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Activities of the Joint Inspection Unit

Activities of the Joint Inspection Unit

Report by the Director-General

The present document provides information on the activities of the Joint Inspection Unit (JIU) in accordance with the pilot scheme of follow-up to recommendations in accordance with decision IDB.24/Dec.11.

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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 eleven JIU reports¹ and one note were received² by the Organization since the previous Board document covering this subject (IDB.39/15 dated 20 April 2011). The present document provides the Organization's comments on those reports that are of direct relevance to UNIDO. The recommendations applicable to UNIDO are presented in the annex.

Recent JIU reports and management letters

JIU/REP/2011/1 — Review of the Medical Service in the United Nations system

JIU/REP/2011/2 — Transparency in the selection and appointment of senior managers in the United Nations Secretariat

JIU/REP/2011/3 — South-South and triangular cooperation in the United Nations system

JIU/REP/2011/4 — Multilingualism in the United Nations system organizations: Status of implementation

JIU/REP/2011/5 — Accountability frameworks in the United Nations system

JIU/REP/2011/6 — Business continuity in the United Nations system

JIU/REP/2011/7 — The investigation function in the United Nations system

JIU/REP/2011/8 — Review of management and administration in the United Nations Educational, Scientific and Cultural Organization (UNESCO)

JIU/REP/2011/9 — Information and communication technology (ICT) governance in the United Nations system organizations

JIU/REP/2011/10 — Staff management relations within the United Nations

JIU/REP/2011/11 — Evaluation of the scope, organization, effectiveness and approach of the work of the United Nations in mine action

JIU/NOTE/2011/1 — Procurement reforms in the United Nations system

¹ All JIU reports and notes can be accessed via the JIU website 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. Review of the Medical Service in the United Nations system — JIU/REP/2011/1

3. The JIU assessed the manner in which medical services are provided, managed, supported and monitored, and proposed improvements that will enable the United Nations to fulfil its duty of care with regard to the health and safety of staff worldwide, especially in the field. While considerable resources have been invested in employing a large number of health-care personnel across the system, the review found that the structures required to oversee and manage those resources according to modern health-care standards have not been created as yet.

4. The adoption of occupational safety and health policies in the United Nations system organizations will necessitate a paradigm shift in the provision of medical services. Emphasis will now be placed on prevention rather than cure. With a view to facilitating the implementation of occupational safety and health policies and enhancing coordination, the report also recommends the establishment of a system-wide network for such issues (including, but not limited to, medical services), to be modelled on the Inter-Agency Security Management Network. This network will support the United Nations System Chief Executives Board for Coordination (CEB) High-level Committee on Management in its comprehensive review of issues pertaining to the entire occupational safety and health structure in the United Nations.

UNIDO comments

5. UNIDO concurs with the report and supports the recommendations made, where applicable to UNIDO.

B. South-South and triangular cooperation in the United Nations system — JIU/REP/2011/3

6. The report addresses the issues of coherence, coordination and intergovernmental processes. It identifies a lack of understanding of the definitions and concepts of South-South cooperation and triangular cooperation, poor application of guidelines and little adherence to existing reporting mechanisms on activities in support of South-South cooperation. It notes that coordination at the regional and country levels is inadequate or non-existent, hampering the potential impact of South-South cooperation. Referring to lost opportunities owing to the limited role of regional commissions, it recommends that the regional presence of the United Nations Development Programme (UNDP) Special Unit for South-South Cooperation be strengthened and located at the headquarters of the regional commissions in order to enhance its visibility and create synergies. The report highlights the lack of financing as a major stumbling block in advancing support to South-South cooperation within the United Nations system and recommends that a specific allocation from core budgets be devoted to this activity and that

organizations raise condition-free extrabudgetary funds in support of South-South cooperation.

UNIDO comments

7. UNIDO concurs with the report and supports the implementation of the recommendations made, where applicable to UNIDO and within the available budgetary resources.

**C. Multilingualism in the United Nations system organizations:
Status of implementation — JIU/REP/2011/4**

8. Aiming at assessing the status of implementation of multilingualism across the system, the report covers such areas as conference- and language-related services, human resources, training, public information and outreach, as well as institutional partnerships, while underlining the striking fact that the effective implementation of multilingualism is a collective and shared responsibility of all stakeholders, including Member States and their representatives.

9. In the report, the JIU recommends that the organizations of the United Nations adhere more strictly to the principles of equality in respect of their official languages and ensure the equitable use of the working languages within the secretariats; endorse, including through budgetary channels, the necessary arrangements for ensuring effective compliance in delivering the organizations' core work in all official and working languages; require a good knowledge of a second working language by all staff; tackle the alarming issues of shortages of qualified interpreters and translators, effective succession planning, targeted training and career development; and establish with the CEB an ad hoc working group on multilingualism to develop common policies and to monitor approaches and strategies of action.

UNIDO comments

10. UNIDO concurs with the report and supports the implementation of the recommendations made, where applicable to UNIDO and within the available budgetary resources. UNIDO has already undertaken a number of activities in particular related to advocacy, staff recruitment and training, technical assistance and training activities, and the appointment of a Coordinator for multilingualism (documents IDB.37/9 and IDB.38/11 refer).

**D. Accountability frameworks in the United Nations system —
JIU/REP/2011/5**

11. The report contains a system-wide comparative analysis of the organizations' various accountability frameworks. The JIU identifies the various components of accountability by evaluating the institutions and practices of accountability realized by the United Nations system organizations, even where there is no formal framework in place. The complexity of the concept of accountability, which goes beyond the requirement of having an internal control system in place, is stressed, and strong emphasis is placed on the importance of realizing transparency and a

culture of accountability, which together constitute the pillars underpinning any accountability framework. Such a culture of accountability will be fully developed only once the senior managers lead by example.

12. Seven United Nations system organizations that have established formal stand-alone accountability frameworks are identified, albeit some differences in coverage of components related to accountability and definitions. The organizations that have not yet done so are strongly advised to develop such a framework. In this connection, 17 benchmarks are proposed that serve as a road map for measuring and assessing the degree to which accountability is realized. Although the assessment focuses on the organizations, it also draws attention to the oversight responsibility of Member States as an important factor in upholding accountability frameworks, structures and the culture of accountability in their respective organizations.

UNIDO comments

13. UNIDO concurs with the report and supports the recommendations made, where applicable to UNIDO, the implementation of which is in progress or under consideration, within the available budgetary resources.

E. Business continuity in the United Nations system — JIU/REP/2011/6

14. The review examined the existence of business continuity strategies, policies and plans in the United Nations system organizations, identifying commonalities and differences; best practices for implementation; liaison and coordination mechanisms; and the functioning and staffing of business continuity units, including their financing frameworks and funding mechanisms for their operation. The review found that few organizations had an approved business continuity policy and plan or had started its implementation in a comprehensive way. Different elements of business continuity were handled in isolation rather than holistically. The lack of knowledge and understanding on the part of senior management about the purpose of business continuity management has led to inadequate political and financial support by Member States. The review also found that inter-agency cooperation on business continuity issues was of an ad hoc nature and that there were economies of scale to be gained through organized system-wide cooperation and harmonization of practices, which could be discussed in the High-level Committee on Management.

15. In the report, the JIU recommends that business continuity managers be located in the office of the executive head or the executive office for management; senior management commitment and support from the Member States be strengthened; dedicated human and financial resources be allocated; business continuity policies, strategies and plans be developed; and responsibility for their implementation be assigned. Organizations should raise awareness through business continuity training that is incorporated in development and induction courses for all staff, and periodic training should be provided to critical staff as an integral part of business continuity management. The report further recommends that the scope of business continuity plans should be organization-wide, including field offices. The resident coordinators should oversee the knowledge-sharing, cooperation and

complementarity business continuity preparedness of United Nations organizations in their duty stations.

UNIDO comments

16. UNIDO concurs with the report and supports the implementation of the recommendations made, where applicable to UNIDO.

F. The investigation function in the United Nations system — JIU/REP/2011/7

17. The review follows up on previous JIU reports on oversight to determine progress made in strengthening the investigation function in United Nations organizations over the past decade. The review established that, as in the past, internal oversight entities are not operationally independent from the executive head, as the heads of oversight entities are not free to decide their own budgetary requirements nor are they able to exercise total control over their human resources. The review found furthermore, that in a number of organizations, responsibility for investigations is fragmented, with the result that some investigations are concluded by non-professional investigators.

18. The report includes recommendations designed to foster system-wide coherence and harmonization and calls for consolidating all investigations into the internal oversight service of each organization, professionalizing the investigation function through the recruitment of qualified staff and their exemption from mobility and rotation schemes within the same organization, centralizing the follow-through of the results of investigations, periodic review of the adequacy of resources and staffing for the investigation function, as well as institutionalizing the cooperation of oversight bodies and the exchange of best practices in the investigations field. The Secretary-General, under the auspices of CEB, is called upon to establish an inter-agency task force to develop options for establishing a single consolidated United Nations system investigation unit by the end of 2013 for the consideration of legislative bodies. The consolidation of the investigation function will benefit smaller organizations without investigative capacity, harmonize business practices, lead to common standards and procedures in conducting investigations, resolve independence issues, result in the hiring of only professional investigators, provide staff promotion opportunities and address fragmentation issues.

UNIDO comments

19. UNIDO concurs with the report and supports the recommendations made, where applicable to UNIDO. It should be noted that UNIDO is already in compliance with four of the seven recommendations.

G. Information and communication technology (ICT) governance in the United Nations system organizations — JIU/REP/2011/9

20. Information and communication technologies (ICT) have become a dynamic, strategic and indispensable asset for achieving the missions and goals of

organizations. The report aims to promote effective ICT governance through a comparative analysis of the different governance frameworks, practices and processes in the various United Nations system organizations with a view to identifying best practices and lessons learned. The report's 11 recommendations, 10 of which are applicable to UNIDO, seek to strengthen the ICT governance frameworks of the United Nations system organizations regarding the role, composition and effectiveness of the organizations' ICT governance committee or equivalent; the organizations' ICT strategy and its alignment with business needs; the role and responsibilities of the Chief Information Officer or equivalent position; ICT risk management; ICT performance and oversight; and ICT investments. Finally, the report recommends enhancing coordination and cooperation under the guidance of CEB.

UNIDO comments

21. UNIDO concurs with the report and supports the recommendations made. In the context of the ongoing Programme for Change and Organization Renewal activities, UNIDO is already in compliance with seven of the ten recommendations.

H. Procurement reforms in the United Nations system — JIU/NOTE/2011/1

22. This system-wide review assessed the efficiency, effectiveness, transparency and coherence of procurement policies, practices and reform initiatives adopted by United Nations system organizations and identified good practices from within and outside the system. The review found that, owing to the dramatic increase in the total procurement volume of the United Nations system, from \$6.5 billion to \$13.8 billion between 2004 and 2009, as well as the increase in the variety and complexity of procurement activities, many of the larger organizations have become more aware of the strategic importance of procurement in achieving the broader goals of their organizations. This situation has led organizations, particularly the larger ones, to initiate procurement reforms in such areas as the professionalization of procurement staff, information systems, strategy development, ethics, vendor management (establishing vendor debarred lists and complaints mechanisms) and sustainable procurement. The review also emphasized the need for improvement in monitoring and performance evaluation of procurement activities to enhance efficiency, effectiveness and accountability. The review revealed that, while some organizations are more advanced in implementing reform efforts, others are lagging behind. It also found that collaboration among organizations was on the rise but that there was room for improvement and a need to take a more strategic approach to the issue of analysing major procurement items in the system and to favour common consolidated procurement strategies and joint long-term agreements in order to leverage the volume of the system, which would allow significant savings for the organizations. Greater collaboration between the larger organizations and the smaller ones can contribute to further progress in reform.

UNIDO comments

23. UNIDO concurs with the note and supports the recommendations made, where applicable to UNIDO.

III. Implementation of Joint Inspection Unit recommendations at UNIDO

24. 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, inter alia, from UNIDO pertinent information on recommendations issued in the last three years, i.e. 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 report to the General Assembly.

25. The last status presented by the JIU included recommendations for the period 2008-2010. The status of acceptance and implementation for UNIDO is presented in the table below (in percentage of recommendations issued).

Table³

	<i>Acceptance</i>				<i>Implementation</i>				
	<i>Not relevant</i>	<i>Accepted/ approved</i>	<i>Rejected</i>	<i>Under consideration</i>	<i>No information provided</i>	<i>Not started</i>	<i>In progress</i>	<i>Implemented</i>	<i>No information provided</i>
UNIDO	10.2	75.8	3.4	10.6	–	10.6	52.5	33.0	3.9

26. Compared to the previous period reviewed by the JIU (2007-2009),⁴ the number of accepted recommendations remained stable while the number of those rejected was once again reduced. Further, the number of recommendations in progress or already implemented increased, whereas the number of recommendations not started decreased.

27. It should further be noted that UNIDO remained one of the “best practice” organizations mentioned by the JIU with regard to the status of considerations of reports by its governing bodies owing to its “robust” follow-up processes.

IV. Interaction with the Joint Inspection Unit

28. The Unit continued its active and regular interactions with other oversight and coordinating bodies in 2011, in particular the United Nations Board of Auditors. During the annual tripartite meeting with the Board of Auditors and the Office of Internal Oversight Services (OIOS UN), the parties formally presented and discussed their workplans for 2012 with a view to avoid overlap and duplication and to achieve further synergy and cooperation.

³ As contained in document A/66/34, para. 60.

⁴ Document IDB.39/15 refers.

29. The Unit also had regular contact with internal oversight services, in particular with those that have been designated as their organization's focal point for dealing with the JIU (such as UNIDO's Office of Internal Oversight Services).

30. The Unit participated as an observer in the annual meeting of the United Nations Evaluation Group (UNEG — a group of professional practitioners of evaluation in the organizations of the United Nations system), held in Paris in April 2011; in the Conference of International Investigators (CII), held in Washington, D.C. in May 2011; and in the meeting of Representatives of Internal Audit Services of the United Nations organizations and multilateral financial institutions (UN-RIAS and RIAS), held in Paris in September 2011. These are important forums for the exchange of oversight practices and the discussion of system-wide oversight issues.

31. The meetings further strengthened interaction with the Unit so as to promote a better understanding of its work and challenges. At the same time, it has become apparent that there is limited knowledge and understanding of the Unit's mandate and working methods. To this end, the JIU is developing a communications strategy which will enable it to better share its results in appropriate yet diverse forums.

V. Work programme 2012

32. 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 during the first part of its resumed session, the Unit launched the preparation of its programme of work for 2012 in June 2011.

33. The Unit invited participating organizations to submit their proposals by the end of August 2011. The Unit considered 32 new topics suggested by participating organizations and three suggested by oversight bodies. Three of the suggestions received from participating organizations were mandated by their legislative bodies. Five requests were received from other sources. In addition, five internal proposals and seven roster items were considered, resulting in a total of 52 proposals being considered, of which 38 were system-wide topics and three were relevant for several organizations. The Unit also pre-screened the files for seven potential management and administration reviews of participating organizations.

34. As part of a consultative process with other oversight and coordinating bodies, these bodies were invited to provide their comments and ratings in respect of the topics proposed. Participating organizations were also consulted and invited to comment and express their priorities and preferences with respect to the proposals for 2012. The ratings and comments were considered when the Unit drafted the 2012 programme of work at its winter session. The JIU further shared the tentative programme with the Board of Auditors and the United Nations OIOS during the December 2011 tripartite meeting.

35. The outcome was, out of 52 projects reviewed, the 2012 JIU work programme would include seven system-wide projects, one covering several organizations, three are management and administration reviews of single organizations and one covers a specific issue of a single organization.

36. Of the twelve topics on the 2012 work programme, seven would be of interest to UNIDO:

- (a) Reference-checking process in the organizations of the United Nations system;
- (b) Lump-sum payments in lieu of entitlements;
- (c) Evaluation of UN-Oceans;
- (d) Flexible working arrangements in United Nations system organizations;
- (e) Assessment of policy and practices in the use of long-term agreements in procurement in the United Nations system;
- (f) Comparative analysis of the use of the enterprise resource planning system in United Nations system organizations;
- (g) Review of system-wide joint programming and administrative arrangements of operational activities in the United Nations system.

37. Further, UNIDO notes with appreciation the continuous close cooperation between the JIU and the CEB Secretariat.

VI. Action required of the Board

38. In compliance with the provisions of the Statute of JIU Article 11 (4), resolution 48/221 of the United Nations General Assembly, and paragraph 9 of the system 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 concrete action.

Annex

Reports of the Joint Inspection Unit of relevance to UNIDO

JIU/REP/2011/1 Review of the Medical Service in the United Nations system		
	Recommendation	Responsibility
1	Executive heads of United Nations system organizations should appoint focal points in their respective organizations to facilitate the development and implementation of the necessary occupational safety and health policies and procedures, and should present them without delay to their respective legislative bodies for adoption.	Executive head
2	The legislative bodies of United Nations system organizations should adopt appropriate standards with regard to occupational safety and health issues, taking into account and ensuring compatibility with emerging modifications to the Minimum Operating Safety and Security Standards.	Legislative body
3	Executive heads of United Nations system organizations should implement systems enabling the electronic capture/archiving of staff members' medical records, if they are not already in place.	Executive head

JIU/REP/2011/3 South-South and triangular cooperation in the United Nations system		
	Recommendation	Responsibility
3	The legislative bodies of the United Nations system organizations should request the executive heads to establish identifiable and dedicated structures, mechanisms and focal points tasked with developing agency-specific corporate policy and support strategy, and ensure coordination on South-South and triangular cooperation within their respective organizations and inter-agencies, through the reallocation of the necessary staff and resources for this purpose, as appropriate.	Executive head
9	The legislative and governing bodies of the United Nations system organizations should request the executive heads to apportion a specific percentage — not less than 0.5 per cent — of core budget resources for the promotion of South-South cooperation (SSC) in their respective areas of competence, in consultation with programme countries; and to agree with donor countries to use a specific portion of extrabudgetary resources to finance SSC and triangular cooperation initiatives.	Executive head

JIU/REP/2011/4 Multilingualism in the United Nations system organizations: Status of implementation		
	Recommendation	Responsibility
1	The executive heads who have not yet done so should: (a) appoint a senior official as coordinator for multilingualism, tasked with proposing strategic action plans for the effective implementation of multilingualism, with the assistance of an internal network of focal points within their respective organization; (b) report regularly to their legislative bodies on progress achieved in this regard.	Executive head
3	The executive heads should take further effective measures towards eliminating the current imbalance in the use of the working languages within secretariats, including among senior managers, and require all staff to develop their language skills so as to acquire good knowledge of at least a second working language.	Executive head
4	The executive heads of the United Nations system organizations should, in monitoring the equitable use of official languages within their respective organization, regularly assess users' needs and formulate strategies to enhance the implementation of multilingualism through the involvement of their respective coordinators for multilingualism and related network of focal points.	Executive head
5	The CEB should establish an ad hoc network or working group, involving the coordinators for multilingualism in the respective organizations, to take account of the key recommendations of the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP) and translate them into strategies of action for conference and language services management, so that better coordination and resources-sharing would result in significant cost savings, higher productivity and effectiveness in the work of the organizations.	Executive head
6	When creating new institutional bodies that would require the provision of conference services, the legislative bodies of the United Nations system organizations should plan for the budgetary resources associated with the resulting additional workload, in particular for translation and interpretation.	Legislative body

JIU/REP/2011/4 Multilingualism in the United Nations system organizations: Status of implementation		
7	The executive heads should take the necessary measures to ensure full compliance with the International Association of Conference Interpreters (AIIC)-United Nations agreement for interpretation and the Consultative Committee on Administrative Questions (CCAQ)-International Association of Conference Translators (AITC) agreement for translation, in particular by ensuring greater awareness of these agreements at headquarters and in the regional offices and by setting up compliance monitoring systems.	Executive head
8	The legislative bodies of the organizations of the United Nations system should ensure that the necessary resources are allocated within the organizations to achieve effective succession planning and dispense targeted training to candidates to language examinations.	Legislative body
9	The executive heads should prepare strategic action plans in the area of languages services to address the examination, candidate-selection and recruitment processes, and propose incentives for language career development and language staff retention, bearing in mind that Member States have different education systems and none of them shall be considered the standard one.	Executive head
11	The executive heads should take the necessary measures to ensure that the recruitment process, including that relating to senior officials, fully and fairly addresses language requirements, so that in the medium-term, the organizations of the system could rely on a multilingual workforce that is fluent in one working language and has good knowledge of at least one other working language, with due attention to the specific needs of the duty stations.	Executive head
12	The legislative bodies of the organizations of the United Nations system should direct and approve the necessary support to the executive heads to develop multilingual websites in all their official or working languages, with due attention to the language specificities of the duty stations concerned.	Legislative body
14	The executive heads of the organizations of the United Nations system delivering work in the field in the area of humanitarian affairs, peacekeeping, peacebuilding and development activities, among others, should ensure that due attention is given to delivering their activities and related materials in all official or working languages, taking account of the local language(s) of the beneficiaries.	Executive head
15	As a matter of policy, the legislative bodies of the organizations of the United Nations system should endorse, including through budgetary channels, the arrangements required to ensure effective compliance in delivering the organizations' core work in all official and working languages.	Legislative body

JIU/REP/2011/5 Accountability frameworks in the United Nations system		
	Recommendation	Responsibility
1	Executive heads of United Nations system organizations that have not yet developed stand-alone accountability frameworks should do so as a matter of priority inspired by the benchmarks contained in this report.	Executive head
2	The legislative bodies of United Nations system organizations, which have not yet done so, should take decisions based on a results-based management approach and ensure that the necessary resources are allocated to implement the organizations' strategic plans and results-based management.	Legislative body
3	Executive heads should incorporate evaluation, including self-evaluation results, in their annual reporting to legislative bodies.	Executive head
4	Executive heads of organizations which had not yet done so should inform their staff members on his/her decisions on disciplinary measures imposed on staff by publishing lists (in annexes to the annual reports and on a website) describing the offence and measures taken while ensuring anonymity of the staff member concerned.	Executive head
5	Executive heads should instruct their human resources divisions to put mechanisms in place for recognizing outstanding performance by developing creative ways and means to motivate staff through awards, rewards and other incentives.	Executive head
6	The executive heads should develop and implement an information disclosure policy to heighten transparency and accountability in their respective organizations as a matter of urgency in the event that they have not already done so and report to the legislative bodies accordingly.	Executive head

JIU/REP/2011/6 Business continuity in the United Nations system		
	Recommendation	Responsibility
1	The executive heads of the United Nations system organizations who have not done so yet should develop business continuity policy/strategy, including the assignment of business continuity management with responsibility for implementation, to be submitted for information to the legislative bodies.	Executive head
2	Executive heads should place business continuity management in the office of the executive head or the executive officer for management.	Executive head
3	The executive heads of the United Nations system organizations who have not done so yet should develop and approve a documented business continuity plan based on a risk assessment, identified critical functions and recovery time objectives.	Executive head
4	Executive heads should ensure that the scope of business continuity plans of the United Nations system organizations includes their field offices. Overseeing and control mechanisms should be in place to ensure the coherence and interoperability of the business continuity plan with the headquarters and the United Nations country team, where appropriate.	Executive head
6	Executive heads should ensure that business continuity planning and implementation form part of accountability and performance evaluation of line managers.	Executive head
7	Legislative bodies of the United Nations system organizations should, on the basis of the executive heads' budget proposals, provide the necessary financial and human resources for the implementation, continuous monitoring, maintenance and updating of the approved business continuity plans developed on the basis of the organization's business continuity policy/strategy.	Legislative organ
8	Executive heads should ensure that business continuity training be incorporated in the career and staff development courses, including induction training, and that periodic training be provided to critical staff in the organizations as an integral component of business continuity management.	Executive head

JIU/REP/2011/7 The investigation function in the United Nations system		
	Recommendation	Responsibility
1	Executive heads who have not yet done so should direct that all investigations be consolidated in the internal oversight entity of each organization. Requisite resources (human and financial) should be provided for the effective discharge of the investigation function on the basis of the recommendations of the organization's audit/oversight committees.	Executive head
2	Executive heads of United Nations system organizations should ensure that investigation staff are selected in accordance with staff regulations and rules, on the basis of merit, professional investigator qualifications and experience as the main selection criteria. These staff should be selected independently of management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the investigative function.	Executive head
3	Executive heads should discontinue mobility for investigators within the same organization and encourage the transfer and/or secondment of investigative staff to the investigative services of other United Nations system organizations.	Executive head
4	The legislative bodies of United Nations system organizations which have not yet done so should direct their executive heads to ensure that internal oversight entities or investigation units are authorized to initiate investigations without the executive head's prior approval.	Legislative body
5	The Conference of International Investigators should establish a United Nations system subgroup, similar to that of Representatives of International Audit Services of United Nations Organizations (UN-RIAS).	Head of internal oversight/ investigation unit
6	The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function on the basis of the recommendations of the respective audit/oversight committees either annually or biennially depending on the organizations' budget cycle.	Legislative body
7	Executive heads should designate a central focal point to monitor the implementation and follow-through of all investigation reports within their organizations.	Executive head

JIU/REP/2011/9 Information and communication technology governance in the United Nations system organizations		
	Recommendation	Responsibility
1	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is composed of the most senior business managers representing all major services of the organization, and chaired by an executive manager, or preferably at the level of deputy head of the organization or equivalent.	Executive head
2	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is convened regularly with the fullest possible participation of its members, adequate documentation if provided in a timely manner and meeting records are kept, so as to make full use of the committee's work and function.	Executive head
3	The executive heads of the United Nations system organizations should ensure that the function and performance of the ICT governance committee, or equivalent, is reviewed and evaluated regularly, but not less than every three years, so as to ensure its effectiveness and facilitate improvement.	Executive head
4	The executive heads of the United Nations system organizations should ensure that the Chief Information Officer (CIO), or equivalent, should be placed at an appropriate senior level with overall responsibilities and authority, and have access to executive management.	Executive head
5	The executive heads of the United Nations system organizations should ensure that corporate ICT strategies are prepared, endorsed and periodically reviewed and updated, in order to ensure that they are closely aligned to the organizations' business needs and priorities and yield value for their investment.	Executive head
6	The legislative bodies of the United Nations system organizations should request the executive heads to present the corporate ICT strategies to Member States for their information and support.	Legislative body
7	The executive heads of United Nations system organizations should make sure that their ICT strategies are closely aligned to the organizations' medium- and long-term strategic plans or equivalent, so as to ensure that ICT sustains and supports the organizations' business needs and mandates.	Executive head
8	The executive heads of the United Nations system organizations should establish monitoring mechanisms for the implementation of their ICT strategies, ensuring that the ICT strategy and its implementation road map, deliverables and performance indicators are continuously monitored and regularly reported on to the ICT governance committee, or equivalent.	Executive head
9	The executive heads of the United Nations system organizations should strengthen their efforts in keeping track of the ICT costs in their organizations, including the total annual recurring and ad hoc ICT costs, as well as details on the main cost elements.	Executive head
10	The executive heads of the United Nations system organizations should ensure that post-implementation reviews of major ICT investments and projects are conducted in line with the organizations' ICT investment methodologies and policies.	Executive head

JIU/NOTE/2011/1 Procurement reforms in the United Nations system		
	Recommendation	Responsibility
1	Executive heads should assess and identify the importance of the procurement function for organizational activities at their respective organizations, position this function appropriately in the managerial hierarchy and provide the required human resources for procurement activities based on an analysis of volume, complexity and workload involved.	Executive head
2	Executive heads should develop a procurement training policy based on the assessment of the competencies needed in procurement, with a view to ensuring that staff dealing with procurement are well trained and provide highly professional services.	Executive head
3	Executive heads should ensure that the procurement process, contract management and data collection capabilities are integrated into the information systems of their organizations.	Executive head
4	Executive heads should develop and maintain a dynamic procurement strategy based on the comprehensive analysis of procurement spending with a view to ensuring the achievement of optimum effectiveness and efficiency for all procurement activities in their organizations.	Executive head

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	Recommendation	Responsibility
5	Executive heads should regularly review the performance of long-term agreements (LTAs) and try to maximize their use by collecting and analysing relevant statistics and seeking more standardization and demand aggregation in the procurement of goods and services.	Executive head
6	Executive heads, as part of their strategy development, should use techniques such as low/high-risk and low/high-value matrices to identify areas where procurement resources can have the most impact, with a view to ensuring that these areas get adequate attention.	Executive head
7	Executive heads should integrate risk management into the procurement process. This should include the operation of procurement units, analysis of procurement activities and the implementation of individual procurements.	Executive head
8	Executive heads should, with the guidance of governing bodies, develop and gradually implement environmentally responsible procurement policies and guidelines in compliance with the principle of competition and with all due respect for the access of developing countries and countries in transition to procurement.	Executive head
9	Executive heads should review the social aspect of their procurement policy and practices with a view to ensuring that their policy includes all important social elements, and that guidelines are provided for effective implementation.	Executive head
10	Executive heads should pursue proactive and pragmatic policies to increase procurement from developing countries and countries with economies in transition. This should include, inter alia, a clear definition of relevant data, the introduction of selective incentives, the use of multiple languages and the sensitization of staff.	Executive head
11	Executive heads should review their ethics policies on procurement with a view to aligning them with best practices.	Executive head
12	Executive heads should adopt a vendor sanction policy as a matter of priority so as to enhance transparency and accountability in procurement activities.	Executive head
14	Executive heads should ensure that their organizations have in place proper procurement monitoring and performance-evaluating mechanisms.	Executive head
15	Executive heads should ensure that there is regular internal (to senior management) and external (to governing bodies) reporting with respect to procurement activities.	Executive head
16	Executive heads should ensure the development and implementation of knowledge mechanisms to identify, share and disseminate lessons learned and best practices in procurement activities across their organizations.	Executive head