

2008 SENIOR MANAGER'S COMPACT

Between Mr. Nicolas Michel, Under-Secretary-General for Legal Affairs,
the Legal Counsel, and the Secretary-General, Mr. Ban Ki-moon

DEPARTMENT/OFFICE: Office of Legal Affairs

A. PROGRAMME OBJECTIVES AND PERFORMANCE MEASURES

1. Programme budget:

My programme objectives and performance measures for the year 2008 are contained in the following sections of the Programme Budget for the biennium 2008-2009:

Section 8: Legal affairs

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:

Security Council resolution 1757 (2007)

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

Objective	Expected accomplishment	Performance measure
To establish the Special Tribunal for Lebanon in a timely manner.	<ul style="list-style-type: none">Establishment of the Special Tribunal for Lebanon in 2008.	<ul style="list-style-type: none">The necessary steps have been taken so that the Special Tribunal can commence functioning during the current year.

3. Senior Manager's programme priorities

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

Objective	Expected accomplishment	Performance measure
To further improve the legal advice provided by OLA (especially with respect to its timeliness and consideration for the needs of those requesting the advice).	<ul style="list-style-type: none"> • Legal advice is provided in a timely manner that takes into account the needs of those requesting the advice. 	<ul style="list-style-type: none"> • An effective means of communication and feedback has been formalised.
To continue to improve coordination and communication among United Nations system legal advisers and legal liaison officers, to promote system wide legal coherence.	<ul style="list-style-type: none"> • Increased communication regarding legal issues between OLA staff and legal advisers and legal liaison officers and among legal advisers and legal liaison officers, achieving a more concerted provision of legal advice within the UN. 	<ul style="list-style-type: none"> • Holding of one annual meeting of legal advisers and two meetings of legal liaison officers and setting up of a common website for the promotion of exchanges of information and advice.
To establish a network of legal officers in peace operations to improve coordination and communication within the field and between the field and Headquarters.	<ul style="list-style-type: none"> • Increased communication regarding legal issues between OLA staff and legal officers in peace operations and among legal officers in peace operations, achieving a more concerted provision of legal advice within the UN. 	<ul style="list-style-type: none"> • Holding of one annual meeting of legal officers in peace operations and inclusion of such officers as users of a common website for the promotion of exchanges of information and advice.
To continue to work to establish a mobility policy for lawyers in the framework of the United Nations policy.	<ul style="list-style-type: none"> • An agreement has been reached on a mobility policy, and lawyers understand the policy. 	<ul style="list-style-type: none"> • A specific mobility policy for lawyers has been adopted and staff members have been informed.

Objective	Expected accomplishment	Performance measure
To make progress toward persuading colleagues in the Secretariat to seek legal advice early in the development of any new initiative	<ul style="list-style-type: none"> Secretariat colleagues understand the importance of seeking early legal advice, and new initiatives proceed more effectively and in keeping with the legal obligations of the Organization. 	<ul style="list-style-type: none"> OLA lawyers are invited more often to participate in the planning and implementation of new initiatives.

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.

Objective	Expected accomplishment	Performance measure
To fully implement relevant aspects of the UN 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.	Maintenance of at least 50% selection of women for vacancies in Professional category and above. 1 percentage point increase in female representation in Professional categories and above (if departments female representation is below 50% in these categories). 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.	If 4 or more recruitments to geographical posts occur, at least 20% of recruitments are made from un- and under-represented Member States.
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.	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

1. The main element of the context in which OLA operates relates to its core activity of providing legal advice. As a consequence, OLA's activities depend to a considerable extent, upon the needs of its "clients". This means that the priorities of the Office are largely determined by factors that are not under its control. Thus, increased demand for legal advice as a consequence of one or more of the factors below, or other unforeseen factors, could strain the resources of OLA, which would affect the Office's ability to render advice in a timely manner.

The most important of these factors can be identified as follows:


- a) A number of growing or further developing serious crises in the world;
 - b) Internal investigations at the UN: Oil for Food (sensitive remaining issues), investigations on procurement in peacekeeping operations and others;
 - c) Increased efforts to end impunity: ongoing efforts in transitional justice require more attention and resources, and new transitional justice mechanisms might be established;
 - d) An increasing need for rule of law support activities: both internationally and within the UN;
 - e) An increasing need for coherence and coordination in legal matters within the UN system: the legal advisers of specialized and related agencies, legal liaisons of funds and programmes, and legal advisers in peace operations express more and more their need for consolidated approaches on providing legal advice on sensitive issues.
2. 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

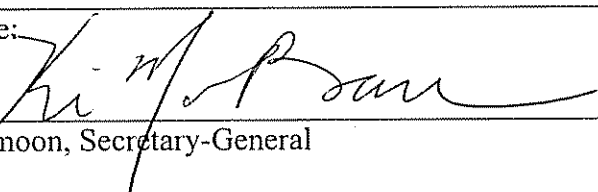
Besides the specific objectives and accomplishments referred to above, it is understood that a key element of my responsibilities is to contribute to the broader interests of the United Nations. In this regard, I will ensure that I participate fully in the shared responsibilities of senior management, 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: Nicolas Michel, Under-Secretary-General for Legal Affairs, the Legal Counsel	Date: 4 February 2008

I endorse the objectives and priorities stated in this Compact.

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