

2008 SENIOR MANAGER'S COMPACT

Between Mr. Jean-Marie Guéhenno, Under-Secretary-General for Peacekeeping Operations and the Secretary-General, Mr. Ban Ki-moon

DEPARTMENT/OFFICE: Department of Peacekeeping Operations

A. PROGRAMME OBJECTIVES AND PERFORMANCE MEASURES

1. Programme budget:

My programme objectives and performance measures for the year 2008 are contained in the:

- Proposed programme budget for the biennium 2008-2009 (A/62/80, 16 May 2007), as approved by the General Assembly (A/RES/62/237, 22 December 2007)
- Budget for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008 (A/61/858 Add. 1, 17 April 2007), as approved by the General Assembly (A/RES/61/279, 1 August 2007)
- Draft budget for the support account for peacekeeping operations for the period from 1 July 2008 to 30 June 2009, to be approved by the General Assembly in June 2008

The detailed objectives can be found in the documents referred to above and are therefore not repeated here.

2. Other Mandates:

In addition to the objectives contained in the budget documents, the following mandates will also have a major impact on the programme priorities for the year:

- Mandates for 17 peacekeeping operations:

African Union/United Nations Hybrid operation in Darfur (UNAMID)

United Nations Disengagement Force (UNDOF)

United Nations Integrated Mission in Timor-Leste (UNMIT)

United Nations Interim Administration Mission in Kosovo (UNMIK)

United Nations Interim Force in Lebanon (UNIFIL)

United Nations Military Observer Group in India and Pakistan (UNMOGIP)

United Nations Mission for the Referendum in Western Sahara (MINURSO)
United Nations Mission in Ethiopia and Eritrea (UNMEE)
United Nations Mission in Liberia (UNMIL)
United Nations Mission in Sudan (UNMIS)
United Nations Mission in the Central African Republic and Chad (MINURCAT)
United Nations Observer Mission in Georgia (UNOMIG)
United Nations Operation in Côte d'Ivoire (UNOCI)
United Nations Organization Mission in the Democratic Republic of the Congo (MONUC)
United Nations Peacekeeping Force in Cyprus (UNFICYP)
United Nations Stabilization Mission in Haiti (MINUSTAH)
United Nations Truce Supervision Organization (UNTSO)

- Mandates for 3 special political missions:

United Nations Assistance Mission in Afghanistan (UNAMA)
United Nations Integrated Office in Burundi (BINUB)
United Nations Integrated Office in Sierra Leone (UNIOSIL)

- General Assembly resolution on the Comprehensive review of the whole question of peacekeeping operations in all their aspects (A/RES/61/409/Add.2, 17 July 2007)
- General Assembly resolution on Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues (A/RES/61/276, 20 July 2007)
- General Assembly resolution on Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/RES/61/279, 1 August 2007)
- General Assembly resolution on the report of the Special Political and Decolonization Committee (A/RES/61/291, 24 August 2007)
- General Assembly resolution on Assistance in Mine Action (A/RES/62/99, 17 December 2007)

The following are the main objectives, expected accomplishments, and associated performance measures applicable to these mandates:

Objective	Expected accomplishment	Performance measure
To ensure that deployed and planned peacekeeping operations have the political, financial and material support to successfully implement their mandates.	<ul style="list-style-type: none"> • Provision of timely, informed advice and recommendations on issues related to peacekeeping to: the Secretary-General; Security Council, General Assembly other intergovernmental bodies; 	<ul style="list-style-type: none"> • Security Council resolutions incorporate recommendations to establish new, or adjust existing, peacekeeping operations. • Approval by the General Assembly of resource proposals for peacekeeping operations and special political missions managed

	<p>and troop, police, and other contributing countries.</p> <ul style="list-style-type: none"> • Effective and efficient direction and support for peacekeeping operations. 	<p>by DPKO.</p> <ul style="list-style-type: none"> • Major benchmarks for 2008, as defined in and mandated by Security Council resolutions, are met.
<p>To ensure that the instrument of United Nations peacekeeping has the support of Member States to meet its evolving challenges.</p>	<ul style="list-style-type: none"> • Strengthened policy, operational and support capacity of DPKO and the Department of Field Support (DFS) to meet the current and anticipated requirements of peace operations. 	<p>Endorsement by the Special Committee on Peacekeeping Operations and adoption by the Fourth Committee of recommendations in the reports of the Secretary-General on the Comprehensive review of the whole question of peacekeeping operations in all their aspects; and endorsement by the ACABQ and approval by the Fifth Committee of resource proposals associated with the implementation of those recommendations.</p>
<p>To strengthen the management of peace operations, and peacekeeping partnerships within and outside the United Nations.</p>	<ul style="list-style-type: none"> • Improved resource management of peacekeeping operations. • Strengthened measures for the protection from sexual exploitation and abuse, and the full implementation of the United Nations policy of zero tolerance. • Greater impact and more optimal use of collective resources by integrated peace operations and partners in peacekeeping and peacebuilding activities. 	<p>Approval by Member States of management and partnership policy initiatives proposed for 2008 in support of peacekeeping operations and special political missions managed by DPKO.</p>
<p>To reduce the humanitarian and socio-economic threats posed by landmines and explosive remnants of war in affected countries.</p>	<ul style="list-style-type: none"> • Mitigated risk to community livelihoods and expand freedom of movement for the most seriously affected communities. 	<p>Reduction in the rate and level of casualties caused by landmines and explosive remnants of war in affected countries in accordance with 2008 targets.</p>

3. Senior Manager's programme priorities

The following represent my high priority programme objectives for the year.

Objective	Expected accomplishment	Performance measure
To direct 20 peace operations and avoid catastrophic setbacks in the peace processes at most risk.	<ul style="list-style-type: none"> • Successful implementation of peacekeeping mandates and special political missions managed by DPKO. 	Major benchmarks for 2008, as defined in and mandated by Security Council resolutions, are met for the peace processes at most risk.
To complete the restructuring of DPKO and DFS, ensuring that the two departments work seamlessly.	<ul style="list-style-type: none"> • Improved planning, more rapid deployment, and strengthened support for peace operations, in addition to the more effective, efficient and transparent use of resources to implement legislative mandates. 	Completion of the 'Road Map' and implementation plan for the restructuring process.
To reform United Nations peacekeeping to meet the evolving challenges of peace and security.	<ul style="list-style-type: none"> • Strengthened capacity of DPKO and DFS in the areas of policy, operations and support. 	Accomplishment of the 2008 targets in support of the Peace Operations 2010 Plan of Action.

B. MANAGEMENT OBJECTIVES AND PERFORMANCE MEASURES

The following highlight six areas of strategic management importance that require my particular attention during the year:

1. Internal communications and staff relations

Objective	Expected accomplishment	Performance measure
To improve internal communications and foster a climate of trust, openness and transparency.	Staff are adequately informed on the functioning of the department and have channels open to them to communicate freely with management.	Formal means of communication established (such as regular town hall meetings and feedback mechanisms for complaints), and positive feedback from staff.

2. Special objectives

Objective	Expected accomplishment	Performance measure
To effectively evaluate all programmes and subprogrammes on a regular basis in accordance with para. 20 of A/RES/58/269.	Establishment of self-evaluation capacity, and data collection procedures working effectively.	<ul style="list-style-type: none"> • Integrated Monitoring and Documentation Information System (IMDIS) fully updated with end of year performance data. • Self evaluation plans implemented. • Resources in place in line with the 2008-2009 budget.
To submit in a timely manner documents for consideration by the governing bodies.	Timely submission of documents to conference management.	90% of documents submitted by slot date.
To fully implement relevant aspects of the United Nations Secretariat-wide information and communications technology (ICT) strategy.	Established and fully functioning ICT departmental governance structure.	Meetings and outcomes of the departmental ICT committee are in line with responsibilities described in ST/SGB/2003/17.

3. Human resources management

Objective	Expected accomplishment	Performance measure
To minimize vacancy levels.	To achieve regular budget and extrabudgetary vacancy levels as close as possible to 0%.	Vacancy rate for regular budget and extrabudgetary posts funded for more than one year to be no more than 5%.
To achieve 50% gender balance in the Professional and higher categories.	Achievement of a ratio of 50%, and/or increase female staff to male staff at Professional levels and above, particularly at the director level.	<p>Maintenance of at least 50% selection of women for vacancies in Professional category and above.</p> <p>1 percentage point increase in female representation in Professional categories and above (if departments female representation is below 50% in these categories), excluding selections for positions reserved for seconded military and police officers.</p>

Objective	Expected accomplishment	Performance measure
		An improvement in the ratio of female staff at Director level, if opportunities arise from vacancies and there are suitably qualified female candidates.
To improve the geographic distribution of staff within the Secretariat.	A significant number of recruitments from un- and under-represented Member States. Troop and Police Contributing Countries are properly represented in DPKO.	If 4 or more recruitments to geographical posts occur, at least 20% of recruitments are made from un- and under-represented Member States. Increase in the representation of Troop and Police Contributing Countries in DPKO.
To achieve 100% compliance with the Performance Appraisal System (PAS).	100% PAS Compliance.	100% PAS Compliance.

4. Financial management objectives

Objective	Expected accomplishment	Performance measure
To provide sound and verifiable justification for resource requirements to implement the programme mandates of the Department	All budgetary submissions and submission of strategic frameworks for the programme budget fully comply with instructions.	Deadlines are met with full justification and completeness of information.
To achieve expected accomplishments of the Department's programme by effective and efficient management of resources	Utilization of approved resources to the fullest extent	Estimated non-post expenditures are within 2% deviation of the cumulative monthly expenditures for non-post items.

5. Oversight body recommendations

Objective	Expected accomplishment	Performance measure
To implement recommendations of oversight bodies commensurate with the risks involved to the Organization.	Recommendations are prioritized in accordance with associated risks, and appropriate timeframes established for implementation.	<ul style="list-style-type: none"> • 90% of recommendations implemented on time. • Remaining 10% within 3 months of target.

6. Conduct

Objective	Expected accomplishment	Performance measure
To ensure that staff declare any potential conflict of interest they may face while discharging their duties.	All staff within the department, who are subject to the financial disclosure requirements, are strongly urged to file financial disclosures by due date.	100% compliance with financial disclosure requirements by due date.
To improve understanding of ethics among staff members in the department.	Completion of integrity training for all staff in the department.	100% compliance with statutory training requirements.
To make administrative decisions consistent with delegated authority and the rules and regulations of the United Nations.	Decisions made in the department are in accordance with the regulations and rules of the Organization.	Outcomes on appeals and written complaints indicate that decisions were made consistent with delegation of authority and regulations and rules.
To respond in a timely manner to staff appeals and contested administrative decisions.	Compliance with para. 32 of General Assembly resolution A/RES/59/283, and required timeframes.	All written explanations by managers to the Department of Management are submitted within three weeks.

C. CHALLENGES AND CONSTRAINTS

- Continued strong and unified political support from the Security Council for the implementation of peacekeeping mandates, and the authorization of clear, realistic and achievable mandates.
- Provision by Member States, Troop, Police and other Contributing Countries of the human, financial and logistical resources required to achieve mandates for peacekeeping operations and special political missions.
- Political will of the parties to a peace agreement/conflict where peace operations are deployed to implement peace agreements or to pursue the peaceful settlement of disputes; and continued cooperation with the United Nations in supporting those processes.
- Support of regional actors and other key Member States in the negotiation/implementation of peace agreements and peacekeeping mandates.
- Donor commitment to key peacekeeping and early recovery activities that are supported by voluntary contributions, including: disarmament demobilization and reintegration; security sector reform, rule of law, and mine action.
- Managing simultaneously the restructuring and reform of UN peacekeeping and the sustained surge in peacekeeping, including the establishment of the most complex peacekeeping operation the United Nations has undertaken to date.
- Managing the need for detailed planning required before launching complex operations without prejudging political decisions made by Member States.
- Inadequacy of organizational rules and regulations for mission start-ups and key aspects of mission management, particularly those related to human resources and procurement.
- Current lack of capacity to deliver on recently assigned responsibilities by the Policy Committee for supporting UN activities in the areas of policing, corrections and security sector reform beyond the peacekeeping context.
- Achievement of the objectives contained in this Compact is subject to adequate resources being available. In respect of human resources objectives, while every effort will be made to attract female candidates and candidates from un and under-represented countries, selection will, in accordance with the provisions of the Charter, be based on merit.

D. CONTRIBUTION TO THE BROADER INTERESTS OF THE UNITED NATIONS

Besides 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 actively contributing to the Secretariat's decision-making and information-sharing committees.

E. 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:	
Name and title: Jean-Marie Guéhenno, Under-Secretary-General for Peacekeeping Operations	Date:

I endorse the objectives and priorities stated in this Compact.

Signature:	
Ban Ki-moon, Secretary-General	Date: 4 February 2008