Chapter IV

Enhancing efficiency and effectiveness in the delivery of services

Efficient management and administration are central to effective programme delivery. As a major service provider to the United Nations family, UNOG continues to support the wider system in the areas of financial and human resources, information and communications technology management, maintenance of key infrastructure, and provision of security and safety. These are key services that enable the United Nations to achieve its substantive priorities. In these areas, UNOG is striving to facilitate the Secretary-General’s efforts to create a more modern, flexible and effective United Nations that will deliver results for people across the world. It is contributing its experience and expertise to ongoing reform initiatives. UNOG is committed to consolidating its managerial and policy-provider role, as well as to providing cost-efficient, reliable and effective support services to its clients.
Aligning financial and procurement management for future challenges

UNOG provides financial management services, including monitoring and control of the programme budget and extrabudgetary resources, treasury and other related financial transactions, and support services to over 20 Geneva-based organizations and departments, as well as entities located in Bonn, Germany, and Turin, Italy.

UNOG is continuously endeavouring to improve the efficiency and quality of financial services. Special attention has also been paid over the past year to strengthening internal control procedures to mitigate risks and to data-cleaning as preparation for the upcoming adoption of the new Enterprise Resource Planning (ERP) system.

As a member of the United Nations Steering Committee on International Public Sector Accounting Standards and ERP projects, UNOG has actively participated in challenging projects that will bring higher efficiency to the Organization’s services to the world community. As the largest duty station outside United Nations Headquarters, with diverse and complex extrabudgetary operations, UNOG contributes input to the work of these projects and that role has been well recognized. Locally, UNOG plays a leading role in providing guidance and coordination for the training, preparation and future implementation of the new ERP for all client offices/departments it services.

PAYROLL CLIENTS SERVICED BY UNOG (TOTAL: 4,656 STAFF MEMBERS)
DECEMBER 2010

STAFF MUTUAL INSURANCE SOCIETY AGAINST SICKNESS AND ACCIDENT ENTITIES SERVICED BY UNOG/FRMS (TOTAL 21,866 MEMBERS INCLUDING 5,469 RETIREES) AS AT DECEMBER 2010
Streamlining and modernizing through common services

United Nations Secretariat-related offices and Geneva-based entities are all part of the United Nations common system. Common services are provided by UNOG in the areas of procurement, official travel, United Nations documents, transportation and mail operations to more than 64 entities based in Geneva and at other duty stations.

Using the “best value for money” principle, some 3,580 contracts worth over US$ 104 million were established in 2010 by UNOG as the lead agency, for the procurement of office equipment, supplies and services throughout the United Nations network in Geneva.

UNOG also deals with transportation, travel and visa matters for organizations and agencies based in Geneva and other locations. During the period from 1 January to 31 December 2010, UNOG processed 21,048 travel authorizations worth US$23 million, settled over 9,800 travel claims, provided some 2,500 cost estimates, and handled approximately 16,019 United Nations official documents.

On a daily basis, postal and courier services are provided to nearly 100 Geneva-based clients as set out in the table below.

### UNOG mail operations (2010)

- 378 tons of mail for the 21 Geneva-based United Nations entities using the postal and courier service
- 7,800 diplomatic pouches to and from more than 150 destinations
- 1.5 million internal and external mail items
- 24,100 registered mail items

The experience and good practices of UNOG are shared with the other Geneva-based United Nations entities through the common service structure. Within this framework, UNOG continues to assume the leadership of the three-tier structure approved by the Secretary-General. The Management Ownership Committee, assisted by the Task Force on Common Services and various working groups, is actively promoting common service initiatives at the local level. Furthermore, the Common Procurement Activities Group (CPAG), the secretariat of which is provided by UNOG, has contributed greatly to the consolidation of procurement activities. CPAG is an essential platform for sharing experiences, research and best practices, as well as for coordinating procurement activities to promote standardization of policies, procedures and training programmes and, most importantly, to benefit from economies of scale in the international marketplace by pooling procurement volumes.

UNOG acted as lead agency for 17 procurement projects which are now fully established, including the drawing up of contracts for electricity, hydrothermal energy (GLN – Genève Lac Nations), gas, paper, toner and inkjet cartridges, fixed-line voice communication, mobile voice and data communication, pouch services, mail services, desktop and laptop computers, office supplies, video surveillance, satellite communications services, insurance, airline and travel services, copier services, and heating-oil supply.

As a result of negotiations undertaken with 30 major airlines, 11 agreements have been signed leading to cost avoidance of approximately 5.9 per cent on an annual basis. UNOG alone achieved cost avoidance of US$ 3.7 million. Further negotiations should yield lower transportation costs on major routes to Geneva.

#### Major cost avoidance achieved by UNOG in 2010

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mail services</td>
<td>Sw F 1 890 514</td>
</tr>
<tr>
<td>Courier services</td>
<td>Sw F 28 730</td>
</tr>
<tr>
<td>Electricity</td>
<td>Sw F 2 132 514</td>
</tr>
<tr>
<td>Paper</td>
<td>Sw F 261 625</td>
</tr>
<tr>
<td>Computers</td>
<td>Sw F 1 490 316</td>
</tr>
<tr>
<td>Photocopying services</td>
<td>Sw F 240 975</td>
</tr>
<tr>
<td>Toner and inkjet cartridges</td>
<td>Sw F 445 784</td>
</tr>
<tr>
<td>Desktop printers</td>
<td>Sw F 237 574</td>
</tr>
<tr>
<td>Heating oil</td>
<td>US$ 148 000</td>
</tr>
<tr>
<td>Office supplies</td>
<td>€118 391</td>
</tr>
</tbody>
</table>

Enhancing information technology services to match the needs of UNOG

As part of ongoing implementation of its strategic Good-to-Better initiative, UNOG revised its two-year Tactical Plan, a portfolio of over 150 technical projects, for 2010–2011.
Overview of ICT services provided

- Enhancement of infrastructure and data security
- Development of end-user technical solutions
- Support and assistance to UNOG and other organizations and duty stations

Important components of the UNOG information and communication technology (ICT) infrastructure have been enhanced throughout 2010. UNOG proceeded to move all existing computer hardware into the new Data Centre, completed in 2009. A large amount of physical, mechanical processes were virtualized, hence further contributing to a greener United Nations.

In parallel, the communication infrastructure has been greatly improved by the quadrupling of its capacity and the introduction of means to control data traffic, resulting in improved Internet access for users of UNOG websites.

The need for UNOG staff to be in constant contact with their colleagues, irrespective of geographical location, has called for specific projects aimed at enhancing or introducing specific ICT tools. UNOG now benefits from a much improved web-accessible electronic mail service (Webmail) which also works well on slow connections or mobile devices. Tools are being tested, allowing mail messages to be sent or received on cell phones. Instant messaging capability is now available, allowing staff to send computer-to-computer messages not only within UNOG, but also to colleagues at the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), United Nations Headquarters in New York, the United Nations Office at Nairobi (UNON) and the United Nations Office at Vienna (UNOV).

UNOG continued to expand its wireless network coverage. In addition, a number of United Nations entities other than UNOG have been provided with additional services like electronic mail, Internet access, the Integrated Management Information System and the use of UNOG infrastructure to host their specific applications and websites.

UNOG developed or supported end-user solutions to cater for the specific business needs of clients. Support was provided to the United Nations Staff Mutual Insurance Society in developing its new information system. UNHCR was provided with an application called RefScout, capable of visualizing population statistics in the form of interactive maps, graphs and tables by region and country. The LoanCom application was developed in partnership with the United Nations International Trade Centre, to enable small banking institutions in developing countries to build online modules, used when granting private loans.

Building a skilled and multifaceted workforce

The Organization’s most valuable asset is its people. UNOG provides a full range of human resources management activities for some 3,500 staff members working in more than 30 client departments and offices located in Bonn, Geneva and Turin, and in more than 80 field locations worldwide.

In addition, every year UNOG administers approximately 1,500 consultancy contracts and individual contractor agreements on behalf of its client departments and offices. By doing so, UNOG assists its clients in identifying specialist knowledge and skills to support special projects and/or assignments of a temporary nature required for them to carry out their mandates.

As a major duty station, UNOG enjoys considerable delegation of authority in the area of human resources and provides leadership and guidance to management and staff on major human resources management issues.

Following the introduction of a new contractual framework in 2009 for the staff of the United Nations Secretariat, which included the streamlining of contracts and the alignment of conditions of service for staff worldwide, UNOG has taken a leading role in providing policy guidance and support to its client departments and offices and actively participates in the review of human resources policy matters coordinated at Headquarters in New York.

Earlier in the year, a new talent management framework was introduced, accompanied by a new recruitment technology platform, as part of the Secretary-General’s overall human resources reform process. To facilitate their introduction, UNOG has taken a lead role in providing policy guidance and training to support its clients.
The past year also saw the introduction of a new system of internal justice in the United Nations. Consequently, the role of UNOG has continued to grow in providing authoritative legal advice and support to its clients on all matters related to internal justice mechanisms, as well as in interpreting human resources policies and rules, based on the legislative instruments of the Organization and the jurisprudence of the United Nations Administrative Tribunal.

### Services provided by UNOG in the area of staff development and learning

- **Training in the six official United Nations languages for Geneva-based secretariat staff, as well as staff of other specialized agencies and diplomatic staff of permanent missions**
- **Information technology training**
- **Organizing and conducting centrally mandated programmes to support the Secretary-General’s human resources management reform**
- **Administering international recruitment examinations including the national competitive examination, language examinations (interpreters, translators, etc.) and local recruitment tests**

The number of training and development programmes has expanded significantly in recent years. In 2010, UNOG served more than 10,000 internal and external clients and offered more than 700 training courses. New programmes are regularly introduced which focus on supporting the Secretary-General’s overall strategy to strengthen the development of its most valuable asset: its staff members.

### Total number of participants in courses and training workshops

<table>
<thead>
<tr>
<th>Course Type</th>
<th>Participants/Candidates</th>
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<tbody>
<tr>
<td>Management and communication</td>
<td>2,765 participants</td>
</tr>
<tr>
<td>Language training</td>
<td>2,462 students</td>
</tr>
<tr>
<td>Information technology training</td>
<td>1,530 participants</td>
</tr>
<tr>
<td>International and local exams (including Language Proficiency Exams)</td>
<td>2,460 candidates</td>
</tr>
<tr>
<td>Upgrading of substantive and technical skills training</td>
<td>500 participants</td>
</tr>
<tr>
<td>Pre-retirement seminar</td>
<td>292 participants</td>
</tr>
<tr>
<td>Total Total number of participants</td>
<td>10,009 participants</td>
</tr>
</tbody>
</table>

UNOG has implemented a wide range of support activities for staff, including the provision of counselling to staff members and their families on a variety of personal and work-related concerns such as stress management,
counselling, informal mediation and dealing with the Government and local administrations of the host country and neighbouring France.

Through its Medical Services Section, UNOG performs medical administrative services and clinical functions through a common services approach to both in-house clients and those in a number of other organizations in Geneva and at other duty stations. The Section has responsibility for more than 19,000 staff members in Bonn, Geneva and in field locations.

**Ensuring the safety and security of multilateral activities**

The security and safety of staff is a top priority for the Secretary-General, as it is a key component of programme delivery and essential to the ability of the Organization to fulfil its mission. The security and safety of all United Nations staff members and their dependents in Switzerland falls within the purview of the mandate of the Director-General, in his capacity as the Designated Official for Security in Switzerland. Constant developments in the global security situation require continuous assessment and adjustment of security measures to ensure that policies and practices are adequate and effective.

The United Nations security management system is based on the fundamental principle that the primary responsibility for the security and protection of staff members, their dependents and property and the Organization’s property rests with the host Government. To this end, UNOG enjoys strong and effective collaboration with the Swiss authorities, with regular information-sharing and joint efforts, which form the basis of a secure and safe environment for the multilateral process.

In its resolution 64/77 of 7 December 2009 on safety and security of humanitarian personnel and protection of United Nations personnel, the General Assembly emphasized the importance of increased cooperation among United Nations departments, organizations, funds and programmes and affiliated international organizations, in the planning and implementation of measures aimed at improving staff security. Given the extensive presence of United Nations entities in Switzerland, coordination is vital for efficient delivery through information-sharing, exchanging lessons learned and formulating coherent policies and common initiatives.

In the context of these efforts, the Director-General chairs the Security Management Group, which forms part of the three-tier security structure mandated by the General Assembly. The body meets regularly at the level of Executive Heads for strategic exchanges at the highest level on security matters and their relationship with programme delivery. In 2010, the Group met in March and December. These meetings consisted of an ongoing review of, and discussions on, the implementation of the security plan for Switzerland, which forms the basis of coordinated security efforts of the United Nations system in the host country, as well as an evaluation of the global and local security climate.

Complementing the Security Management Group, the United Nations security community in Switzerland meets regularly at the working level in the Security Advisory Group and the Security Cell. This enables constant information exchange for a swift reaction to evolving security realities.

In addition to its regular duties of ensuring the security and safety of all who visit the United Nations premises in Geneva, to attend major conferences such as the World Health Assembly, the International Labour Conference, sessions of the Human Rights Council, the Third World Conference of Speakers of Parliaments and the Conference on Disarmament, UNOG has undertaken an ever-larger number of security engagements abroad. In 2010, UNOG provided close protection in a number of hazardous missions, including three close-protection missions in Afghanistan, two in Gaza, one in Guinea, and one in Lebanon. UNOG also provided security and safety services to large-scale conferences at external venues. This is described in greater detail in the 2010 Highlights section.

UNOG ensures that the specific needs of all users of security and safety services are met through constant training and development, making the best use of available resources. Partnerships have been established with relevant military and police forces from the host country, which is taking effective measures for information-sharing in this field, as well as with neighbouring countries for specialized training in areas such as close protection, fire prevention, dog handling and shooting qualifications.

The enhancement of the security infrastructure of the Palais des Nations is facilitating the work of the security service staff. The identification server and badge stations at UNOG are now compliant with the standards.
set out in the United Nations Global Identification System. This ensures the implementation of an electronic identification badge system for all staff, delegates and visitors to the Palais des Nations, UNHCR headquarters and for both OHCHR offices. UNOG continues to work, through the Security Management Group and at the working level, towards greater uniformity in access and badging procedures, which is of great interest to Member States.

The year 2010 has also seen the full exploitation of perimeter intrusion sensors and CCTV cameras. In addition, a renewed and centrally monitored fire detection system has been installed in all areas of the Palais des Nations and all security officers in the Control Centre have been trained to operate these new systems.

The emergency response capacity of UNOG has been further strengthened during the past biennium through investment in training and fine-tuning of procedures. As evidence of this, the life of a staff member was saved by the prompt reaction of the response team in 2010.