

Reference document concerning “Matters relating to the Joint Inspection Unit (JIU): Reports of the JIU” (GB.312/PFA/11)

List of recommendations designated by the JIU as applicable to the ILO for action

Towards more coherent United Nations system support to Africa (JIU/REP/2009/5)¹

Recommendation 1

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.

Recommendation 2

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.

Recommendation 3

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 Regional Coordination Mechanism (RCM), providing guidance and following up on decisions and recommendations pertinent to the RCM, is established and fully operational by 2010.

Recommendation 7

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 (RECs), in order to enhance communication and information sharing within the mechanism.

¹ http://www.unjiu.org/data/reports/2009/en2009_5.pdf.

Recommendation 10

The Secretary-General and the executive heads of the other United Nations system organizations should closely involve the regional economic communities 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.

Recommendation 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.

Recommendation 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 (UNDAFs), 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.

Recommendation 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.

Recommendation 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.

Recommendation 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.

Recommendation 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.

Offshoring in United Nations Nations system organizations – Offshore service centres (JIU/REP/2009/6)²

Recommendation 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.

Recommendation 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.

Recommendation 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.

Recommendation 4

The executive heads of United Nations system organizations should negotiate with the prospective host country governments with a view 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.

Recommendation 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.

² http://www.unjiu.org/data/reports/2009/en2009_6.pdf.

Recommendation 6

The executive heads of United Nations system organizations should seek from governing bodies adequate earmarked funding for voluntary separation packages linked to offshoring.

Recommendation 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.

Recommendation 8

The executive heads of United Nations system organizations should prepare change management and corporate communication strategies for the success of offshoring projects.

Recommendation 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.

Recommendation 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.

Recommendation 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.

Recommendation 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.

Recommendation 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.

Recommendation 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.

Recommendation 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.

Recommendation 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.

**Selection and conditions of service of Executive Heads
in the United Nations system organizations
(JIU/REP/2009/8)³****Recommendation 1**

The legislative bodies of the United Nations, specialized agencies and IAEA, which have not yet done so, should conduct hearings/meetings with candidates running for the post of executive head, in order to enhance transparency and credibility of the selection process and to make the process more inclusive of all member States.

Recommendation 4

The legislative bodies of the United Nations system organizations, which have not yet done so, should establish timelines for the selection process of their executive heads ending at least three months before the expiring date of the mandate of the incumbent, in order to ensure a smooth transition between the incumbent and the incoming executive head.

Recommendation 5

The legislative bodies of the United Nations system organizations should request all candidates for the post of executive head to submit, together with their curriculum vitae, a certificate of good health signed by a recognized medical facility.

³ http://www.unjiu.org/data/reports/2009/en2009_08.pdf.

Recommendation 6

The legislative bodies of the United Nations system organizations should adopt provisions to limit the terms of their executive heads to a maximum of two successive terms not exceeding five years each, if such provisions have not yet been adopted.

Recommendation 7

The legislative/governing bodies of the United Nations system organizations should condemn and prohibit unethical practices such as promises, favours, invitations, gifts, etc., provided by candidates for the post of executive head or their supporting governments during the selection/election campaign, in return for favourable votes for certain candidates.

Recommendation 9

The legislative bodies of the United Nations system organizations should adopt provisions comprehensively addressing conflicts of interest pertaining to, and/or wrongdoing/misconduct allegedly committed by, executive heads, if such provisions have not yet been adopted.

Recommendation 10

The legislative bodies of the United Nations system organizations should direct the internal oversight or ethics office/function, as appropriate, or the Joint Inspection Unit (JIU) to conduct investigations into alleged cases of wrongdoing or misconduct, including retaliation and irregularities relating to financial disclosure statements, allegedly committed by executive heads of system organizations. The investigating authority should report the outcome of the investigation directly to the legislative body of the respective organization for action on the matter. The JIU, however, can undertake on its own initiative such investigations, should it so decide.

Recommendation 11

The legislative bodies of FAO, IAEA, ILO, IMO, UNESCO, UPU, WHO, and WIPO should establish a financial disclosure statement policy applicable to their executive heads.

Recommendation 12

The legislative bodies of the United Nations system organizations should establish rigorous policies regarding the acceptance of gifts, honours, decorations, etc., by their executive heads, where no such policies currently exist.

Recommendation 13

The legislative bodies of the United Nations system organizations should include in the terms of appointment of their executive heads a provision for a possible termination allowance based on ICSC standards, where such a provision is missing.

The role of the Special Representatives of the Secretary-General and Resident Coordinators – A benchmarking framework for coherence and integration within the United Nations system (JIU/REP/2009/9)⁴

Recommendation

The legislative organs are invited to adopt this benchmarking framework as a yardstick to guide and measure efforts towards a more efficient and effective organization, which would better serve the needs of countries.

Benchmark 1

The coherence and integration process is effectively guided by member States.

Benchmark 2

Security Council mandates are SMART with sufficient resources to match.

Benchmark 3

A binding institutional framework for the United Nations system defines the operational doctrine, division of labour, rules of engagement, guidelines and procedures, agreed by CEB and approved by relevant legislative organs.

Benchmark 4

Effective DPKO/DPA concerted efforts and coordination mechanisms are in place.

Benchmark 5

Existing inter-agency coordination mechanisms are effectively promoting integration and coherence throughout the system.

Benchmark 6

The United Nations system interacts with its external partners from civil society, Bretton Woods institutions, regional organizations and the private sector in a coherent manner.

Benchmark 7

RCMs and Regional Directors' Teams are effectively promoting coherence and integration at the regional, subregional and country level.

Benchmark 8

The coherence process within the United Nations system upholds the sovereign role of each country in defining its “needs and wants” and setting its priorities.

⁴ http://www.unjiu.org/data/reports/2009/en2009_09.pdf.

Benchmark 9

A common mindset, conceptualization, understanding, shared vision, approach and sense of ownership among the United Nations organizations represented in the country.

Benchmark 10

The existence of a flexible integration model to respond to the specific and changing needs of each country, determined through a needs assessment carried out by/or in full consultation with the UNCT and the host country.

Benchmark 11

A selection process of mission leaders through CEB is in place to ensure the appointment of highly qualified managers with full authority over representatives of all United Nations system organizations in the country.

Benchmark 12

Leaders receive the necessary training/induction to perform their functions effectively.

Benchmark 13

The “One leader” at country level is empowered with the necessary authority and held accountable to the CEB machinery for successfully implementing the “One plan”.

Benchmark 14

Representatives of the United Nations system are given the resources to exercise the coordination responsibilities entrusted to them effectively.

Benchmark 15

A results-based approach is applied to ensure a coherent and integrated planning, programming, budgeting, implementation, monitoring, evaluation and reporting process from the very outset of the preparation of the “One plan”.

Benchmark 16

A funding mechanism exists that includes all United Nations system organizations present in the field, the host country, the Bretton Woods institutions, bilateral and multilateral donors, international and national NGOs and other members of civil society, to ensure coherence, integration and correlation between need assessments and available resources.

Benchmark 17

A “One United Nations house” is set up where United Nations system organizations in the country share common premises and services while related savings are reinvested in development activities within the country.

Benchmark 18

Civil society representatives, Bretton Woods institutions, group donors and the private sector participate in the “One United Nations” process at country level.

Environmental profile of the United Nations system organizations: Review of their in-house environmental management policies and practices
(JIU/REP/2010/1)⁵

Recommendation 4

The executive heads of the organizations, in consultation with the Chief Executives Board, should:

- (a) put in place common administrative and financial guidelines to integrally record and report in the proper budget lines those expenditures incurred both in reducing CO₂ emissions and in purchasing carbon offsets for the implementation of the strategy for a climate-neutral UN; and
- (b) improve the measurement and reporting of the environmental practices and expenditures of their organizations through the use of the environmental management accounting document developed by the United Nations/DESA so as to better disclose financial and environmental decisions.

Recommendation 6

The executive head(s) of organization(s) should negotiate, wherever appropriate, with the host country(ies), where their respective organizations are located agreements providing for support by the host country for the implementation of the plans and policies of United Nations system organizations to green their premises and offices, ultimately to be added as an annex to the headquarters agreement.

Recommendation 7

The Secretary-General, acting as Chairperson of the Chief Executives Board, should:

- (a) extend his leadership, with the assistance of the Executive Director of UNEP, in promoting system-wide overall in-house environmental management policies;
- (b) issue a statement of his initiative through the CEB towards defining a time-bound common framework for in-house environmental strategies designed to promote compliance by its member organizations with all multilateral environmental agreements; and
- (c) ensure that each executive head of CEB member organizations establishes, implements, and improves an environmental management system adapted to their situation and based on an environmental management policy.

Recommendation 8

The executive heads of those organizations participating in the United Nations centres common support services in the locations where their premises and offices are established should agree to introduce environmental considerations based on local best practices and adopt an environmental management system to be mainstreamed into the management of their common facilities and building and procurement services.

⁵ http://www.unjui.org/data/reports/2010/en2010_1.pdf.

Recommendation 9

The executive heads of the organizations of the United Nations system should define, where appropriate in consultation with their governing bodies, the legislative basis and common norms and standards applicable to their in-house environmental management system, based on best practices identified within the system. They should also ensure that their respective staff are fully aware of, and responsible for, this policy through the promulgation of internal instructions and information accessible to all.

Recommendation 10

The executive heads of the United Nations system organizations involved in field activities should establish in-house sustainable procurement policies and guidelines, taking account of the local conditions of the host country and the needs of field offices.

Review of travel arrangements within the United Nations system (JIU/REP/2010/2)⁶

Recommendation 1

The executive heads of United Nations system organizations should support the activities of the Inter-Agency Travel Network through active participation and attendance of their respective travel managers at their annual meetings and encourage the adoption of the IATN statutes stating their goals, objectives and procedures.

Recommendation 2

The executive heads of the IOG Member Organizations should consider the creation and financing of two positions for the working groups on joint airline negotiations and travel agency/visa processing services through ECA savings in order to improve service quality and efficiency.

Recommendation 3

The executive heads of United Nations system organizations should ensure, where this has not already been done, the exploitation of all available options to revise and upgrade their ERP system travel modules.

Recommendation 4

The executive heads at United Nations system organizations should ensure that information on travel policies (including entitlements and procedures) is updated and made easily available to staff.

Recommendation 5

The executive heads of United Nations system organizations should ensure inclusion in the travel arrangements workflow of provisions for the staff member to indicate, thereby

⁶ http://www.unjju.org/data/reports/2010/en2010_2.pdf.

assuming responsibility, that he/she has undertaken the required security training and requested security clearances, obtained medical clearance for travel when applicable, requested the required visas and possesses a valid UNLP, should such requirements not be in place.

Recommendation 7

The executive heads of United Nations system organizations should incorporate procedures accepting self-certification of the travel as authorized, for those travel claims for which no additional funds have been requested by the traveller.

Recommendation 8

The executive heads of United Nations system organizations should strengthen procedures, if this has not already been done, imposing severe penalties for cases of fraudulent travel claims.

Recommendation 9

The governing bodies of United Nations system organizations should request the executive heads to provide reports on travel expenditures by reporting period and steps taken to rationalize travel costs.

Ethics in the United Nations system (JIU/REP/2010/3)⁷

Recommendation 2

The executive heads should ensure that the post of head of the ethics office in their respective organizations has ethics qualifications and experience as a requirement, and this should be included in the job description for the post and in the vacancy announcement.

Recommendation 3

The executive heads should ensure that the vacancy for the appointment of the head of the ethics office in their respective organizations is open to both internal and external candidates on an equal basis, and that the vacancy announcement is widely publicized.

Recommendation 4

The executive heads should ensure that the vacancy announcement for the appointment of the head of the ethics office in their respective organizations is prepared in full consultation with the staff representatives.

Recommendation 5

The executive heads should ensure that a staff representative serves on the appointment board for the selection of the head of the ethics office.

⁷ http://www.unjiu.org/data/reports/2010/en2010_3.pdf.

Recommendation 6

The legislative bodies should direct their respective executive heads to apply term limits to the appointment of the head of the ethics office, which should be a non-renewable appointment of seven years, or no more than two consecutive appointments of four or five years, with no possibility of re-employment by the same organization.

Recommendation 7

The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office submits an annual report, or a summary thereof, unchanged by the executive head, directly to the legislative body, together with any comments of the executive head thereon.

Recommendation 8

The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office has informal access to the legislative bodies which is enshrined in writing.

Recommendation 9

The executive heads of United Nations system organizations who have not already done so should expedite the process of seeking membership for their respective organizations in the United Nations Ethics Committee.

Recommendation 10

The executive heads should ensure that mandatory ethics training is provided to all staff of their respective organizations, and should take the lead by participating in this training, including mandatory refresher courses that should take place every three years.

Recommendation 11

The executive heads should undertake biennial staff surveys on integrity awareness and publicize the results on the intranets of their respective organizations.

Recommendation 12

In cases where a prima facie case of retaliation or threat of retaliation has been found by the organization's ethics office and the internal oversight office declines to undertake the investigation, the executive head, or the head of the ethics office, should refer the matter to the JIU for investigation.

Recommendation 13

The executive heads of those organizations that have not already done so should introduce a comprehensive financial disclosure policy as a matter of urgency, including annual review and random verification by the respective ethics offices of the financial disclosure statements of all officials concerned.

Recommendation 14

Executive heads should ensure that the head of the ethics office in their respective organizations is a member of the senior management group and participates in all of its meetings, and should promulgate an administrative instrument to that effect.

Recommendation 15

The executive heads should hold an annual “town hall” meeting with the staff, including a specific agenda item on ethics.

Recommendation 16

The legislative bodies should direct their respective executive heads to file a financial disclosure statement, which should be reviewed in the same manner as for all other staff members who are required to file such statements.

Recommendation 17

The legislative bodies should direct their respective executive heads to put forward proposals for an internal mechanism to be established that would set out the modalities for the ethics office and/or the internal oversight service to investigate or undertake reviews of allegations brought against the executive head of the organization, including reporting the outcome of the investigation or review directly to the respective legislative body.