

Agenda Item 7.2

Administrative and Budgetary Issues

Financial and Administrative Matters
2017-2020

Document 7.2.b

**Proposals for the Budget of the
Financial Period 2017-2020**

Action Requested

- Review budget options
- Introduce any changes as desired
- Decide on the budget option to be included in the related Resolution (MOP8/Doc.7.2.a)

Submitted by

Secretariat



**NOTE:
DELEGATES ARE KINDLY REMINDED
TO BRING THEIR OWN COPIES OF DOCUMENTS TO THE MEETING**

Proposals for the Budget of the Financial Period 2017-2020

1. Four draft budget options for the period 2017-2020 had been prepared for consideration by the 22nd Meeting of the Advisory Committee in 2015 (see [AC22/Doc.18.2.b](#)), in accordance with the instructions of the Meeting of Parties in Work Plan Activity 26 (Annex 1 of Resolution 7.2). These had consisted of two zero nominal growth options, i.e. containing no increase over the total amount available in the 2013-2016 quadrennium to account for inflation, and two zero real growth scenarios, i.e. adjusting the total amount available by an annual inflation rate of 2%, corresponding to an overall increase of 8.24% for the period 2017-2020 compared with the quadrennium 2013-2016.
2. Based on the feedback received at AC22, two refined options are now presented to MOP8. As requested, in developing these options the Secretariat aimed at preparing modest but realistic options, indicating which lines could potentially be adjusted, and, where feasible, the anticipated consequences of any reduction.
3. Both options take as their basis a four-year budgetary period, in line with Resolution 7.7 on Application of Article 6.1 of the Agreement. For each scenario that was developed, a table detailing the scale of contributions by Parties for 2017-2020 is included. These are based on the UN Scale of Assessments for 2016-18.

Standard Salary Costs

4. As explained in detail in [AC22/Doc.18.2.b](#), standard salary costs have been developed for the CMS Family in Bonn, and have been used for the preparation of the budget options presented in this document.
5. Introduction of these standard salary costs used across the entire UN system results in an increase in the allocations to be made for each professional staff member. It should be noted that these do not correspond to an increase in actual salaries of individual staff members.
6. These budget increases result from United Nations system-wide standards, directives and calculations that are promulgated through the International Civil Service Commission (ICSC). They are designed to ensure that sufficient funds are available for paying salaries throughout the year, taking into account that staff may move and/or entitlements may vary, and that the Euro-Dollar exchange rate might further move against ASCOBANS' favour.

Allocations in Non-Staff Budget Lines

7. As noted above, in the four budget options presented to AC22, an effort was made to match exactly the figures representing zero nominal growth and zero real growth over the current budgetary period. Given the different staffing scenarios, this resulted in varying levels of allocations on the non-staff lines. The Advisory Committee requested a harmonization since this was found to be confusing and did not allow an overview of the actual requirements for each budget line.
8. It should be noted that for many years, ASCOBANS has operated at a funding level that must be considered the absolute minimum for maintaining a functional office and satisfying the basic expectations of Parties. The Secretariat has therefore not considered it realistic to propose a zero nominal growth scenario, which due to inflation would represent a further reduction in available resources. Maintaining the current level of funding by applying a two per cent increase per annum to all non-staff lines would however result in an overall increase of 8.17 per cent over the current quadrennial budget.
9. The Secretariat did not consider it realistic to suggest such an increase and has therefore, in order to respond to the request of the Advisory Committee, revisited the expenditures on all non-staff budget lines in the period 2010 to 2015, identifying the level of

funding actually required to stay operational, while aiming to reduce costs to the degree possible. The resulting two budget options range between 2.71 and 2.75 per cent increase over the current quadrennium.

10. The following lines should be considered at their absolute minimum, i.e. any further reduction would render it impossible to maintain a functional office:

- **Office Supplies**
This line was slightly reduced compared with current allocations, given that the Secretariat was able to reduce some costs thanks to sharing of facilities with the CMS Secretariat.
- **Office Equipment**
This line covers mainly repairs or upgrades for existing or purchase of new computers.
- **IT Services**
This line is for costs related to server provision and maintenance, Helpdesk service, IT support and subscriptions to standard Office software.
- **Operation/Maintenance of Printers**
This line covers shared costs with CMS.
- **Website Maintenance and Development**
This line is for costs related to webhosting, domain services, cost-sharing with CMS for maintenance contracts and development of new features on the website, back-end database, workspace and online reporting system.
- **Telephone, Postage and Miscellaneous**
Besides usual office operations, this line is used also for the sending of shipments to ASCOBANS meetings and the dissemination of information material for events such as the International Day of the Baltic Harbour Porpoise (IDBHP). For larger shipments, e.g. if the exhibition is required, our partners cover the costs themselves.

11. Parties could decide to reduce further the following lines, however not without consequences, as outlined for each:

- **Consultancies**
Given their low levels, the allocations in the current budgetary period were mainly used to top-up voluntary contributions if necessary in order to be able to carry out the agreed activity. It was assumed that in the coming period, needs for this would also arise, but that the majority of funding needs for consultancies would be covered by voluntary contributions from Parties. It was also assumed that needs were potentially higher in the MOP year than in the other ones.
- **Staff Travel**
This line covers travel of staff to all meetings and events except those of the AC and MOP, such as ASCOBANS working group meetings, ASCOBANS workshops, other workshops and conferences such as the ECS, and outreach events. Accordingly, a reduction of the funding allocation would have a direct impact on the possibility to organize workshops and events, to support the operation of the ASCOBANS working groups, and to represent the Agreement at events organized by others, thus reducing opportunities for collaboration.
- **Expert Travel**
This line is used to cover the travel expenses of invited experts and speakers for ASCOBANS working group meetings and workshops, as well as for the meetings of the AC and MOP. A further reduction of this line would require these costs instead to be covered fully from voluntary contributions.
- **Meeting of Parties**
This line is used to cover some of the expenses related to the organization of the meeting, such as staff travel and report writing services. Current and proposed

allocations do not normally cover all related expenses, and the shortfall is to be covered by the host. A reduction of the allocation in this line would therefore mean a corresponding increase in costs for host countries.

In the event of a MOP taking place at the Secretariat's premises in Bonn, the allocations in this line would cover room rent, report writing services and catering. Should a reduced amount no longer cover these expenses, voluntary contributions would be required to cover any shortfall.

- Meetings of the Advisory Committee
see the explanation relating to the MOP above – the situation is identical
- Meetings of Working Groups
This amount is not routinely used, as it is only required in the event of no host being found for working group meetings, i.e. the Secretariat would have to cover room rent, report writing services and catering itself. Since this is unlikely to be the case every year, the proposed allocation was reduced to levels below the amount that would be required, on the understanding that any unspent funds would be made available the following year.
- Operation/Maintenance of Computers
This line is mainly used to purchase software not provided as part of the IT services provided by UNV. In recent years, this has only been software for the merging and editing of PDF documents, a core functionality for meeting preparations, but for which the most popular software is unaffordable for ASCOBANS. Since there is usually no need to purchase software annually, the proposed allocation was reduced, on the understanding that any unspent funds would be made available the following year. Reducing it further might severely hamper the Secretariat's ability to continue its services in case e.g. compatibility issues mean new software solutions need to be found.
- Information Material/Outreach and Education Work
In recent years, this line has been used to cover reprints of outreach and education material such as stickers, leaflets, cotton bags, pens, campaign websites such as schweinswal.eu, production of workshop proceedings and registration fees for the ECS conferences. While the majority of such costs are covered by voluntary contributions, flexibility to respond to needs throughout the year can be ensured only if there continues to be a modest allocation in the core budget.
- Reference Material
This line is used both for the purchase of publications (journal articles, books) if required, and for the annual membership fee for the ECS, which includes access to the proceedings of the conferences.

Option 1

12. Option 1 contained in Annex 1 is based on the existing arrangements of time-sharing of posts with the CMS Secretariat, in line with the budget approved by CMS Parties in November 2014 (CMS Resolution 11.1) and continuing the arrangement in place since 2007.

13. It provides for 3 per cent of the CMS Executive Secretary's time (D-1), 15 per cent of the Senior Advisor's time (P-4), 75 per cent of the Coordination Officer's time (P-2) and a part-time (50 per cent) Administrative Assistant. Matching budgetary provisions are already included in the CMS budget for the triennium 2015-2017.

14. This option foresees an increase over the total amount available in the 2013-2016 quadrennium of 2.75 per cent, or €21,409, i.e. is significantly lower than a zero real growth scenario accounting for inflation over a four year period.

15. Inflation as well as the increased standard salary costs as described above required that the allocation made for conservation projects in the current budget (a total of €6,857 in the four year period 2013-2016) was eliminated, and the allocation for consultancies reduced significantly (see above).

Option 2

16. Option 2 presented in Annex 2 contains a change in the staff complement, reflecting more accurately the responsibilities taken on by the various staff members, and responding to operational paragraph 9 of Resolution 7.6 on Financial, Budgetary and Administrative Matters for the Forthcoming Financial Period, which “requests the Secretariat to explore joint working arrangements within the CMS Family and further integration of the ASCOBANS and CMS Secretariats”. While being cost-neutral for ASCOBANS Parties compared with Option 1 with an overall increase of 2.71 per cent or €21,083 compared with the current quadrennium, this option bears some cost implications for CMS and would have to be presented to the CMS COP. In the interim, a CMS Standing Committee approval would however allow the Secretariat to proceed.

17. The staffing option proposed here is: 3 per cent of the CMS Executive Secretary's time (D-1), 5% of the Senior Advisor's time (P-4), 75 per cent of the Coordination Officer's time (with an increase in level from a P-2 to a P-3) and a part-time (50 per cent) Administrative Assistant.

18. The non-staff lines differ from option 1 only relating to the allocations for consultancies, which were further reduced, and those for information material/outreach and education work.

19. The Secretariat is proposing the change of the coordinator position from a P-2 to a P-3 level because it reflects much more accurately the actual responsibilities of the position, which had previously been assessed by UNON as possibly qualifying for a P-4 classification. The functions of this position exceed the parameters of P-2 positions. The generic job description for P-2s shows the junior nature of such posts compared with the more autonomous P-3 (copies are attached as Annexes 3 and 4). It is therefore neither fair to any incumbent to require them permanently to work significantly above their level, nor necessarily always realistic to find suitable applicants to an entry-level job when the actual requirements are significantly higher.

20. In addition, the General Assembly has revised the mobility policy, introducing mandatory position occupancy limits. While this is yet to be implemented in UNEP, for the Bonn duty station the maximum allowable time in one position will be seven years, applied retrospectively. The current incumbent would therefore be required to move to another position, most likely before the next MOP. In the case of an upgrade of the post to P-3, the current incumbent could apply and if chosen, this would constitute a new appointment.

Activities Not Covered in Either Option

21. None of the budgetary options presented contain provisions for the consultancies (or consultancy) for coordination of the Conservation Plan for Harbour Porpoises in the North Sea and the Recovery Plan for Baltic Harbour Porpoises (Jastarnia Plan), as this would only be possible with significant increases in the overall budget.

ANNEX 1

Table 1: ASCOBANS Trust Fund Budget for 2017-2020 (EUR) – OPTION 1

YEAR	2017	2018	2019	2020	TOTAL
BUDGET ITEM	EUR	EUR	EUR	EUR	BUDGET
STAFF PERSONNEL					
Executive Secretary (D1) - 3%	6,259	6,384	6,512	6,642	25,797
CMS Senior Advisor (P4) - 15%	22,808	23,264	23,729	24,204	94,006
Associate Coordination Officer (P2) - 75%	77,995	79,555	81,146	82,769	321,466
Administrative Assistant (GS-5) - 50%	34,053	34,734	35,429	36,137	140,354
Coordination for Harbour Porpoise Action Plans	-	-	-	-	-
Consultants	2,000	2,000	2,000	4,000	10,000
STAFF PERSONNEL TOTAL	143,115	145,938	148,816	153,753	591,622
TRAVEL					
Staff travel	5,000	5,100	5,202	5,306	20,608
Experts travel	1,800	1,836	1,873	1,910	7,419
TRAVEL TOTAL	6,800	6,936	7,075	7,216	28,027
GRANTS OUT					
Conservation projects	-	-	-	-	-
GRANTS OUT TOTAL	-	-	-	-	-
MEETINGS					
Meeting of Parties	-	-	-	3,877	3,877
Meeting of the Advisory Committee	3,654	3,727	3,801	-	11,182
Meeting of Working Groups	1,000	1,000	1,000	1,000	4,000
MEETINGS TOTAL	4,654	4,727	4,801	4,877	19,059

YEAR	2017	2018	2019	2020	TOTAL
BUDGET ITEM	EUR	EUR	EUR	EUR	BUDGET
EXPENDABLE & NON-EXPENDABLE EQUIPMENT					
Office Supplies	500	510	520	531	2,061
Office Equipment	900	900	900	900	3,600
EXPENDABLE & NON-EXPENDABLE EQUIPMENT TOTAL	1,400	1,410	1,420	1,431	5,661
OPERATING COSTS					
Operation/Maintenance computers	200	204	208	212	824
IT Services	10,200	10,404	10,612	10,824	42,040
Operation/Maintenance of printers	300	306	312	318	1,236
Information Material/Outreach and Education Work	1,500	1,530	1,561	1,592	6,182
Reference material	120	122	125	127	495
Website Maintenance and Development	2,000	2,040	2,081	2,122	8,243
Telephone and Fax, Postage and miscellaneous	1,000	1,020	1,040	1,061	4,122
OPERATING COSTS TOTAL	15,320	15,626	15,939	16,258	63,143
SUB-TOTAL	171,289	174,637	178,051	183,534	707,511
UN-PSC - 13%	22,268	22,703	23,147	23,859	91,976
GRAND TOTAL	193,556	197,339	201,198	207,394	799,488

Table 2: Scale of Contributions by Parties to the ASCOBANS Trust Fund for 2017-2020 – OPTION 1

Country	Scale of Assessment			2017	2018	2019	2020
	2016-2018	UN Scale %	ASCOBANS %				
Belgium	0.885	4.2%	6.7%	12,987	13,241	13,500	13,915
Denmark	0.584	2.8%	4.4%	8,570	8,737	8,908	9,183
Finland	0.456	2.2%	3.5%	6,692	6,822	6,956	7,170
France	4.859	23.2%	20.0%	38,711	39,468	40,240	41,479
Germany	6.389	30.4%	20.0%	38,711	39,468	40,240	41,479
Lithuania	0.072	0.3%	0.5%	1,057	1,077	1,098	1,132
Netherlands	1.482	7.1%	11.2%	21,748	22,173	22,606	23,302
Poland	0.841	4.0%	6.4%	12,341	12,582	12,828	13,224
Sweden	0.956	4.6%	7.2%	14,029	14,303	14,583	15,032
United Kingdom	4.463	21.3%	20.0%	38,711	39,468	40,240	41,479
Total	20.987	100.0%	100.0%	193,556	197,339	201,198	207,394

ANNEX 2

Table 3: ASCOBANS Trust Fund Budget for 2017-2020 (EUR) – OPTION 2

YEAR	2017	2018	2019	2020	TOTAL
BUDGET ITEM	EUR	EUR	EUR	EUR	BUDGET
STAFF PERSONNEL					
Executive Secretary (D1) - 3%	6,259	6,384	6,512	6,642	25,797
CMS Senior Advisor (P4) - 5%	7,603	7,755	7,910	8,068	31,335
Associate Coordination Officer (P3) - 75%	95,586	97,498	99,448	101,437	393,970
Administrative Assistant (GS-5) - 50%	34,053	34,734	35,429	36,137	140,354
Coordination for Harbour Porpoise Action Plans	-	-	-	-	-
Consultants				4,000	4,000
STAFF PERSONNEL TOTAL	143,501	146,371	149,299	156,284	595,455
TRAVEL					
Staff travel	5,000	5,100	5,202	5,306	20,608
Experts travel	1,800	1,836	1,873	1,910	7,419
TRAVEL TOTAL	6,800	6,936	7,075	7,216	28,027
GRANTS OUT					
Conservation projects	-	-	-	-	-
GRANTS OUT TOTAL	-	-	-	-	-
MEETINGS					
Meeting of Parties	-	-	-	3,877	3,877
Meeting of the Advisory Committee	3,654	3,727	3,801	-	11,182
Meeting of Working Groups	1,000	1,000	1,000	1,000	4,000
MEETINGS TOTAL	4,654	4,727	4,801	4,877	19,059

YEAR	2017	2018	2019	2020	TOTAL
BUDGET ITEM	EUR	EUR	EUR	EUR	BUDGET
EXPENDABLE & NON-EXPENDABLE EQUIPMENT					
Office Supplies	500	510	520	531	2,061
Office Equipment	900	900	900	900	3,600
EXPENDABLE & NON-EXPENDABLE EQUIPMENT TOTAL	1,400	1,410	1,420	1,431	5,661
OPERATING COSTS					
Operation/Maintenance computers	200	204	208	212	824
IT Services	10,200	10,404	10,612	10,824	42,040
Operation/Maintenance of printers	300	306	312	318	1,236
Information Material/Outreach and Education Work	500	510	520	531	2,061
Reference material	120	122	125	127	495
Website Maintenance and Development	2,000	2,040	2,081	2,122	8,243
Telephone and Fax, Postage and miscellaneous	1,000	1,020	1,040	1,061	4,122
OPERATING COSTS TOTAL	14,320	14,606	14,899	15,196	59,021
SUB-TOTAL	170,675	174,050	177,493	185,005	707,223
UN-PSC - 13%	22,188	22,627	23,074	24,051	91,939
GRAND TOTAL	192,862	196,677	200,567	209,056	799,162

Table 4: Scale of Contributions by Parties to the ASCOBANS Trust Fund for 2017-2020 – OPTION 2

Country	Scale of Assessment			2017	2018	2019	2020
	2016-2018	UN Scale %	ASCOBANS %				
Belgium	0.885	4.2%	6.7%	12,940	13,196	13,457	14,027
Denmark	0.584	2.8%	4.4%	8,539	8,708	8,880	9,256
Finland	0.456	2.2%	3.5%	6,668	6,799	6,934	7,227
France	4.859	23.2%	20.0%	38,572	39,335	40,113	41,811
Germany	6.389	30.4%	20.0%	38,572	39,335	40,113	41,811
Lithuania	0.072	0.3%	0.5%	1,053	1,074	1,095	1,141
Netherlands	1.482	7.1%	11.2%	21,670	22,098	22,535	23,489
Poland	0.841	4.0%	6.4%	12,297	12,540	12,788	13,329
Sweden	0.956	4.6%	7.2%	13,979	14,255	14,537	15,152
United Kingdom	4.463	21.3%	20.0%	38,572	39,335	40,113	41,811
Total	20.987	100.0%	100.0%	192,862	196,677	200,567	209,056



CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY

GENERIC JOB PROFILE Associate Programme Officer - P2

Organizational Setting and Reporting Relationships: These positions are located in organizational units throughout the Secretariat both at Headquarters and UN Offices away from Headquarters. The Associate Programme Officer typically reports to the head of a unit or to a senior Programme Officer. The focus of these jobs is the implementation, monitoring and evaluation of programmes, operations and other activities in a particular sector, geographical or functional area.

Responsibilities: Within delegated authority, the Associate Programme Officer will be responsible for the following duties: *(These duties are generic, and may not be performed by all Associate Programme Officers.)*

- Works with key clients to facilitate the development, implementation and evaluation of assigned programmes/projects, etc.; monitors and analyzes specific aspects of programme/project development and implementation; reviews relevant documents and reports; identifies problems and issues to be addressed and recommends corrective actions; liaises with relevant parties; identifies and tracks follow-up actions.
- Carries out basic research on selected aspects of programmes, operations and other activities, etc., to include collecting, analyzing and presenting statistical data and other information gathered from diverse sources.
- Provides substantive support for policy coordination and evaluation functions, including the review and analysis of emerging development issues and trends, participation in impact evaluation or equivalent studies, etc.
- Assists in performing consulting assignments, in collaboration with the client, by planning facilitating workshops, through other interactive sessions and assisting in developing the action plan the client will use to manage the change.
- Participates in survey initiatives; issues data collection tools, reviews, analyzes and interprets responses, identifies problems/issues and prepares preliminary conclusions.
- Contributes to the preparation of various written outputs, e.g. draft background papers, analytical notes, sections of reports and studies, inputs to publications, etc.
- Provides administrative and substantive support to consultative and other meetings, conferences, etc., to include proposing agenda topics, identifying and proposed participants, preparation of background documents and presentations, handling logistics, etc.
- Undertakes outreach activities; participates in the development of training workshops, seminars, etc.; participates in and makes presentations on assigned topics/activities.
- Participates in field missions, including provision of substantive and administrative support, data collection, etc.
- Coordinates activities related to budget funding (programme/project preparation and submissions, progress reports, financial statements, etc.) and preparation of related documents/reports (pledging, work programme, programme budget, etc.).
- Performs other duties as required.

Work implies frequent interaction with the following:

Counterparts, officers and technical staff in relevant Secretariat units and in UN funds, programs and other UN specialized agencies.

Representatives and officials in national governments, international organizations, consultants

Results Expected:

Provides well researched and sound analysis of issues and developments affecting programme/project development, administration and implementation, etc. Provides thorough, well reasoned written contributions. Effectively, and in a timely manner, liaises and interacts with colleagues and concerned parties internally and externally.

Competencies:

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to particular sector, functional area or other specialized field. Ability to identify issues, analyze and participate in the resolution of issues/problems. Ability to develop sources for data collection. Conceptual analytical and evaluative skills to conduct independent research and analysis, including familiarity with and experience in the use of various research sources, including electronic sources on the internet, intranet and other databases. Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.
- **Communication:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.
- **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Planning& Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.
- **Accountability:** Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

- **Creativity:** Actively seeks to improve programmes or services; offers new and different options to solve problems or meet client needs; promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas; thinks “outside the box”; takes an interest in new ideas and new ways of doing things; is not bound by current thinking or traditional approaches.
- **Client Orientation:** Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.
- **Commitment to Continuous Learning:** Keeps abreast of new developments in own occupation/profession; actively seeks to develop oneself professionally and personally; contributes to the learning of colleagues and subordinates; shows willingness to learn from others; seeks feedback to learn and improve.
- **Technological Awareness:** Keeps abreast of available technology; understands applicability and limitation of technology to the work of the office; actively seeks to apply technology to appropriate tasks; shows willingness to learn new technology.

Qualifications:

Education: Advanced university degree (Master’s degree or equivalent) in business administration, management, economics or a related field. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree. *(Candidates for this position must have passed the United Nations National Competitive Recruitment Examination (NCRE) or the G to P Examination. No examination is required for candidates in peacekeeping missions.)*

Experience: A minimum of two years of progressively responsible experience in project/programme management, administration or related area. *(No experience is required for candidates who have passed the United Nations National Competitive Recruitment Examination.)*

Language: Fluency in one of the working languages of the UN Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable. Knowledge of another UN official language is an advantage.

Other: *(To be determined and specified by Programme Manager, as required or desirable, at the time of building a specific vacancy announcement. Qualifications listed in this part should be of a technical nature and not related to education, experience and language as indicated above.)*

***Approved at the P-2 level by Jan Beagle, Assistant Secretary-General
for Human Resources Management.
Last revision: July 2007***



CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY

GENERIC JOB PROFILE Programme Officer -P3

Organizational Setting and Reporting Relationships: These positions are located in organizational units throughout the Secretariat both at Headquarters and UN Offices away from Headquarters. The Programme Officer typically reports to the head of a unit or to a senior Programme Officer. The focus of these jobs is the implementation, monitoring and evaluation of programmes, operations and other activities in an assigned functional area.

Responsibilities: Within delegated authority, the Programme Officer will be responsible for the following duties: *(These duties are generic, and may not be performed by all Programme Officers.)*

- Participates in the development, implementation and evaluation of assigned programmes/projects, etc.; monitors and analyzes programme/project development and implementation; reviews relevant documents and reports; identifies problems and issues to be addressed and proposes corrective actions; liaises with relevant parties; identifies and tracks follow-up actions.
- Performs consulting assignments, in collaboration with the client, by planning facilitating workshops, through other interactive sessions and assisting in developing the action plan the client will use to manage the change.
- Researches, analyzes and presents information gathered from diverse sources.
- Assists in policy development, including the review and analysis of issues and trends, preparation of impact evaluation or equivalent studies, etc.
- Undertakes survey initiatives; reviews, analyzes and interprets responses, identifies problems/issues and prepares conclusions.
- Prepares various written outputs, e.g. draft background papers, analysis, sections of reports and studies, inputs to publications, etc.
- Provides substantive support to consultative and other meetings, conferences, etc., to include proposing agenda topics, identifying participants, preparation of documents and presentations, etc.
- Undertakes outreach activities; conducts training workshops, seminars, etc.; makes presentations on assigned topics/activities.
- Participates in or lead field missions, including provision of guidance to external consultants, government officials and other parties and drafting mission summaries, etc.
- Coordinates activities related to budget and funding (programme/project preparation and submissions, progress reports, financial statements, etc.) and prepares related documents/reports (pledging, work programme, programme budget, etc.).
- Performs other duties as required.

Work implies frequent interaction with the following:

Counterparts, senior officers and technical staff in relevant Secretariat units and in UN funds, programs and other UN specialized agencies.

Representatives and officials in national governments, international organizations, consultants

Results Expected:

Develops, implements, monitors and evaluates assigned programme/projects. Provides thorough, well reasoned written contributions, e.g., background papers, analysis, sections of reports and studies, inputs to publications, etc. Develops and maintains effective working relationships. Promulgate coherent policies, and consistent adherence to these by clients. Efficiently uses of resources.

Competencies:

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to particular sector, functional area or other specialized field. Ability to identify issues, analyze and participate in the resolution of issues/problems. Ability to develop sources for data collection. Conceptual analytical and evaluative skills to conduct independent research and analysis, including familiarity with and experience in the use of various research sources, including electronic sources on the internet, intranet and other databases. Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.
- **Communication:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.
- **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Planning& Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.
- **Accountability:** Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

- **Creativity:** Actively seeks to improve programmes or services; offers new and different options to solve problems or meet client needs; promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas; thinks “outside the box”; takes an interest in new ideas and new ways of doing things; is not bound by current thinking or traditional approaches.
- **Client Orientation:** Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.
- **Commitment to Continuous Learning:** Keeps abreast of new developments in own occupation/profession; actively seeks to develop oneself professionally and personally; contributes to the learning of colleagues and subordinates; shows willingness to learn from others; seeks feedback to learn and improve.
- **Technological Awareness:** Keeps abreast of available technology; understands applicability and limitation of technology to the work of the office; actively seeks to apply technology to appropriate tasks; shows willingness to learn new technology.

Qualifications:

Education: Advanced university degree (Master’s degree or equivalent) in business administration, management, economics or a related field. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum of five years of progressively responsible experience in project or programme management, administration or related area.

Language: Fluency in one of the working languages of the UN Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable. Knowledge of another UN official language is an advantage.

Other: *(To be determined and specified by Programme Manager, as required or desirable, at the time of building a specific vacancy announcement. Qualifications listed in this part should be of a technical nature and not related to education, experience and language as indicated above.)*

*Approved at the P-3 level by Jan Beagle, Assistant Secretary-General
for Human Resources Management.*

Last revision: July 2007