produced knowledge products widely to influence policy decision in member states</p> <p>PM1.1.3 Value-adding partnerships with academic institutions and think-tanks formed and leveraged</p> <p>PM1.1.4 Groundbreaking and timely analytical work on the socio-economic impact of coronavirus disease (COVID-19) (regional, sub-regional and country levels) with recommendations informing policy decisions by member States and advocacy efforts for coordinated global action in support of the African continent.</p> <p>PM1.1.5 Work of the Opportunity/ Issues-based Coalitions (O/IBCs) including on the regional SDG gateway and Knowledge Management Hub fully operational and the collaborative potential of the UN Development system leveraged for transformative and impactful delivery at country level</p> <p>PM1.1.6 Staff development: Staff development programmes tailored to the think tank function of the Commission delivered</p>

Objective

Objective (2): Develop sustainable macroeconomic and growth policies towards economic diversification and job creation in Africa as required by the 2030 Agenda and Agenda 2063.

Expected accomplishments	Risks and mitigations	Performance measures
2.1 Strengthened capacity of member states through high quality intergovernmental dialogues to set the course of normative, policy work and technical dimensions for implementation of sustainable development and regional cooperation on means of implementation.	<p>R2.1.1 Travel bans/ restrictions due to COVID-19 hamper the convening of conferences, high level policy dialogues, country launches and advocacy efforts.</p> <p>Mitigation: Postponement of events towards third or last quarter of the year and organizing virtual meeting conferences and policy dialogues.</p> <p>R2.1.2 Inadequate resources to ensure full implementation of the programme plan.</p> <p>Mitigation: Sustained resource mobilization efforts targeting a diversified the donor base.</p>	<p>PM 2.1.1 Africa Regional Forum on Sustainable Development (ARFSD). The 6th session of the Forum will review progress, facilitate mutual learning including sharing experiences and lessons learned on voluntary national and local reviews, and identify concrete recommendations to accelerate implementation of the 2030 Agenda for Sustainable Development and Agenda 2063. Consensus reached by member States on concrete policy options will feed into the 2020 High-Level Political Forum (HLPF) in the form of Africa's key messages to accelerate the implementation of the 2030 Agenda and Agenda 2063, in the context of the decade of Action.</p> <p>PM 2.1.2 High level policy dialogues on the economic and social impact of COVID-19, including a series of emergency meetings of African Ministers of Finance on policy measures, coordinated response and advocacy and engagement with UNCTs, Resident Coordinators and Regional Directors on joint UN regional response.</p> <p>PM 2.1.3 Seventh Statistical Commission for Africa (StatCom-Africa-VII), which will contribute in increasing the number of member States that adopt and apply the 2008 System of National Accounts for the compilation of economic</p>



Expected accomplishments	Risks and mitigations	Performance measures
		<p>statistics and national accounts, including environmental economic accounting.</p> <p>PM2.1.4 African Science, Technology and Innovation (STI) Forum as the premier annual event for high-level policy dialogues, forging regional collaboration and advancing Africa's position on STI on the global stage . The Forum will examine: Science, Technology and COVID-19 policy responses and their impact on innovation (High-level policy dialogue) and redesigning higher education in Africa to become more entrepreneurial (support at least three countries- Cameroon, Uganda and Zimbabwe); and youth, gender and STI for inclusive, sustainable development (engage at least 500 youths in at least three countries).</p> <p>PM 2.1.6 Conference of African Ministers of Finance, Planning and Economic Development on the theme of sustainable industrialization and diversification in the digital era. The Conference will build consensus among African Ministers of Finance, Planning and Economic Development on policy responses and priority actions on industrialization, economic diversification as well as COVID-19 policy responses, as informed by ECA studies and policy recommendations; and subsequent implementation of the agreed policy responses.</p>

Expected accomplishments	Risks and mitigations	Performance measures
		<p>PM2.1.7 African Business Forum on climate change, energy, pharmaceuticals and investments in Africa. The SDG7 Initiative for Africa will be launched at the Forum to mobilize commitment from countries and the private sector. The Forum will serve as a platform for galvanizing financing support and engagement of the private sector in the Pharmaceutical Manufacturing Plan for Africa – an Initiative maximizing the opportunity arising from the AfCFTA to contribute to improved and economically sustainable access to safe and affordable medicines through localized manufacturing and pooled procurement.</p> <p>PM2.1.8 Public officials trained to effectively implement policies in support of the 2030 Agenda for Sustainable Development and Agenda 2063.</p>
2.2 Increased capacities of member States for effective development planning and implementation of policies that promote inclusive growth, sustainable development and structural transformation, aligned with the 2030 Agenda for Sustainable Development.	See risks and mitigation measures for EA 2.1.	<p>PM 2.2.1 Member States leveraging the ECA macroeconomic model for policy analysis and formulation, including application of ECA forecasting analysis and macro/sectoral policy recommendations to response to COVID-19.</p> <p>PM 2.2.2 Strengthened capacity of member states and RECs to formulate and implement economic diversification.</p> <p>PM 2.2.3 Countries deploying the Commission's capacities and tools for the design, implementation and monitoring of planning frameworks and Voluntary National (and Local) Reviews in line with the outcomes of the ARFSD Victoria Falls Declaration and its call for a regional strategy</p>



Expected accomplishments	Risks and mitigations	Performance measures
		<p>of the UN Decade of Action.</p> <p>PM 2.2.4 Trained Public officials to effectively implement policies in support of the 2030 Agenda for Sustainable Development and Agenda 2063 are influencing policy management and development planning reforms.</p> <p>PM 2.2.5 Strengthened capacity of Member States in the Eastern African sub-region, the Regional Economic Communities (RECs) and Intergovernmental Organizations (IGOs) to develop and implement development on the Blue Economy.</p>
<p>2.3 Increased availability of statistics that are strategically relevant and of consistently high quality in support of member States, Regional Economic Communities and the African Union policy decision-making, planning, monitoring and reporting under the 2030 Agenda for Sustainable Development.</p>	<p>R 2.3.1 Limited cooperation from national statistical authorities in generating, valuating and publishing official statistics and data.</p> <p>Mitigation: Sustained advocacy on benefits in the context of review of progress in the implementation of the SDGs; and using champions advocate for the cause of data and statistics and promotion of peer learning and exchange.</p> <p>R 2.3.2 Shortage of resources / change of member States priorities due to emergency response to and shifting of resources to respond to the COVID-19 pandemic.</p> <p>Mitigation: Creation and management of new datasets by working with NSOs that are making specific datasets on the pandemic available; to support the national response to COVID-19; development of new methodologies for data collection in a crisis situation; increased use</p>	<p>PM 2.3.1 Member States that have reduced data gaps for the monitoring and reporting of indicators on the Sustainable Development Goals and Agenda 2063 to meet data requirements.</p> <p>PM 2.3.2 Member States that are producing and reporting statistics in at least three statistical areas for monitoring the implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 with appropriate disaggregation development Goals and Agenda 2063 to meet data requirements.</p> <p>PM 2.3.3 Member States that are producing vital statistics based on a civil registration system through ECA support on establishment of an integrated civil registration, vital statistics and identity management system that ensures legal identity from birth to death.</p> <p>PM 2.3.4 Member States developing policies and strategies for integrated geospatial</p>



Expected accomplishments	Risks and mitigations	Performance measures
	of technology in operation and activities of NSOs.	information frameworks and services through ECA support on development of stepwise guiding principles and elaboration and implementation of national spatial data infrastructures.

Objective

Objective (3): Contribute to innovative financing models and tools for the attainment of the 2030 Agenda for Sustainable Development in Africa.

Expected accomplishments	Risks and mitigations	Performance measures
3.1 Member States and Regional Economic Communities working with ECA on proposed policies to create an enabling business environment that attracts investments in critical areas of agriculture, land, energy, health and infrastructure, and uses innovative financing instruments to leverage private investments in Africa.	<p>R3.1 Limited engagement and uptake, by member States, of ECA-recommended financing models and tools.</p> <p>Mitigation: i) undertaking country needs assessment and securing sponsorship from high-level officials of respective governments; ii) continuous outreach and advocacy.</p>	<p>PM 3.1.1 Increased number of member States to improve business enabling environment for attracting investments in critical areas of energy, infrastructure, agriculture and land.</p> <p>PM 3.1.2 Member states deepening financial markets and mobilizing long-term investment for sustainable development.</p> <p>PM 3.1.3 Innovative Financing financing initiatives in support of African countries' preparedness, emergency response and economic recovery from the COVID-19.</p>

Objective

Objective (4): Support ideas and actions to foster deeper regional integration, and the development of regional public goods, with a focus on peace, security and social inclusion

Expected accomplishments	Risks and mitigations	Performance measures
4.1 Increased number of member States leveraging regional frameworks for advancing	R 4.1 Limited number of effective partnerships with continental and regional organizations.	PM4.1.1 Member States that formulate and implement AfCFTA national strategies with ECA's



Expected accomplishments	Risks and mitigations	Performance measures
country policy priorities and for tackling cross border challenges.	<p>Mitigation: Initiate and formalize partnerships in advance through partnership instruments.</p> <p>R4.2 Political instability and transition.</p> <p>Mitigation: Work with key players such as the African Union Commission (AUC), Regional Economic Communities (RECs), Department of Political Affairs (DPA), United Nations Office to the African Union (UNOAU) and others to monitor political and security developments in the countries of focus with a view to advocating for stability.</p> <p>R 4.3: Limited spaces for public-private sector partnerships for infrastructure investments.</p> <p>Mitigation: Advocacy to promote PPP approaches to investment in climate resilient infrastructure.</p>	<p>technical support</p> <p>PM 4.1.2 ECOWAS Vision 2050 developed as a blueprint in spearheading regional integration and attainment of Agenda 2063 and the SDGs in West Africa</p> <p>PM 4.1.3 Member States integrating industrialization into their national development policies and planning frameworks in the context of the African Continental Free Trade Area (AfCFTA)</p> <p>PM 4.1.4 Aligned national industrial policies, by member States, with the Southern Africa Development Community (SADC) Industrialization Strategy and Roadmap (domestication) and increased private sector engagement.</p> <p>PM 4.1.5 Increased number of member States assisted by ECA that integrate the effects of climate change into their national development plans and that integrate a coherent and cross-sectoral nationally determined contributions into their national development plans.</p> <p>PM 4.1.5 Strengthen capacity of countries to design and produce medical devices, testing facilities and protective gear to tackle the threat of COVID19.</p> <p>PM 4.1.6 ECCAS (CEMAC) Industrialization and Economic Diversification Strategy and Roadmap (domestication) developed as blueprint in spearheading regional integration, attainment of agenda 2063 and SDG in Central Africa,</p>



Expected accomplishments	Risks and mitigations	Performance measures
		implementing holistic as well as tailored -made approaches to comprehensively engage ECA as One and OIBC partners within and outside Central Africa.

Objective

Objective (5): Advocate for Africa's position at the global level and develop regional responses as a contribution to global governance issues.

Expected accomplishments	Risks and mitigations	Performance measures
5.1 Common African positions on / regional responses to critical development issues facilitated and supported.	<p>R 5.1.1 Lack of consensus amongst member States on regional responses to critical regional & global development issues.</p> <p>Mitigation: Undertake targeted advocacy and capacity support to sub-regional blocs.</p>	<p>PM 5.1.1 Advocacy for a three-pronged coordinated package to mitigate adverse impact of COVID-19 on African economies, including immediate health and humanitarian response, a US\$100 billion emergency economic stimulus and protection measures the private sector, particularly in the tourism and airline sector.</p> <p>PM 5.1.2 Support to initiatives addressing the special needs of least developed countries (LDCs), landlocked developing countries (LLDCs) and small island developing States (SIDS).</p> <p>PM 5.1.3 Mainstreaming of natural capital accounting in national accounts of selected countries in Central Africa as a means to supporting green transitions</p>
5.2 Stronger collaboration with and support to the African Union in line with the UN-AU Development Framework.	<p>R 5.2.1 Low commitment and limited joint AU-UN advocacy and awareness-raising.</p> <p>Mitigation: Strong advocacy to implement the AU-UN Framework in the context of global sustainable development goals.</p>	<p>PM 5.2.1 Establishment of the AU-UN Collaborative Platform, mirroring the UNDS Regional Collaborative Platform anchored on flagship initiatives that are completely aligned with AU priorities and existing AU-UN Frameworks.</p>



Expected accomplishments	Risks and mitigations	Performance measures
<p>5.3 Effective coordination of the United Nations Regional Economic Commissions during 2020 and their representation in Senior Management meetings on the United Nations Secretariat and in global fora in the framework of the Economic and Social Council (ECOSOC) and the General Assembly.</p>	<p>R 5.3.1 Limited collaboration and engagement from Regional Commissions for inter-agency coordination and cooperation.</p> <p>Mitigation: Regular meetings among the five Executive Secretaries to jointly define priorities, objectives and opportunities for engaging in global processes, discuss issues of common concern, facilitate information sharing, and formulate common positions among the Regional Commissions.</p> <p>R 5.3.2 Inadequate space for Regional Commissions at high-level global meetings.</p> <p>Mitigation: Continued advocacy on the regional dimension of development and the role of Regional Commissions in the global UN architecture.</p>	<p>PM 5.3.1 Coordinate and represent the Regional Economic Commissions' positions in senior management meetings convened by the Office of the Secretary-General and of the UN Secretariat</p> <p>PM 5.3.2 Substantively contribute to various senior management meetings on behalf of the Regional Commissions:</p> <ul style="list-style-type: none"> • Senior Management Group meetings • Chief Executives Board meetings • Management Committee meetings • Executive Committee meetings • UN Sustainable Development Group (UNSDG) Core Group meetings <p>PM 5.3.3 Substantively contribute to global fora in the framework of ECOSOC and the General Assembly on behalf of the Regional Commissions:</p> <ul style="list-style-type: none"> • ECOSOC Operational Activities Segment on Development • ECOSOC Forum on Financing for Development (FfD Forum) • ECOSOC Integration Segment 2020 • ECOSOC Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals • High-Level Political Forum on Sustainable Development.

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
<ul style="list-style-type: none"> • Effective utilization of Delegation of Authority KPIs and other relevant tools to monitor activities in the areas of Human Resources(HR), Finance, Procurement and Property Management. • Effective and efficient corrective action is taken, where required. 	<p>Ensuring that targets set on Delegation of Authority KPIs are met as outlined in the Accountability Framework for Monitoring the Exercise of decision-making Authority.</p> <p>All exceptions are submitted on time.</p> <p>Timely undertaking corrective actions in suspension and revocation of delegation of authority and related provisioning and de-provisioning of roles in Umoja.</p>

Reform initiative : Transparency

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

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> • Undertake programme evaluations, including self-evaluations as per ECA's 2020 evaluation plan (see a list of planned evaluations below) and present key findings and recommendations to intergovernmental organs and ensure that lessons learnt feed into 	<p>Evaluation findings and recommendations are used for strengthening organizational learning and feed into programme development / project design.</p> <p>Programme management related documents and</p>



Expected accomplishments	Specific commitments / comments
<p>future planning exercises and budget documents</p> <ul style="list-style-type: none"> • Make publicly available key information about the ECA programme and its activities/ deliverables to relevant stakeholders. <p>Evaluations planned for 2020:</p> <ul style="list-style-type: none"> • Evaluation of the Joint Financing Arrangement (JFA) support to ECA covering five sub programmes • Evaluation of the European Union U-funded project on Deepening Africa's Trade integration through Effective Implementation of the AfCFTA • Evaluation of five (x5) Development Account projects • Evaluation of ECA support to New Partnership for Africa's Development (NEPAD) • Evaluation of the Regular Programme of technical Cooperation (RPTC) 	<p>information published on the ECA intranet/ SharePoint; and knowledge products widely disseminated to ECA constituencies.</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
<ul style="list-style-type: none"> • Tracking the added value and impact of reform initiatives on stakeholders and record benefits and disbenefits in the benefits tracking register. 	<ul style="list-style-type: none"> • Foundational work completed for an effective and strong Regional Collaborative Platform • Substantial progress made by the Regional Task Team on the implementation of the UN regional reform through the roll out of the SG's recommendations 2 to 5. • Regular reporting to the Office of the Deputy Secretary-General) on implementation status of (Phase II of the regional review). • OIBCs leveraging the collaborative potential of UNDS and integrating priorities of the Decade of Action into their work plans.

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
<ul style="list-style-type: none"> • Use of ECA 2020 Programme Plan and Budget (all budget sources) as the starting point for preparation of the annual workplans of staff. • Communicating to staff planned results, requesting regular updates and using the information I receive to change course as needed. 	<ul style="list-style-type: none"> • Approved Programme and Budget documents are posted on the ECA intranet. • Orientations/ announcements preparation of work plans to be done in time for the e-Performance cycle for 2020/2021. • Organizing Quarterly Accountability and Programme Performance Review (APPR) meetings.

Reform initiative : Embedding Enterprise Risk Management

Using risk information for strategic decision-making.

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> • Taking strategic decisions based on an assessment of risks and opportunities. • Undertaking an enterprise risk assessment using the Secretariat's standard approach to Enterprise Risk Management (ERM). 	<ul style="list-style-type: none"> • Updating ECA's corporate risk register. • Quarterly monitoring of ECA's risk register to inform programme planning, delivery and operations.

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	Continuous training and skills upgrading for the



Expected accomplishments	Specific commitments / comments
<p>working closely and constructively with the process owners and the Umoja team to deliver the solution, especially the new functionalities of Umoja Extension 2.</p> <ul style="list-style-type: none"> - Fund Raising and Donor Relations Management module; - Conference and Event Management module; and - Supply Chain Management module. 	<p>successful deployment of UE2.</p>

Reform initiative : ICT

Support the implementation of the Information and Communications Technology (ICT) Strategy.

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> • Ensure compliance with the ICT strategy, governance and policies. 	<ul style="list-style-type: none"> • Conducting risk assessments and Information Assets Management Inventory and developing an ECA Risk Management & Security Framework. • Aligning ECA guidelines & frameworks with OICT Information Security Policies, Standards and Guidelines.

Reform initiative : Leading the change

Act as a change sponsor for the reform efforts.

Expected accomplishments	Specific commitments / comments
<ul style="list-style-type: none"> • Collaborate openly with other departments/offices and entities to support the reform agenda and realise the expected benefits of reform. • Work closely with other RegComs, Regional teams of the- UN Sustainable Development Group (UNSDG) for Africa, Development Coordination Office (DCO) and Regional Commissions New York Office (RCNYO) to support the reform agenda and realize the envisaged benefits. 	<ul style="list-style-type: none"> • Joint roll out plans on the implementation of Phase II of the regional review, including agreed work plan for the Regional Collaborative Platform and collectively validated vision, results statements and work plans for the seven Opportunity/Issues-based Coalitions. • Joint action plans and reports from the meetings of the Executive Secretaries of the five RegComs and the Chiefs of Programme Planning of the RegComs



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 2020, I will strive to further enhance ECA's standing as a leading think-tank on African development matters and at the service of member States.

I will achieve this by dedicating efforts to regularly engage all stakeholders, enhance the quality of ECA's policy work, initiatives and outreach with member States, RCs, UNCTs and other strategic partners such as AUC.

I will spearhead and coordinate ECA's analytical work on the social and economic impact of the COVID-19 which will form the basis for high-level ministerial dialogues on coordinated response and economic recovery from COVID-19 and global advocacy efforts.

I will lead in mobilizing, demanding urgency and ambition as well as in supercharging ideas to solutions in ensuring an effective response to ramp up SDG accelerators in priority areas of the UN Decade of Action.

As Head of the Organization, I will remain committed to uphold the principles of accountability and transparency within ECA and to member States. I shall remain duty-bound to consistently apply and defend UN values, norms and standards without discrimination, fear or favour and advocating for the same in the ECA Senior Leadership Team.

I will set an example in promoting gender equality and environmental stewardship through my actions and will encourage



managers and staff to do the same. Programme managers will be empowered through delegation of authority where appropriate and held accountable for achieving planned results.

I will have a Zero Tolerance approach to sexual abuse and ensure effective protection of staff and stakeholders who report misconduct.

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
	<p>forward looking (e.g. opportunities, threats, vision) strategies.</p> <p>Compliance with International Public Sector Accounting Standards (IPSAS).</p>

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.	<p>Completion rate of the Information Security Awareness mandatory training.</p> <p>Results of the annual self-assessment of website compliance with ICT policies.</p>



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
Reduced operational impact on the environment, including through resource efficiencies and integrating environmental considerations into decision making, particularly in managing travel activities.	<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 endorse the objectives and priorities stated in this Compact.

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