United Nations Industrial Development Organization

Industrial Development Board
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Item 9 of the provisional agenda
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 accordance with decision IDB.24/Dec.11.
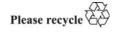
Contents

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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 seven JIU reports,[1] two notes and two management letters have been received[2] by the Organization since the most recent Board document covering this subject (IDB.36/18 dated 4 May 2009). The present document provides the Organization's comments on those two reports and two 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/2009/1 — Review of management and administration in the United Nations World Tourism Organization (UNWTO)

JIU/REP/2009/2 — Second follow-up to the management review of the Office of the United Nations High Commissioner for Human Rights (OHCHR)

JIU/REP/2009/3 — Effectiveness of the International Telecommunication Union (ITU) regional presence

JIU/REP/2009/4 — Assessment of the global mechanism of the United Nations Convention to Combat Desertification

JIU/REP/2009/5 — Towards more coherent United Nations system support to Africa

JIU/REP/2009/6 — Offshoring in United Nations system organizations. Offshore Service Centres

JIU/REP/2009/7 — Review of Management and Administration in the World Food Programme (WFP)

JIU/NOTE/2009/1 — Corporate Sponsoring in the United Nations system: Principles and Guidelines

JIU/NOTE/2009/2 — Internships in the United Nations system

JIU/ML/2009/1 — Disbursement of Travel Advances by Travellers' Cheques at the United Nations Office at Geneva

JIU/ML/2009/2 — Membership criteria for inclusion in International Organizations of Geneva (IOG) Joint Airlines Negotiating Group

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[1] All JIU reports and notes can be accessed via the JIU website http://www.unjiu.org/.
[2] At the time this report was prepared.

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

A. Towards more coherent United Nations system support to Africa — JIU/REP/2009/5

3.   This evaluation, conducted at the suggestion of UNIDO, aims at assessing the effectiveness and efficiency of the existing system-wide cooperation framework, drawing on and sharing lessons learned as well as identifying best coordination practices and methods of collaboration with regard to the United Nations system support to Africa, based on prior reviews undertaken on the issue.

4.   The 17 recommendations contained in the report aim at improving system-wide communication and information sharing concerning Africa within the United Nations system, strengthening the role of the Regional Coordination Mechanism (RCM) at the regional level to ensure alignment with the priorities of the African Union (AU) and the New Partnership for Africa's Development (NEPAD) programme. Furthermore, the recommendations seek to reinforce the coordination between the CEB and its impact on resource mobilization at the national level through the United Nations Development Assistance Framework (UNDAF). From the 17 recommendations, 14 are addressed to the executive heads of the United Nations system organizations and three for consideration by their respective governing bodies.

5.   It is noted that the report was also presented at the 10th session of the Regional Coordination Mechanism (RCM) of United Nations agencies and organizations in Africa in November 2009.

UNIDO comments

6.   UNIDO concurs with the report and supports the recommendations made, wherever applicable to UNIDO.

B. Offshoring in United Nations system organizations. Offshore Service Centres — JIU/REP/2009/6

7.   The report provides an assessment of policies, practices and experiences related to offshoring administrative services in the United Nations system. It identifies best practices and lessons learned. The report further contains detailed analysis on the recent offshore service centre initiatives of four organizations (UNHCR, FAO, WHO and WFP) and sheds light on many aspects of the offshoring process such as policy development, role of governing bodies, impact on staff, planning, communication and project management, employment of national professional officers, monitoring and reporting, achievements of existing offshore service centres, and inter-agency cooperation.

8.   The report proposes 18 recommendations covering all aspects of offshoring, from considering such an undertaking as a potential option, through implementation and the set-up of a relevant accountability and oversight framework, to its daily operations and sharing of lessons learned. The report further proposes that the

recommendations be used as benchmarks for the United Nations system organizations when they consider offshoring.

UNIDO comments

9. UNIDO concurs with the report and its recommendations. UNIDO also supports the caution expressed by the JIU in several critical areas, such as the need for careful planning and forethought as an important success factor, the necessity to have a viable business case, personnel impact considerations, or the risk of moving to a new enterprise resource planning (ERP) system at the same time as offshoring, which can cause tremendous disruption to normal business services.

10. At this juncture, the option of offshoring services for UNIDO is not advisable. The Organization is currently undergoing a comprehensive change management process, which includes a heightened use of its Field Office capacity for some decentralized operations, absorbing critical staff time and resources.

C. Corporate sponsoring in the United Nations system — JIU/NOTE/2009/1

11. This note assesses the principles, criteria and guidelines governing corporate sponsoring activities, with a view to reducing associated risks and to enhancing the coherence of such activities from a system-wide perspective. The review found that the relationship of the United Nations system with the private sector has considerably evolved and almost all United Nations entities are engaging in different types of partnerships with businesses. Corporate sponsoring is a form of these partnerships, in which the private sector entity, aiming to enhance its corporate image, supports an event or activity, through the provision of financial or in kind support, for promotional purposes, in exchange for publicity, and/or to obtain access to a wider audience. The United Nations system, given its core universal values and high visibility in the worldwide media, is a privileged partner for private sector firms. Such partnerships can help to strengthen the work of the United Nations; however, there are risks associated such as the possibility, real or perceived, of a loss of autonomy and independence of United Nations system organizations and the risk to their reputation or image associated with the selection of non-appropriate partners and/or activities.

12. The note recommends the revision of guidelines for cooperation with the private sector, which should then be consistently applied across the United Nations system, avoiding some incoherent situations. It also suggests further development of system-wide mechanisms for partnership information and knowledge sharing. Most of the system entities still need to make an effort, adapting their structures, staff capabilities and streamlining their work processes in order to responsively engage in successful partnerships, which represent an opportunity for the United Nations system.

UNIDO comments

13. UNIDO noted with interest the information contained in the note and considers it very informative and useful. It offers not only a wealth of information on experience from other United Nations organizations with different forms of

corporate sponsoring, but also provides a balanced view on the respective civil society and private sector positions. UNIDO found the discussion of the Global Compact (GC) quite valuable. The credibility of the initiative is indeed at stake if the United Nations system fails to monitor actual adherence of GC participants to GC principles.

D. Internships in the United Nations system — JIU/NOTE/2009/2

14.   The note included in the Programme of Work of 2008 and finalized in 2009, covers 18 organizations for which the views from different stakeholders within the organizations, including human resources departments, supervisors, interns as well as some sponsors of internships programmes, were gathered.

15.   The note presents the variety of internship programmes within the United Nations system. It also reveals that internship programmes are positively appraised by all stakeholders as a win-win experience. Issues identified include the need to improve the programmes' performance and to better support the process-cycle from application to final evaluation.

16.   Recommendations made aim at enhancing transparency and effectiveness. Further, concrete measures are proposed to broaden the range of opportunities to increase geographical distribution of interns, strengthen links with academia, further develop computerized systems to facilitate access to the internship programmes, and eliminate restrictions for future employment of interns so that they can apply and compete on an equal basis with external candidates. The JIU received positive feedback from some organizations which redefined their internship programmes following the interviews with the JIU team.

UNIDO comments

17.   UNIDO noted the information contained in the note and supports the recommendations made. It will endeavour to implement them to the extent of available resources.

III. Implementation of JIU recommendations at UNIDO

18.   The United Nations 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 last 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 organs, rejected, under consideration), status of implementation (not started, in progress, implemented) and impact. The JIU then presents the aggregate outcome in its yearly activity report[3] to the General Assembly. Further, to ease future monitoring of status of recommendations and to

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[3] The most recent document being A/64/34.

receive updates from participating organizations, the JIU is considering the implementation of a web-based follow-up system, following the approval of General Assembly resolution 63/272.

19.   The most recent status report presented by the JIU included recommendations for the period 2006-2008. The status of acceptance and implementation for UNIDO is presented in the below table (in percentage of recommendations issued).

Table[4]

	Acceptance					Implementation			
	Not relevant	Accepted/ approved	Rejected	Under consideration	No information provided	Not started	In progress	Implemented	No information provided
UNIDO	2.3	74.2	5.5	18	–	20	35.8	36.8	7.4

20.   Compared to the previous period reviewed by the JIU (2005-2007),[5] the number of accepted recommendations remained stable while the number of those rejected was reduced. Further, the number of recommendations in progress or already implemented declined slightly whereas the number of recommendations not started increased.

21.   It should further be noted that UNIDO remained one of the "best practice" organizations mentioned by the JIU with regard to the status of consideration of reports by its governing bodies.

IV.   Work programme 2010

22.   In accordance with United Nations 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 at the first part of its resumed session, the Unit launched the preparation of its programme of work for 2010 in July 2009.

23.   The Unit invited participating organizations to submit their proposals by end-September 2009. This process yielded a total of 37 proposals. Further, participating organizations were asked to consider 13 proposals from last year's roster of potential projects. The Unit itself made three proposals. All internal and external proposals then 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 proposals, review and timeliness for governing bodies and other recipients, the strategic directions drawn in the Unit strategic framework 2010-2019,[6] as well as the potential of the review to contribute to enhanced effectiveness, efficiency, coordination and cooperation. System-wide proposals were channelled through the CEB Secretariat which ranked them by priority. The combined comments of the CEB and participating organizations were taken into account when adopting the programme of work for 2010. In order to avoid duplication and create synergies, the Unit further shared the tentative

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[4] Document A/64/34 refers.

[5] See document IDB/36.18.

[6] As acknowledged in United Nations General Assembly resolution 63/272, para. 17.

programme with the Board of Auditors and the Office of Internal Oversight Services during their tripartite meeting in December 2009.

24. The outcome was to include in the 2010 JIU work programme seven system-wide projects, one "several-organizations" topic and two management and administration reviews of single organizations. A further 10, consisting of seven system-wide projects and three management and administration reviews were placed in the roster for future years. The Unit further indicated that its programme of work is subject to change in the course of the year, as new reports may be added, some planned may be modified, postponed or cancelled when circumstances warrant, or titles be changed to reflect the new thrust of reports.

25. Of the 10 topics on the 2010 work programme, six would be of interest to UNIDO:

(a) Multilingualism in the United Nations system organizations — status of implementation;

(b) Review of the Audit function in the United Nations system, covering both internal and external audit, and, as appropriate, the role of the audit committee established at the level of an organization;

(c) Review of the medical service in the United Nations system organizations, assessing the way such service is provided, managed, supported and monitored;

(d) Lump sum payments in lieu of entitlements, examining the differences among organizations and determining whether there is scope for extending the option;

(e) Status and way ahead of procurement reform in the United Nations system organizations, assessing main procurement policies, practices and reform initiatives in the United Nations system organizations in order to identify areas for improving efficiency, effectiveness, transparency, harmonization and cooperation;

(f) Review of the United Nations system organizations policies and procedures for administration of trust funds, looking into programme support cost and cost-recovery policies, grant administration, framework agreements with donor countries and funding institutions, as well as monitoring and audit requirements.

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

V. Action required of the Board

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

Abbreviations used in this document

AU	African Union
CEB	United Nations System Chief Executives Board for Coordination
ECA	United Nations Economic Commission for Africa
ERP	enterprise resource planning
FAO	Food and Agriculture Organization of the United Nations
GC	Global Compact
HLCM	High-Level Committee on Management
IAEA	International Atomic Energy Agency
IOG	International Organizations of Geneva
IT	information technology
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
NEPAD	New Partnership for Africa's Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
RBM	results-based management
RCM	Regional Coordination Mechanism
RDTs	Regional Directors Teams
RECs	regional economic communities
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
UNOG	United Nations Office at Geneva
UNWTO	United Nations World Tourism Organization
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization

Annex

Reports of the Joint Inspection Unit of relevance to UNIDO

<table>
<tr><td colspan="3">JIU/REP/2009/5 Towards more coherent United Nations system support to Africa</td></tr>
<tr><td></td><td align="center">Recommendation</td><td>For Action</td></tr>
<tr>
<td>1</td>
<td>The General Assembly and the legislative bodies of the corresponding United Nations system organizations should invite the Secretary-General and the executive heads of the other United Nations system organizations to undertake a review of their respective mandates pertaining to United Nations system support to Africa, in order to assess the status of implementation and evaluate resource, monitoring and reporting requirements, and to better clarify the division of labour and responsibilities within the United Nations system and between its different organs, offices and departments.</td>
<td>Legislative organ</td>
</tr>
<tr>
<td>2</td>
<td>The Secretary-General and the executive heads of the other United Nations system organizations should strengthen, within the existing institutional frameworks, communication and sharing of information and best practices among the different United Nations system organizations regarding their support to the AU and its NEPAD programme, in order to prevent and minimize duplication of work, overlap and inefficient use of resources, as well as to facilitate synergies.</td>
<td>Executive head</td>
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<tr>
<td>3</td>
<td>The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the proposed high-level steering committee for overseeing the activities of the RCM, providing guidance and following up on decisions and recommendations pertinent to the RCM, is established and fully operational by 2010.</td>
<td>Executive head</td>
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<tr>
<td>7</td>
<td>The Secretary-General and the executive heads of the other United Nations system organizations should assign senior focal points for interaction with the RCM secretariat and other participants, including the African Union Commission and the regional economic communities, in order to enhance communication and information sharing within the mechanism.</td>
<td>Executive head</td>
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<td>8</td>
<td>The Secretary-General and the Administrator of UNDP should ensure that the "Umbrella Agreement" between the regional commissions and UNDP, signed in October 2007, is fully implemented and operationalized in order to facilitate and enhance communication, coordination and cooperation between the United Nations Economic Commission for Africa (ECA) and the RCM on one side and UNDP and the Regional Directors Teams (RDTs) on the other.</td>
<td>Executive head</td>
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<tr>
<td>9</td>
<td>The Secretary-General, in his capacity as Chairman of the United Nations Chief Executives Board for Coordination, should call on all United Nations system organizations to participate in the RCM and to</td>
<td>Executive head</td>
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JIU/REP/2009/5 Towards more coherent United Nations system support to Africa		
	Recommendation	**For Action**
	attend, at the highest level, its annual meetings in order to further leverage the technical expertise of the Mechanism and create further synergies within United Nations system support to Africa.	
10	The Secretary-General and the executive heads of the other United Nations system organizations should closely involve the regional economic communities (RECs) in Africa in the work and activities of the RCM and its cluster system so as to have the needs and priorities of the RECs coherently reflected within the RCM framework.	Executive head
11	The Secretary-General and the executive heads of the other United Nations system organizations should encourage all United Nations system organizations, as appropriate and in consultation with UNDG and the RDTs, to be accredited through their regional/subregional offices to the RECs in Africa, with a view to facilitating interaction, coordination and cooperation between the United Nations system and the RECs.	Executive head
12	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the African beneficiary Governments are always closely engaged in the development, implementation and monitoring of the United Nations Development Assistance Frameworks, in order to foster national ownership and leadership and to enable their organizations to address the specific needs and priorities of the beneficiary countries, including the strengthening of their national institutional capacities.	Executive head
13	The Secretary-General and the executive heads of the other United Nations system organizations should further strengthen the capacities and resources of the two Regional Directors Teams in Africa including, as appropriate, through redeployment of resources, to ensure their effective functioning in the context of the extensive ongoing reform processes aimed at enhancing system-wide coherence and coordination at the country levels.	Executive head
14	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the planning, programming and budget cycles of their country programmes in Africa under the respective UNDAFs are better aligned in order to allow for more extensive joint programming and the establishment of joint monitoring and evaluation frameworks, as well as simplified reporting arrangements at the country level.	Executive head
15	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the planning, programming and budget cycles of the country programmes in Africa are aligned with those of the regional and subregional programmes, in order to achieve increased coordination and coherence.	Executive head

JIU/REP/2009/5 Towards more coherent United Nations system support to Africa		
	Recommendation	**For Action**
16	The General Assembly and the legislative bodies of the corresponding United Nations system organizations should reaffirm their commitment to results-based management (RBM) and request the executive heads of the United Nations system organizations to harmonize their RBM practices to achieve a common RBM approach at the country level for implementation of the UNDAFs in Africa.	Legislative organ
17	The Secretary-General, in his capacity as Chairman of the United Nations Chief Executives Board for Coordination (CEB), should initiate through the CEB a comprehensive review on resource mobilization, funding mechanisms and modalities within the United Nations system for ensuring the financial sustainability of the United Nations system support to Africa within the RCM and UNDAFs, including the strategic involvement of the African private sector, as well as coordinated partnership with the African and international financial institutions.	Executive head

JIU/REP/2009/6 Offshoring in United Nations system organizations. Offshore Service Centres		
	Recommendation	**For Action**
1	The governing bodies of United Nations system organizations should request the executive heads, before offshoring services, to develop an offshoring policy which is based on the cost-benefit analysis of all sourcing options for the delivery of services and which is in alignment with the medium- to long-term corporate strategy of the organization. The policy should then be subject to the review and approval of the governing bodies. All inter-agency opportunities, including common/joint policy and project development, should be explored exhaustively before organization-based offshoring policies and projects are prepared. (See recommendations 16 and 18).	Governing body
2	The executive heads of United Nations system organizations should develop a comprehensive business case as the foundation for offshoring. It should include a cost-benefit analysis, major risks and countermeasures, and demonstrate a significant level of cost-effectiveness with increased or maintained service quality.	Executive head
3	The executive heads of United Nations system organizations considering establishing an offshore service centre should undertake a detailed analysis of alternative locations based on objective criteria, as part of the overall business case, and document the justification for their final preference. The analysis should be submitted to the governing bodies for their review.	Executive head
4	The executive heads of United Nations system organizations should negotiate with the prospective host country governments with a view	Executive head

	JIU/REP/2009/6 Offshoring in United Nations system organizations. Offshore Service Centres	
	Recommendation	**For Action**
	to obtaining an agreement for the offshore service centre that is at least as favourable as similar agreements elsewhere. To this effect, they should share and coordinate their host country agreements for offshore service centres.	
5	The executive heads of United Nations system organizations should take all necessary measures to mitigate the impact of offshoring on the staff, and ensure that the full costs of those measures are reflected in the analysis of the overall costs of offshoring.	Executive head
6	The executive heads of United Nations system organizations should seek from governing bodies adequate earmarked funding for voluntary separation packages linked to offshoring.	Executive head
7	The governing bodies of United Nations system organizations should request the executive heads to maintain the international character of the organizations in staffing offshore service centres.	Governing body
8	The executive heads of United Nations system organizations should prepare change management and corporate communication strategies for the success of offshoring projects.	Executive head
9	The executive heads of United Nations system organizations should create effective project management teams with strong leadership at the top and prepare detailed project plans for setting up offshore service centres.	Executive head
10	The executive heads of United Nations system organizations should ensure the readiness of the enterprise resource planning system and the offshore service centre before going live. To this effect, appropriate tests should be done; and adequate staffing, infrastructural capacity, and enhanced training should be provided.	Executive head
11	The executive heads of United Nations system organizations should ensure that the accountability framework is carefully assessed and established for the offshore service centres, including the development of service level agreements and clearly defined delegation of authority, and that these are integrated into the administrative policy instruments.	Executive head
12	The executive heads of United Nations system organizations should have in place effective knowledge transfer and training plans to facilitate the transition to offshore service centres. Training plans should be based on the assessment and identification of training needs.	Executive head
13	The executive heads of United Nations system organizations should ensure that adequate security for staff and facilities is provided; information security is ensured; and business continuity and disaster recovery planning, including an exit strategy, is prepared for offshore service centres before going live.	Executive head

JIU/REP/2009/6 Offshoring in United Nations system organizations. Offshore Service Centres		
	Recommendation	**For Action**
14	The executive heads of United Nations system organizations should establish regular monitoring and reporting mechanisms for offshore service centres, to demonstrate progress made in the achievement of objectives, including cost savings and improved service quality. There should be periodic reporting thereon, internally to senior management and externally to governing bodies.	Executive head
15	The governing bodies of United Nations system organizations should exercise their oversight role in offshoring activities, including the implementation of policies, performance evaluation, and assessment of progress in achieving the objectives.	Governing body
16	The executive heads of United Nations system organizations should coordinate their offshoring initiatives with a view to achieving greater efficiencies in cooperation with other organizations. Before offshoring, they should explore all possibilities, including insourcing to existing offshore service centres and establishing joint service centres. To this effect they should present their offshoring plans and ideas in the relevant HLCM working group meetings for discussion and brainstorming.	Executive head
17	CEB through HLCM should facilitate the systematic sharing of offshoring experiences, lessons learned and possible offshoring plans, and expedite the consideration of the establishment of inter-agency shared service centres.	Executive head
18	CEB through HLCM should discuss and initiate the development of a common/joint offshoring policy framework with a view to seeking greater efficiency through joint decision-making and project development processes.	Executive head

JIU/NOTE/2009/1 Corporate sponsoring in the United Nations system		
	Recommendation	**For Action**
1	The executive heads of the United Nations system organizations should extend financial disclosure measures to officials dealing with the private sector in the context of potential conflict of interest within those system organizations, which have not yet done so.	Executive head

JIU/NOTE/2009/1 Corporate sponsoring in the United Nations system		
	Recommendation	**For Action**
3	The executive heads of the United Nations system organizations should: (a) Develop, within the Chief Executives Board for Coordination, a basic partnership training programme to cover the common needs of staff dealing with the private sector in different system organizations; in this regard the work done by the United Nations Staff College and the UNDP Learning Resource Center could be taken into consideration; (b) Put in place within those system organizations which have not yet done so, relevant customized training programmes, specific for each organization and adapted to the needs and risks of staff dealing specifically with the private sector.	Executive head

JIU/NOTE/2009/2 Internships in the United Nations system		
	Recommendation	**For Action**
1	Executive heads of United Nations system organizations should take adequate steps to provide qualified candidates from non-developed countries opportunities to be an intern in the United Nations system organizations.	Executive head
2	Executive heads of United Nations system organizations should formalize the internship programmes and provide the necessary resources for their management and administration.	Executive head
3	Executive heads of United Nations system organizations should provide detailed information guides (administrative issues and day-to-day living) for new interns well in advance of their entry on duty.	Executive head
4	Executive heads of United Nations system organizations should ensure that on the first day of arrival, the necessary infrastructure to host each intern is in place.	Executive head
5	Executive heads of United Nations system organizations should ensure that an inclusive orientation programme is provided to interns upon arrival.	Executive head
6	Executive heads of United Nations system organizations should ensure that interns provide an evaluation of the internship programme at the end of their assignment and that follow-up measures are put in place to distil lessons learned, validate best practice and propose improvements in weak areas.	Executive head
7	Executive heads of United Nations system organizations should eliminate the mandatory break now defined in various internship agreements so interns can compete on an equal basis for positions for which they may qualify.	Executive head

JIU/NOTE/2009/2 Internships in the United Nations system		
	Recommendation	**For Action**
8	Executive heads of United Nations system organizations should consider providing a daily meal ticket, a transportation pass, and/or contributing towards insurance costs for interns lacking financial sponsoring or to interns not from the local area.	Executive head
9	Executive heads of United Nations system organizations should put in place an effective monitoring system of the budgetary and human resources cost implications of the internship programmes, as well as IT-related costs, to be recorded in a specific budget line for Internship programmes.	Executive head

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