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Activities of the Joint Inspection Unit

Activities of the Joint Inspection Unit

Report by the Director-General

Provides information on the activities of the Joint Inspection Unit in accordance with the pilot scheme of follow-up to recommendations in keeping with decisions IDB.24/Dec.11.

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For reasons of economy, this document has been printed in a limited number. Delegates are kindly requested to bring their copies of documents to meetings.



I. Introduction

1. The Joint Inspection Unit (JIU) became a subsidiary organ of the Industrial Development Board by its decision IDB.1/Dec.22. A pilot scheme of follow-up to JIU recommendations was outlined in document IDB.24/18 and subsequently approved in decision IDB.24/Dec.11. In accordance with the provisions therein, one regular Board session per year will consider JIU reports (except in certain specified cases).

2. A total of six JIU reports,¹ four notes, one management letter and one confidential letter have been issued since the most recent Board document covering this subject (IDB.34/4 dated 14 March 2008). The present document provides the Organization's comments on those five reports and three notes that are of direct relevance to UNIDO. The recommendations applicable to UNIDO are presented in the annex.

Recent JIU reports, notes and management letters

JIU/REP/2008/1 – Review of management and administration in the universal postal union.

JIU/REP/2008/2 – Junior professional officer/associate expert/associate professional officer programmes in United Nations system organizations.

JIU/REP/2008/3 – Management review of environmental governance within the United Nations system.

JIU/REP/2008/4 – National execution of technical cooperation projects.

JIU/REP/2008/5 – Information and communications technology hosting services in the United Nations system organizations.

JIU/REP/2008/6 – Management of Internet websites in the United Nations system organizations.

JIU/NOTE/2008/1 – Common services at Nairobi.

JIU/NOTE/2008/2 – Common services at the locations of the United Nations regional commissions.

JIU/NOTE/2008/3 – Review of the United Nations Humanitarian Air Service.

JIU/NOTE/2008/4 – Corporate consultancies in the United Nations system organizations: overview of the use of corporate consultancy and procurement and contract management issues.

JIU/ML/2008/1 – Review of management and administration in the World Meteorological Organization: additional issues.

JIU/CL/2008/1 – Follow-up on the Joint Inspection Unit 2004 confidential management letter on the adequacy of internal controls at the World Meteorological Organization.

¹ All JIU reports and notes can be accessed via the JIU website <http://www.unjiu.org/>.

II. Reports and notes submitted by the Joint Inspection Unit of direct relevance to UNIDO

A. Junior professional officer/associate expert/associate professional officer programmes in the United Nations system organizations – JIU/REP/2008/2

3. The junior professional officer/associate expert/associate professional officer (JPO/AE/AP) programme started almost five decades ago at the Food and Agriculture Organization of the United Nations (FAO) and has now spread across the United Nations system organizations, embracing almost 1,000 junior professional officers/associate experts/associate professional officers and involving more than \$100 million in funding annually. The JIU inspectors reviewed the existing programmes with the objective of providing an overall assessment of them in the United Nations system organizations; evaluating their relevance, effectiveness and impact; and recommending measures to improve their political, organizational and operational conditions.

4. The report highlights the high standards and the continuous improvement in the quality of the JPOs/AEs/APs, to the great satisfaction of all participants in the programme, including donors, organizations and the JPOs, AEs and APs themselves. It also assesses, inter alia, the operational difficulties in the programme's implementation, the contradictions between outdated legislative basis and evolved practice, the absence of clear and transparent priority setting in the organizations and in the donor countries, as well as the lack of coherent strategies and monitoring of their implementation.

5. Therefore, the inspectors recommend revisiting Economic and Social Council resolution 849 (XXXII) of 4 August 1961, which served as a policy basis for the JPO/AE programmes, with a view to adjusting them to the present realities of development cooperation. Further recommendations are to establish a clear policy and priorities on the use of JPOs/AEs/APs in the human resources strategy; to elaborate proposals for increasing funding possibilities for candidates from developing countries to participate in the programmes; to improve control and monitoring within the human resources management practices of the organizations; and to have adequate follow-up to secure the programme supervision, training and learning elements. The report recommends furthering, through the Human Resources Network of the Chief Executives Board (CEB) Secretariat, the flow of information and cooperation among the recruitment services of United Nations system organizations with a view to making better use of former JPOs, AEs and APs across the system.

UNIDO comments

6. Most of the findings, conclusions and recommendations are relevant to UNIDO. As of 31 December 2008, the Organization had 17 JPOs/AEs, although none from a developing country. This aspect of the programme should be addressed so as to meet one of its important objectives.

7. UNIDO equally faces operational difficulties with the implementation of the programme, which could be addressed through better control and monitoring

practices and the need for adequate staffing resources to implement this. In this context, UNIDO is currently exploring possibilities to expand the programme and attract more funds for it through, inter alia, bilateral agreements with both the central government of the donor countries and also with specific organizations and institutions within the donor countries.

8. In UNIDO's opinion, contrary to the JIU report, the Young Professionals Programme (YPP) as a type of "alternative" to the JPO programme aimed at alleviating "the imbalance" with the representation of nationals from non- and under-represented countries, does not fully address the issue. In UNIDO, the YPP is aimed at infusing "a steady flow of talented and motivated young professionals into the Organization" and is to be distinguished from the JPO scheme; the YPP is used as a tool for UNIDO to rejuvenate itself and to facilitate succession planning and knowledge retention, among other aims, but, on account of its size, can only contribute to its geographical representation balance objectives, which remain an important factor for UNIDO in general.

9. Also related to this issue, is the subject of retention of JPOs within the Organizations, vis-à-vis the programme's original objectives. It is of interest to note that the situation regarding the retention of JPOs appears to be more or less the same in UNIDO as in other Organizations, if not better. Of the 56 JPOs/AEs employed by UNIDO during the period January 2003 to May 2008, 20 had been retained: six individuals were recruited on a regular appointment under 100- or 200-series of Staff Rules; others were retained on the basis of a Special Service Agreement.

B. Management review of environmental governance within the United Nations system – JIU/REP/2008/3

10. The objective of the report² was to strengthen the governance of programmatic and administrative support, in particular common support services for multilateral environmental agreements (MEAs) of the United Nations system organizations through the identification of measures to promote coordination, coherence and synergies towards a more integrated approach. The review covered environmental governance principles, policies and framework; management framework for funding, resource management and inter-agency coordination; and environmental protection.

11. The report discloses that the current framework for international environmental governance is weakened by many factors: institutional fragmentation and specialization; the lack of an holistic approach to environmental issues and sustainable development; the absence of a single strategic planning framework, system-wide results-based-management system, and information sharing mechanism on the environment-related projects implemented by United Nations system organizations; the multiplicity of secretariats; and the variety and unpredictability of most MEA funding mechanisms. Further, the report stressed the alarming level of delay in administrative actions to implement commitments by conferences of state parties to MEAs.

² Undertaken at the request of UNIDO and the United Nations Environment Programme (UNEP).

12. With a view to enhancing the overall effectiveness of environmental governance within the United Nations system, the report recommends, inter alia, the establishment of a clear understanding of the division of labour among development agencies, UNEP and the MEAs outlining their respective roles and competences for environmental protection and sustainable development; the adoption of a strategic system-wide policy orientation for environmental protection and sustainable development in the planning document of the United Nations system; the establishment of ways and means of governing and managing the agreements to avoid the proliferation of secretariats and achieve savings through the integration of their programme support funds; and the coherent application of the concept of incremental cost funding for multilateral environmental agreements. It further recommends enhancing the coordination of capacity-building activities in the field, through the establishment of national and regional platforms on environmental protection and sustainable development policies that can integrate the implementation of multilateral environmental agreements in the common country assessment and United Nations Development Assistance Framework.

UNIDO comments

13. UNIDO concurs with the report which highlights in a very clear manner the striking differences between MEAs in terms of financial arrangements and modus operandi, as well as the issues faced. UNIDO further supports the recommendations made.

C. National execution of technical cooperation projects – JIU/REP/2008/4

14. The objective of the report was to review the implementation of the concept of national execution of technical cooperation projects (NEX), with regard to its evolution, as well as the identification and dissemination of lessons learned and best practices, and related issues including audit, monitoring and evaluation. The report provides a comprehensive assessment of national execution, as well as the challenges identified in its operationalization, such as the participation of civil society, including non-governmental organizations as executing entities or implementing partners.

15. The report stresses that the United Nations system organizations use different definitions of the terms “nationally executed (NEX) projects”, as well as “execution” and “implementation” – leading to confusion and misunderstanding of the modality. Further, they also used different guidelines and procedures for implementing NEX projects.

16. The JIU noted that earmarking of extrabudgetary resources has, in many cases, limited the capacity of organizations in responding to recipient countries’ development priorities, leading on some occasions to a geographic imbalance in NEX expenditure. In addition, the unpredictability of project support funds associated with voluntary contributions affect the planning process as there is no clear indication on how much resources would be available to finance projects in a multi-year planning cycle.

17. Further, training is viewed, inter alia, as a type of capacity development activity. Constraints identified include the lack of clear purpose of training to serve delivery of project outputs and outcomes – which calls for additional efforts to strengthen recipient government institutions’ capacity and improve the public professional sector.

18. One of the fundamental challenges identified regarding NEX projects is to consider civil society, including non-governmental organizations (NGOs), as executing entities/implementing partners in development. NGOs, which are closer to grass-roots communities, have useful expertise to deal with existing problems. However, some recipient governments and organizations are fearful of NGOs imposing their own agenda. The JIU considers that NGOs should be used, as appropriate, not to substitute the government, but to complement it.

19. Further, the JIU emphasized the need for strengthened audit, monitoring and evaluation activities. NEX audit reports were not always in conformity with international audit standards and in some cases, they were not properly substantiated or showed inconsistent reporting standards, which led the United Nations Board of Auditors to issue qualified statements in some instances. Regarding NEX monitoring and evaluation, the JIU noted that, in certain cases, NEX project managers were substituting recipient governments in monitoring and evaluation, in spite of General Assembly resolution 56/201 on the triennial policy review which stipulated that these activities should be government-led.

20. Further, internal and external challenges related to NEX were identified, inter alia, in terms of accountability and risk management, of the existence of reliable government institutions which are a prerequisite for viable NEX projects, and of cooperation, coordination and communication among the various stakeholders. This also includes coordination with the United Nations Regional Commissions in planning, implementing and following up NEX projects, particularly cross-border projects, to facilitate joint actions and promote NEX at the regional level.

21. The report makes a number of recommendations, which include clarifying the definitions governing NEX execution as well as planning, designing, financing and expenditure reporting, in order to cope with the development priorities of the recipient countries; further simplifying and harmonizing rules and procedures governing NEX among United Nations system organizations and coordinating with the United Nations regional commissions.

UNIDO comments

22. UNIDO concurs with the view that there is confusion over the definition of “NEX” (the “narrow” definition from A/62/34/Add.1 or the “wider” one from A/62/208), and supports efforts in clarifying these, as well as the terms “implementation” and “execution”. UNIDO further considers that, in view of the increasing importance of Harmonized Approach to Cash Transfer (HACT),³ it might also be useful to clearly define the latter term and delineate NEX from HACT. UNIDO will support efforts in this regard.

³ HACT is the United Nations system common operational framework for transferring cash to government and non-government implementing partners.

23. It should be recalled that the specialized agencies' operating model stems from the specificity of their respective mandate. Although their projects are demand-driven based on recipient country needs – as for NEX ones – inputs necessary to produce expected results may not easily and readily be available and/or procured in-country, and most of their funding is earmarked by donors. Additionally, numerous projects are undertaken by specialized agencies at subnational level, (regional, interregional, or global), and therefore do not lend themselves to NEX. These should not be perceived as negative or discriminating aspects, but rather as attributes to take into account when making decisions.

24. Yet the report conveys the impression that NEX is a modality equally valid for specialized agencies as for United Nations Funds and Programmes (in particular the Executive Committee or ExCom organizations) and, that specialized agencies hardly use NEX – as the data shown only pertains to ExCom organizations.

25. Further, the JIU, in UNIDO's view, insufficiently analyses the origin of the (perceived) successful ExCom's NEX operations, including the lessons learned and distilled from their experience, as well as the risks associated with NEX at strategic, operational, financial reporting and compliance levels. The inspectors identified several best practices for successful NEX operations. Yet they are silent on the level of existence and fulfilment necessary to entrust funds to national entities of a country, as well as on the correlation with United Nations system's involvement. A low fulfilment level calls for a major role for United Nations organizations – their *raison d'être*. However, a high fulfilment level – presented as a prerequisite for NEX success – only calls for minimal involvement of the United Nation system, in upstream activities.

26. Further, regarding HACT, the report is silent on the resources and/or requirements to adopt it, including country macro assessment, micro assessments of each implementing partner, financial audits, and periodic on-site reviews of accounts of implementing partners.

27. These elements may contribute to an imbalanced and potentially overly favourable picture of NEX, and do not help determining if and how specialized agencies could at best use the NEX modality. Therefore, given the emphasis on increasing NEX usage and the costs and risks associated with its adoption, UNIDO believes it imperative that a rigorous evaluation of this modality be undertaken to gauge its effectiveness.

D. Information and communications technology hosting services in the United Nations system organizations – JIU/REP/2008/5

28. The report provides a comparative study of information and communications technology (ICT) hosting services, both internal and external, adopted by the United Nations system organizations.

29. The comparative study of specific ICT hosting services reveals factors in favour as well as against the use of external hosting services. Favourable factors are: more cost-effectiveness for some services; more flexibility in managing resources; lack of internal expertise in the specific business area; difficulties in creating additional staff posts; and, more reliable service quality. In most cases,

organizations using external hosting services realized the expected benefits. Factors against the use of such services are reduced flexibility in managing resources if hosted externally, less cost effective on some services; difficulty in budgeting external service expenditures; inefficient service delivery; unreliable service quality; and legal concerns of losing extraterritorial status by hosting externally which could result in a possible loss of data confidentiality.

30. The inspectors also highlight the multiplicity of costing methodology applied and cost elements considered when selecting an ICT hosting service. They further stress the necessity to align ICT strategy and operation with business strategy, and therefore the need to appoint ICT managers at a level with sufficient access to the strategic decision-making process in an organization.

31. Further, to reduce costs and enhance the efficiency and effectiveness of the organizations' ICT infrastructure and operations, the inspectors are of the view that ICT hosting decisions should be based on three important factors: organizational situation and business demands, ICT governance and ICT strategy.

32. They recommend carrying out a cost-benefit analysis for the selection of an ICT hosting service, examining strengths, weaknesses, opportunities and threats and using a methodology that is consistent and allows for comparison across organizations. They further underline the need to review the ICT strategy on a regular basis to realize maximum benefits. With a view to increasing the effectiveness of ICT services, including hosting services, they recommend defining a consistent method of recording ICT expenditures/costs, the pursuance of joint procurement of ICT hosting services across the United Nations system, and exploring hosting solutions to take advantage of economies of scale (including that proposed by the United Nations International Computing Centre).

UNIDO comments

33. UNIDO supports the findings and recommendations included in the report and endeavours to implement them to the extent of available resources.

E. Management of Internet websites in the United Nations system organizations – JIU/REP/2008/6

34. Websites have been established by United Nations system organizations for two main purposes: firstly, for information dissemination, and secondly, as a platform for e-business applications.

35. The JIU conducted a system-wide review of the management of the Internet websites to assess their effectiveness and efficiency as a communication tool for information dissemination.

36. The report provides an assessment of the challenges facing the United Nations system organizations in managing their websites, such as the investment in human resources, including staffing and training, and the unification of websites. In this context, the report underlines the importance of a decision-making mechanism to enable efficient interaction between key stakeholders and the need for good website governance. The report also stresses the importance of related issues, such as the content management system, accessibility and multilingualism.

37. The inspectors recommend, inter alia, the adoption of clear policies with the participation of all stakeholders; the allocation of sufficient and sustained funding for staffing and training; and the establishment of ad hoc committees for the implementation of multilingualism on corporate websites.

UNIDO comments

38. UNIDO supports all but one of the recommendations made by the JIU, and will implement those within available resources.

39. While UNIDO agrees with the inspectors that Content Management Systems (CMS) and multiple language support is desirable, the Organization cautions about perceived benefits from a common CMS across the United Nations system and the need for interoperability between different United Nations system organizations. These should be carefully considered in light of budgetary implications – at a time of required major investments, especially in the area of Enterprise Resource Planning, as well as after researching the availability of open source software.

F. Common services at Nairobi – JIU/NOTE/2008/1

40. As part of the series of reviews on common services among co-located organizations of the United Nations system, the JIU examined the Common Services Governance Framework of 2006, as well as the more recently established governance structure for the United Nations Office at Nairobi (UNON). Common services both within and outside the Common Services Governance Framework were reviewed, as well as the scope for further expansion of common services at Nairobi.

41. Notwithstanding the complementarities between the two governance structures, the note highlights areas of duplication and recommends that the Common Services Governance Framework be reviewed and streamlined. Best practices, such as the creation of a post of common services coordinator, and positive feedback received from both client organizations and service providers on improvements under the Governance Framework are highlighted, particularly regarding the increased participation of the organizations in the decision-making processes.

42. Following the JIU recommendations, a number of key decisions were already made at the November 2008 United Nations common services retreat in Kenya, including revising the Common Services Governance Framework; establishing an ICT working group, as well as a monitoring and evaluation committee; and raising the need for agreement on the draft memorandum of understanding regarding common premises services at the Executive Services Management Board. More frequent meetings of the Security Management Team are already taking place as suggested. Additionally, it was decided that recommendations addressed to the United Nations Human Settlements Programme and UNEP would be considered by these organizations directly, and those directed to UNON would be addressed when the new office space was constructed, currently planned for 2010.

UNIDO comments

43. UNIDO noted with interest the information contained in the note, in particular the services which are provided by UNON and/or are available in Nairobi for staff members of all Nairobi based international organizations including UNIDO. UNIDO specifically noted the various human resources management services currently provided by UNON to peacekeeping operations on a cost recovery basis and the possibility for such services to be opened up to other agencies in the future, including a common service in recruitment of general service staff, common testing and a common consultants roster.

44. Overall, UNIDO supports the recommendations made, including the conclusion of the Common Governance Framework. UNIDO is interested in exploring services offered in more depth, including their conditions of use and costs.

G. Common services at the locations of the United Nations regional commissions – JIU/NOTE/2008/2

45. Also as part of the series of reviews on common services among co-located organizations of the United Nations system, the JIU covered all the United Nations system organizations represented at the locations of the regional commissions at four duty stations: Addis Ababa, Bangkok, Beirut and Santiago. Geneva was not included in this review, as it had been addressed in previous Joint Inspection Unit reports on the topic.⁴

46. Given the variety of geographic, economic, social and political conditions at the duty stations reviewed, the note identifies areas for improvement in common services, with special focus on governance, examines their scope for expansion and encourages emulation and best practices.

47. It particularly emphasizes the need for a well-functioning common governance structure consisting of two levels: a group composed of the head of the Regional Commission and the heads of all other represented organizations of the United Nations system (normally the country team or heads of agencies) and a common governance committee at the level of the administrative officials overseeing the management of all common services among the United Nations organizations. It urges agreement on the basic principles for cost accounting and cost sharing for various types of common services. The note also identifies the function of coordinator of common services as an example of best practice.

UNIDO comments

48. UNIDO is committed to a united and coherent United Nations system, as demonstrated in the Organization's participation in the One United Nations pilot programmes. In the same vein, UNIDO equally supports the provision of common services at the locations of United Nations Regional Commissions and endeavours to make use of the common services, taking into consideration their financial

⁴ JIU/REP/98/4 and JIU/REP/2000/5.

implications and the peculiarities of the Organization's relation with each host government.

49. UNIDO also agrees that a Service Level Agreement (SLA) between the lead agency as the provider of common service(s) and the client (secondary) agencies is essential in (a) ensuring a proper provider/customer relationship, taking into account the detailed, unique requirements of the client organization, as well as in (b) defining how success of the said service(s) provided will be measured. An SLA should therefore be well specified.

H. Corporate consultancies in the United Nations system organizations: overview of the use of corporate consultancy and procurement and contract management issues – JIU/NOTE/2008/4

50. The note provides an assessment of the use of corporate consultancies in the United Nations system organizations, covering relevant rules and regulations, operations, efficiency and effectiveness.

51. It starts with an overview of the use of corporate consultancy in the United Nations system. It revealed that existing management reporting systems are inadequate to capture complete consultancy information. Further, the JIU information gathering exercise disclosed that consultancies were used in a variety of areas, management evaluation, restructuring, information management and training constituting the bulk of expenditure, and that the prevailing reason for resorting to consultancy is a lack of internal capacity. It further exposed that there is, in most cases, no specific policy and procedure indicating under which circumstances to resort to such services – which poses a risk for accountability and efficient use of resources.

52. The inspectors also looked into procurement and contract management of consultancy services. The assessment of a number of transactions revealed issues such as weakly supported non-competitive procurement, poor best-value procurement methodology, absence of performance evaluation, lack of guidance regarding conflict of interest, unequal use of long-term agreements, poor quality of solicitation and contract documents, as well as the need for improvement of contract management process. The review also stressed the need for more formal and active inter-agency knowledge-sharing on procurement activities. The inspectors also observed that in many organizations, the importance of procurement and contract management is underestimated by management, and has resulted in insufficient human resources dedicated to these functions.

53. Recommendations were made to improve policies and practices, as well as remedy identified shortcomings. However, it was emphasized that implementation of some of them may require additional resources, the need of which should be substantiated and brought to the attention of senior management and governing bodies as appropriate.

UNIDO comments

54. Although UNIDO did not use any corporate consultancy services in the period under review (2002-2006), findings, conclusions and recommendations made in the

note are of relevance for UNIDO procurement activities. Recent developments and improvements under way at UNIDO are completely in line with the JIU recommendations, which UNIDO fully endorses. The Organization will continue to incorporate them into its procurement and contract management practices to the greatest extent possible, as well as pursue its active participation in inter-agency work regarding common policies (e.g. on conflict of interest and procurement knowledge sharing) undertaken by the HCM procurement network.

III. Implementation of JIU recommendations at UNIDO

55. The General Assembly, in its resolution 60/258, requested the JIU to strengthen the follow-up of implementation of its recommendations, and to include in future annual reports more information on the impact of full implementation of its recommendations. Accordingly, the Unit enhanced its follow-up system. In the final quarter of each year, it requests from UNIDO, along with other organizations, pertinent information on recommendations issued in the previous three years, including status of acceptance (accepted by executive heads/approved by legislative bodies, rejected, under consideration), status of implementation (not started, in progress, implemented) and impact. The JIU then presents the aggregate outcome in its yearly activity report⁵ to the General Assembly. Further, the JIU is considering the feasibility of a web-based follow-up system to ease future monitoring of status of recommendations and to receive updates from participating organizations.

56. The last status presented by the JIU included recommendations for the period 2004-2007. The status of acceptance and implementation for UNIDO is presented in Table 1 below (in percentage of the recommendations issued).

Table 1⁶

	Acceptance					Implementation			
	Not relevant	Accepted/ approved	Rejected	Under consideration	No information provided	Not started	In progress	Implemented	No information provided
UNIDO	3.4	74.7	9.2	12.6	-	9.2	41.5	40	9.2

57. It should also be noted that UNIDO is one of the ‘best practice’ organizations mentioned by the JIU with regard to the status of considerations of reports by its governing bodies.

IV. Work programme 2009

58. In accordance with General Assembly resolution 61/260, by which the Assembly decided to consider jointly the annual report and programme of work of the Joint Inspection Unit during the first part of its resumed session, the Unit launched the preparation of its programme of work for 2009 in July 2008. The Unit invited participating organizations to submit their proposals by mid-September

⁵ The most recent document being A/63/34.

⁶ See A/63/34.

2008. For 2009, the Unit further suggested that system-wide requested proposals be channelled through the CEB Secretariat.

59. The proposal generation process described above yielded an unprecedented number of topics which underwent a thorough screening process which took into account, inter alia, the work done and planned by other internal and external oversight bodies, resource implications of the proposed review and timeliness for governing bodies and other recipients, as well as the potential of the review to contribute to enhanced effectiveness, efficiency, coordination and cooperation. Consultations took place with the CEB Secretariat, the Board of Auditors and the Office of Internal Oversight Services of the United Nations.

60. The outcome was to include in the 2009 JIU work programme seven system-wide projects and four of a single-organization nature. A further 13 were included in a separate roster. Of the topics on the 2009 work programme, seven would be of interest to UNIDO: (a) Management-staff relations in the United Nations system; (b) Corporate partnerships: the role of the Global Compact, best practices and lessons learned; (c) Selection and conditions of service of executive heads in United Nations system organizations; (d) Travel arrangements within the United Nations system; (e) Implementation of enterprise risk management in the United Nations system; (f) Environmental policies and practices of the United Nations system; and (g) Evaluation function in the United Nations system.

61. Further, UNIDO notes with appreciation the closer cooperation between the JIU and the CEB Secretariat, which the Organization had been strongly advocating.

V. Action required of the Board

62. In compliance with the provisions of the Statute of JIU Article 11(4), resolution 48/221 of the General Assembly, and paragraph 9 of the pilot system of UNIDO follow-up to JIU recommendations,⁷ the Board may wish to take note of the information contained in the present document and provide guidance for further action.

⁷ See IDB.24/18.

Abbreviations used in this document

AE	Associate Expert
APO	Associate Professional Officer
CEB/HLCM	High-level Committee on Management of the Chief Executives Board
CEB	Chief Executives Board
CMS	Content Management System
ECOSOC	Economic and Social Council
ERP	enterprise resource planning
FAO	Food and Agriculture Organization of the United Nations
HACT	Harmonized Approach to Cash Transfer
ICT	information and communications technology
IPSAS	International Public Sector Accounting Standards
IT	information technology
JIU	Joint Inspection Unit
JPO	Junior Professional Officer
KM	knowledge management
MEA	multilateral environmental agreements
NEX	national execution
OIOS	Office of Internal Oversight Services of the United Nations Secretariat
SLA	Service Level Agreement
SWOT	strengths, weaknesses, opportunities and threats
UNEP	United Nations Environment Programme
UNICC	United Nations International Computing Centre
UNON	United Nations Office at Nairobi
YPP	Young Professionals Programme

Annex

Reports of the Joint Inspection Unit of relevance to UNIDO

JIU/REP/2008/2 Junior professional officer/associate expert/associate professional officer programmes in United Nations system organizations		
	Recommendation	For information
1	ECOSOC should revisit its resolution 849 (XXXII) of 4 August 1961, which serves as a policy basis for the JPO/AE/APO Programmes, and redefine the objectives, the guiding principles of assignment and the principles of financing of the programmes, with the aim of updating them to reflect current realities.	For information only
2	ECOSOC should encourage the development of modalities to provide more visibility for the JPO/AE/APO Programmes, and thus strengthen the support of the Member States for these programmes.	For information only
3	ECOSOC should encourage the elaboration of a set of proposals to increase the funding possibilities for candidates from developing countries to participate in the JPO/AE/APO Programmes.	For information only
4	Executive heads should ensure that, in the framework of the human resources strategy, a clear policy and priorities are in place on the use of JPOs.	For information only
5	Executive heads should ensure that the units responsible for the operation of the JPO Programmes have adequate mandate and resources for performing in a systematic way the long-term tasks related to these programmes.	For information only
6	The Human Resources Network of the CEB should discuss and endorse the unified set of criteria to be applied by all organizations having significant JPO Programmes to carry out the monitoring of the programmes and client satisfaction surveys.	For information only
7	The Human Resources Network of the CEB should discuss and initiate the establishment of a system-wide tracking and career counselling system for former JPOs and, through an increased flow of information and cooperation among the recruitment services, should make better use across the system of JPOs who showed a high level of performance during their assignment.	For information only
8	The executive heads should ensure that adequate monitoring and controls be in place to secure the implementation of the JPO Programme, including its supervision, training and learning elements.	For information only
9	The executive heads should ensure that the various supervisory and administrative aspects of the programmes be supported and implemented by human resources management services taking into account the agreed recommendations of the biennial meetings of the National Recruitment Services and the United Nations organizations on the JPO schemes.	For information only

JIU/REP/2008/3 Management review of Environmental Governance within the United Nations system		
	Recommendation	For Action
1	The Secretary-General should submit to the General Assembly for its consideration through the UNEP Governing Council / Global Ministerial Environmental, a clear understanding on the division of labour among development agencies, UNEP and the MEAs, outlining their respective areas and types of normative and operational capacity-building activities for environmental protection and sustainable development.	Executive head
7	The Secretary-General as Chairman of the Chief Executives Board should encourage the executive heads of the organizations and the MEAs: <ul style="list-style-type: none"> (a) To develop a joint system-wide planning framework for the management and coordination of environmental activities, drawing on the results-based management framework endorsed by General Assembly resolution 60/257, and to this end, (b) To draw up an indicative-planning document serving for joint programming of their activities in the environment sphere. 	Executive head

JIU/NOTE/2008/4 National execution of technical cooperation projects		
	Recommendation	For Action
1	The Chief Executives Board for Coordination should clarify the definitions governing national execution (NEX) and share it with all executive heads of the United Nations system organizations and other NEX-implementing partners.	Executive head
3	The executive heads of the United Nations system organizations, as members of the Chief Executives Board for Coordination, should urgently harmonize National Execution (NEX) guidelines through the High-level Committee on Management, the High-level Committee on Programmes and the United Nations Development Group so that those guidelines may be applicable to all NEX implementing partners, within the system-wide coherence framework and the initiative of United Nations Delivering as One.	Executive head
4	The General Assembly and legislative bodies of corresponding organizations should reiterate that the donors provide less conditioned extrabudgetary contributions, including those financing National Execution (NEX), with a view to realizing the priorities of the recipient countries; and ensuring more flexibility, predictability and geographic balance in NEX expenditures.	Legislative organ
5	The executive heads of the United Nations system organizations should assist recipient governments in strengthening their capacity development and capacity assessment; thus enabling them to use civil society including NGOs as implementing partners, as appropriate.	Executive head
6	The General Assembly, in the context of its triennial comprehensive policy review to be held at its sixty-fifth session, and legislative bodies of corresponding organizations should assist recipient governments in strengthening their capacity in the accounting and audit field, through focused training, as required, to enable them to match the international standards.	Legislative organ
8	The executive heads of the United Nations system organizations should give priority to strengthening national evaluation capacities in recipient countries and establish a follow-up process for National Execution evaluation reports in order to ascertain the implementation of the findings and recommendations contained in the evaluation reports.	Executive head

JIU/NOTE/2008/4 National execution of technical cooperation projects		
	Recommendation	For Action
9	The executive heads of the United Nations system organizations should submit proposals to their legislative bodies to further simplify and harmonize the rules and procedures governing National Execution through the Chief Executives Board for Coordination to ensure coherence among the United Nations system organizations at the headquarters and field levels.	Executive head
11	The executive heads of the United Nations system organizations should share and disseminate lessons learned and best practices of National Execution (NEX) programmes and projects to all the United Nations system organizations within the framework of the Chief Executives Board for Coordination, in particular the United Nations Development Group with the view to improving NEX implementation practices.	Executive head

JIU/REP/2008/5 Information and communications technology hosting services in the United Nations system organizations		
	Recommendation	For Action
1	The executive heads of the United Nations system organizations should work with HLCM towards defining a consistent method of recording ICT expenditures/costs to facilitate cost-benefit analysis of ICT services.	Executive head
2	The executive heads of the United Nations system organizations should ensure that a strengths, weaknesses, opportunities and threats (SWOT) analysis be undertaken prior to selecting a particular ICT hosting service.	Executive head
3	The executive heads of those United Nations system organizations that currently host their own ERP implementation internally or in the process of implementing new ERP system, should explore external hosting solutions, particularly UNICC, to take advantage of economies of scale when operating these systems as well as to provide for the safety of these systems by placing them in an off-site, secure location.	Executive head
4	The executive heads of those organizations participating in UNICC should establish an ad-hoc working group within their organization, involving membership from both ICT and business operations, or use their internal ICT governance structure, to come up with concrete suggestions and action plan to improve the cooperation with and use of ICT hosting services provided by UNICC.	Executive head
5	The executive heads of those United Nations system organizations which have not yet done so, should pursue joint procurement of ICT hosting services; this is especially the case for those organizations that are in the same duty station/when similar requirements arise.	Executive head
6	The governing bodies of the United Nations system organizations should request the executive heads to report to their next session on the implementation of the recommendations contained in this report, in particular those recommendations aimed at defining common methodology for ICT costs/expenditures and exploring hosting solutions to take advantage of economies of scale.	Legislative organ

JIU/REP/2008/6 Management of Internet websites in the United Nations system organizations		
	Recommendation	For Action
1	The executive head of each United Nations system organization should ensure that clear policies and corresponding mechanisms are adopted for the good governance and management of the organization's website.	Executive head
2	The executive heads of each United Nations system organization should ensure that the website strategy be regularly updated and linked with and taking account of the other business strategies of the organization and report on the measures taken to the governing body on a regular basis.	Executive head
3	The executive head of each United Nations system organization should ensure that policies and guidelines are in place that, among other things, specify requirements and standards relating to (a) web layout and design; (b) editorial control and review of web content and (c) web accessibility.	Executive head
4	For relevant, timely and high quality website content, the executive head of each United Nations system organization should ensure the implementation of a CMS which offers full support to Latin, non-Latin and bi-directional scripts and, as far as practicable, be compatible with CMS used by other organizations. When selecting an appropriate CMS, they should give serious consideration to adopting common information exchange standards and also consider the benefits of a common CMS across the United Nations system.	Executive head
5	The executive head of each United Nations system organization should ensure that sufficient and sustained funding for staffing and training are allocated to website management. If such funding could not be provided through redeployment or other means, it should be reported to the governing body for its consideration in order to implement those recommendations contained in this report, which have financial implications, inter alia, CMS, staffing, training, language parity, adoption of common information exchange standards, etc.	Executive head
6	The governing bodies of the United Nations system organizations should establish an ad hoc committee dealing with the implementation of multilingualism on their corporate websites. The governing bodies shall review the report submitted by the ad hoc committee on the measures and financial implications to achieve language parity on their websites and take appropriate action.	Legislative organ
7	The executive heads of the United Nations system organizations should establish a mechanism reporting to the HLCM, with the participation of all stakeholders, for coordination purposes and to establish common policies, standards and guidelines on websites.	Executive head
8	The governing bodies of the United Nations system organizations should request the executive heads to report to their next session on the implementation of the recommendations contained in this report addressed to the executive heads, in particular those aimed at reforming website governance, updating website strategy and policy, and implementing multilingualism.	Legislative organ

JIU/NOTE/2008/1 Common services at Nairobi		
	Recommendation	For Action
1	The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should direct the Common Services Board to initiate with immediate effect the planned review of the Common Services Governance Framework with a view to streamlining it.	Executive head
5	The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should request that an ICT working group of the Common Services Management team be established to put forward proposals for new ICT services and review any problems with existing services.	Executive head
6	The executive heads of the United Nations system organizations participating in the Common Services Governance Framework at Nairobi should ensure that agreement is reached by the end of 2008, at the latest, by the Common Services Executive Committee and by the Common Services Board, on the draft memorandum of understanding on common premises services at Nairobi.	Executive head
7	The executive heads of the United Nations system organizations participating in the Common Services Governance Framework at Nairobi should ensure that monitoring and evaluation of common services is carried out by service-specific subcommittees of users that should be established for this purpose.	Executive head

JIU/NOTE/2008/2 Common services at the locations of the United Nations Regional Commissions		
	Recommendation	For Action
1	By the end of 2009, the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, should invite the executive heads of United Nations system organizations to instruct their representatives at the four duty stations considered, in order to confirm or create a common governance structure for common services consisting of the following two groups: one at the level of heads of local representative offices of United Nations agencies, and one at the level of administrative officials (as common governance committee).	Executive head
2	By the end of 2009, the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, should invite the executive heads of all United Nations system organizations to instruct their representatives at the four duty stations considered, in order to ensure that the common governance committee overseeing common services be composed of officials responsible for providing or contracting out services, and at least one member of each entity as services user, thus securing common ownership and shared participation of all parties.	Executive head
3	In the context of the acceptance of recommendations 1 and 2, the Secretary-General, his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, should, by the end of 2009, invite the executive heads of all United Nations system organizations to instruct their representatives at the four duty stations considered, in order to ensure the participation of the Chairperson of the common governance committee at meetings of the heads of local agencies, as appropriate.	Executive head

JIU/NOTE/2008/2 Common services at the locations of the United Nations Regional Commissions		
	Recommendation	For Action
4	By the end of 2009, the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, should invite the executive heads of all United Nations system organizations to instruct their representatives at the four duty stations considered, in order to reinforce the dynamics of common services, including through a clearly identified function of a common services coordinator who will serve as secretary of the common governance committee.	Executive head
7	The executive heads of the United Nations system organizations should facilitate the approval and implementation of locally agreed upon arrangements for common services corresponding to the above-mentioned basic principles agreed upon by the High-Level Committee on Management.	Executive head
8	The executive heads of all United Nations system organizations represented at the four duty stations considered should ensure that, by the end of 2009, a quality control system should be organized and a client satisfaction survey system put in place for each common service supplemented with an evaluation conducted independently from the service provider.	Executive head
9	The executive heads of all United Nations system organizations represented at the four duty stations considered should ensure that, by the end of 2010, the common governance committee would report to the heads of local representative offices of United Nations agencies on quality control mechanisms and on the results of the evaluations and the corrective actions stemming from their consideration.	Executive head

JIU/NOTE/2008/4 Corporate consultancies in United Nations system organizations		
	Recommendation	For Action
4	The executive heads of the United Nations system organizations should develop an effective monitoring and reporting mechanism for waivers of competition.	Executive head
5	The executive heads of the United Nations system organizations should review waiver policy and practices with a view to clarifying, rationalizing and making the waiver of competition really exceptional.	Executive head
10	The executive heads of the United Nations system organizations should review their policy and procedures regarding best-value procurement techniques with a view to providing clear policy guidelines to improve implementation.	Executive head
11	The executive heads of the United Nations system organizations should ensure that detailed guidelines are available for the preparation of solicitation and contract documents.	Executive head
12	The executive heads of the United Nations system organizations should ensure that there is a database for the procurement documents and consultancy reports.	Executive head
14	The executive heads of the United Nations system organizations should ensure that adequate policies and guidelines exist for effective contract management.	Executive head
15	The executive heads of the United Nations system organizations should ensure that an electronic contract management module is integrated into the information management system.	Executive head

JIU/NOTE/2008/4 Corporate consultancies in United Nations system organizations		
	Recommendation	For Action
16	The executive heads of the United Nations system organizations should ensure that adequate performance evaluation procedures and guidelines exist and are communicated to the staff responsible.	Executive head
18	The executive heads of the United Nations system organizations should establish a vendor performance evaluation database to be utilized in the procurement process.	Executive head
19	The executive heads of the United Nations system organizations should ensure that a standard conflict of interest policy is developed and integrated into the general conditions of contract.	Executive head