

### Terms of Reference for the New/Revised EOSG Posts and Units\*

These Terms of Reference will go into effect on 1 January 2017 upon the inauguration of Secretary-General António Guterres, and will be reviewed six months after implementation

#### **Principles that Guide the EOSG**

- The Secretary-General, Deputy Secretary-General, Chef de Cabinet, Senior Adviser on Policy and the Assistant Secretary-General for Strategic Coordination will function as a team and expect the staff of the Executive Office to do likewise.
- The role of EOSG will not be operational, nor will it supplant the functions of line departments. Rather it will aim to empower and draw upon the work of the Departments as well as Agencies, Funds and Programmes, fostering cooperation between them in pursuit of the priorities set by Member States and the Secretary-General.
- EOSG will be forward-looking, open to new ideas and welcoming of dissenting views, drawing on and commissioning research and inputs from a wide variety of internal and external sources to support senior decision-making and strategic thinking.
- Strategic communications will be an integral part of EOSG functions, both internally for clarity of the leadership message within the United Nations family and externally for the maximum impact in public perception.
- Based on the work of Departments, Agencies, Funds and Programmes, consultation with Member States and others, the EOSG will lead the development, dissemination and oversight of implementation of the vision and strategy of the Secretary-General on cross-cutting priority issues requiring a joined up, coherent United Nations effort involving multiple parts of the Organization.

#### **The Deputy Secretary-General**

- The functions of the Deputy Secretary-General will revert to those spelled out in General Assembly resolution 52/12B, with a special focus on sustainable development, including the management of the reform of the United Nations development system, financing for development, humanitarian-development nexus, climate change, migration, global health and related issues.

#### **The Chef de Cabinet**

- The functions of the Chef de Cabinet will include the management of the EOSG, overview of Secretariat management reform, interface with Member States, senior appointments, supervision of the Assistant Secretary-General for Strategic Coordination and the units that fall under his or her purview, supervision of the Special Adviser on Improving United Nations Response to Sexual Exploitation and Abuse, and chairing of the Management Committee.

#### **Senior Adviser on Policy**

- Support the Secretary-General in maintaining a holistic overview and strategic oversight of policy matters across all pillars of the work of the United Nations.
- Initiate and lead horizontal and vertical integration for system-wide coherence on conflict prevention policies, tools and operations.

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\*Terms of Reference of other senior officials and EOSG Units largely unchanged/to be revised in due course.

- With the support of the Assistant Secretary-General for Strategic Coordination, monitor emerging global issues and brewing crises, analyzing their implications for the United Nations and advising the Secretary-General on appropriate options and responses.
- Ensure that relevant policy opportunities and challenges are identified and addressed in a timely manner.
- Ensure that fresh thinking and outside perspectives are introduced into the policy-making process, including through close links with the United Nations University and other United Nations and external research entities and by commissioning research where needed.
- Undertake ad hoc assignments as requested in support of specific policy priorities of the Secretary-General.
- Liaise closely with the Deputy Secretary-General and with the Assistant Secretary-General for Strategic Coordination to ensure that prevention and other priorities of the Secretary-General are integrated into key decision-making processes.
- Liaise closely with the Director of Strategic Communications and with the Spokesperson of the Secretary-General, assist in developing communication messages and strategies related to key policy initiatives.

#### **Assistant Secretary-General for Strategic Coordination**

- Reporting through the Chef de Cabinet and working closely with the line Departments, support the Secretary-General and the Deputy Secretary-General with analysis and advice across the political, peacekeeping, development, humanitarian, human rights and rule of law portfolios.
- Oversee and ensure strategic coordination, coherence and integrated information and analysis in the work of the Political, Peacekeeping, Humanitarian and Human Rights Unit (PU); the Strategic Planning and Monitoring Unit (SPMU); the Rule of Law Unit (RoLU); and the Sustainable Development Unit (SDU), which formally reports to the Deputy Secretary-General and collaborates closely with the Assistant Secretary-General. The four units will function as the Strategic Coordination Team (SCT) under the oversight of the Assistant Secretary-General for the purposes of providing fully integrated information and analysis to support senior decision-making. The four teams will work closely together to provide fully integrated information and analysis to support senior decision-making.
- Provide the secretariat support for the newly-established Executive Committee (EC) as the primary decision-making forum of the Secretary-General, by maintaining a forward agenda that corresponds to the priorities of the Secretary-General, commissioning policy options from relevant United Nations entities, drawing on the UNOCC, overseeing consultations, providing substantive support, quality control and follow-up, liaising closely with the Senior Adviser on Policy.
- Chair the Deputies Committee (DC), which discusses the EC agenda towards agreement, for onward proposal for endorsement or further discussion and decision-making by the EC.

#### **Strategic Planning and Monitoring Unit**

- Reporting through the Assistant Secretary-General and the Chef de Cabinet, and working closely with the relevant line Departments and the Senior Adviser on Policy where appropriate, support the Secretary-General with priority-setting, forward planning, strategic analysis, enterprise risk management, and ensuring strategic direction in budget proposals and strategic planning frameworks.
- Coordinate the drafting of the Annual Report of the Secretary-General on the Work of the Organization.
- Coordinate the production of key strategic reports that cut across sectors and units.
- Prepare planning papers and monitor the work of the United Nations on key issues as requested.

- Support senior management in setting strategic priorities and direction for budget formulation and allocation of resources so as to ensure effective, efficient and strategic use of resources.
- Support the Secretary-General in designing and organizing senior management retreats and similar strategic planning meetings of the senior leadership.
- In close collaboration with Political Unit, support analysis and planning for United Nations conflict response efforts, with a particular focus on new and transitioning peace operations, by preparing strategic considerations and options on the basis of information and advice from the system; translating the guidance of the Secretary-General into strategic directives that set out overall parameters for potential United Nations engagement; ensuring that the strategic directives and relevant planning policies of the Secretary-General are adhered to across the lifetime of an operation; and enhancing integrated conflict analysis and planning capacity across the system.

#### **Political, Peacekeeping, Humanitarian and Human Rights Unit**

- Reporting through the Assistant Secretary-General and Chef de Cabinet, and working closely with the relevant line Departments, provide the Secretary-General with situational awareness, trend analysis and advice on emerging and ongoing issues of interest and concern across the political, peacekeeping, humanitarian and human rights portfolios;
- Support senior management decision-making on country situations and relevant thematic files.
- Ensure effective and coordinated United Nations system analysis, reporting and response on situations of interest and concern to the Secretary-General.
- Ensure high-quality and well-coordinated inputs to the public and private communications of the Secretary-General and diplomatic engagement with Member States and others.
- Ensure that human rights concerns are adequately reflected in the above work, including through continued mainstreaming of the Human Rights Up Front approach.

#### **Sustainable Development Unit**

- Reporting to the Deputy Secretary-General, and in close collaboration with the Assistant Secretary-General for Strategic Coordination, support the strategic engagement of the Secretary-General and Deputy Secretary-General on sustainable development, including financing for development, climate change, migration, global health and related issues.
- Support the Deputy Secretary-General in overseeing implementation of and continued global advocacy for the 2030 Agenda for Sustainable Development and the United Nations-supported Climate Action Agenda.
- Monitor progress in the follow up to United Nations summits and conferences and internationally-agreed development goals, particularly in the context of Africa and LDCs, the Addis Ababa Action Agenda, and the G-20.
- Follow major intergovernmental debates and meetings related to the development pillar, including in the United Nations General Assembly, ECOSOC and major conferences, and maintain substantive communication on development issues with different parts of the United Nations system, Member States, and other stakeholders including civil society.
- Serve as primary conduit for and honest broker vis-à-vis the United Nations development system to help relevant entities align their strategies and messages and to ensure that initiatives, policies and documents reflect the priorities of the Secretary-General.
- Sustain effective action on the global health agenda, including the new approach to cholera in Haiti.
- Follow up to the United Nations Summit for Refugees and Migrants including the intergovernmental process leading to an international conference on migration in 2018 and related initiatives.

**Rule of Law Unit**

- Reporting through the Assistant Secretary-General and the Chef de Cabinet, serve as the EOSG focal point for legal questions, the rule of law; counter-terrorism and prevention of violent extremism; international justice and accountability; organized crime and drugs.
- Develop system-wide strategies, policy direction, best practice materials and guidance for the Organization in promoting rule of law and maintain a repository of such material.
- Prepare the Annual report of the Secretary-General on Strengthening and coordinating United Nations rule of law activities.
- Support the intergovernmental dialogue on the rule of law.
- Enhance partnerships between the United Nations, Member States and the many other actors engaged in rule of law activities.

Titles: USG Senior Adviser on Policy  
ASG for Strategic Coordination  
D2 Director of PU (Political Unit)  
D2 Director of DU (Sustainable Development Unit)  
D2 Director of SPMU (Strategic Planning and Monitoring Unit)  
D1 Chief of Rule or Law Unit (RoLU)  
D2 Director of Strategic Communications  
D2 Director of Office/Management Reform  
D1 Chief of Senior Appointments  
D1 Chief of Management and Administration  
D1 Chief of Scheduling and Travel  
D1 Special Assistants (to SG, DSG, USG)  
P5 Senior Officers (Political Affairs, Development, etc.)  
P4 Officers (Political Affairs, Development, etc.)

TRANSITIONAL STRUCTURE FOR EOSG EFFECTIVE 1<sup>ST</sup> JANUARY 2017

