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## **Industrial Development Board**

### **Forty-sixth session**

Vienna, 26–28 November 2018

Agenda item 10

**Addressing recommendations of the JIU review of  
management and administration in UNIDO**

## **Recommendations of the Joint Inspection Unit review of management and administration in UNIDO**

### **Report by the Director General**

In line with decision IDB.45/Dec.10, the present document provides the progress report of the Director General on the implementation of the recommendations by the Joint Inspection Unit, set out in its report [JIU/REP/2017/1](#): Review of management and administration in the United Nations Industrial Development Organization (UNIDO) ([IDB.45/14/Add.1](#)).

## **I. Introduction**

1. At its forty-fifth session, the Board considered the report of the Joint Inspection Unit (JIU) on the review of management and administration in UNIDO ([IDB.45/14/Add.1](#)) and comments of the Director General thereon ([IDB.45/14/Add.2](#)). Further to this, the Board requested the Director General to implement the recommendations addressed to him within existing resources, and to provide a progress report to the Industrial Development Board at its forty-sixth session (IDB.45/Dec.10).
2. The Director General is pleased to transmit herewith the progress made by the Secretariat on the implementation of the said recommendations.

For reasons of economy, this document has not been printed. Delegates are kindly requested to bring their copies of documents to meetings.



## II. JIU recommendations and UNIDO's comments on progress achieved

	Recommendations	Responsibility	UNIDO response
1	The General Conference is invited to examine at its seventeenth session, in 2017, the strategies proposed by the Director General to support the achievement of the Sustainable Development Goals, with special emphasis on Goal 9, to ensure that the role of the Organization is well defined, and to provide necessary resources through the successive programmes and budgets for the implementation of those strategies.	Legislative body	<b>Under consideration</b> Following the adoption of GC.17/Res.1, UNIDO is progressing to operationalize its Integrated Results and Performance Framework (IRPF) to measure and track UNIDO's programme and operational effectiveness, in support of the implementation of the medium-term programme framework. UNIDO is also working towards a draft strategic framework as requested by Member States in GC.17/Res 6. A set of strategic policies and guidelines will be prepared and issued in due course, for their implementation as early as 2019.
2	The Director General should consider formalizing the internal senior management briefings with a view to strengthening the corporate-wide coordination and information-sharing functions in order to support the Executive Board in the management of the Organization.	Executive head	<b>Accepted — implemented</b> An Information Circular has been issued, formalizing the internal senior management meeting as a coordination and information-sharing mechanism (IC/2017/08).
3	The Industrial Development Board should ensure that sufficient regular budget resources are provided to fund core functions of the Organization so as to enable it to carry out all its mandates as a specialized agency of the United Nations in a consistent and sustainable manner, in line with the provisions of the Lima Declaration. In this context, the Board, in accordance with its decision IDB.44/Dec.8, may also invite UNIDO member States to increase their contributions to the special accounts created by the secretariat.	Legislative body	<b>Under consideration</b> Discussions are ongoing at the Informal Working Group on Programme and Budget Committee-related issues, reviewing options to improve the financial situation of UNIDO. In the meantime, UNIDO continues its dialogue with Member States on timely collections of the assessed contributions via regular reporting to the Committee and the Board, specifically through the Director General's reports on the financial situation of UNIDO. The Organization also regularly encourages Member States to provide voluntary contributions to the Special Account of Voluntary Contributions for Core Activities/Major Capital Investment Fund (and requests their renunciation of unencumbered balances).
4	The Director General should present to the Industrial Development Board at its forty-sixth session in 2018 a comprehensive report aimed at improving the financial situation of the Organization, integrating proposals on the main categories of its resources (regular budget, operational budget and voluntary contributions).	Executive head	<b>The Secretariat has taken note of this recommendation</b> The ongoing discussions at the Informal Working Group on Programme and Budget Committee-related issues are reviewing options to improve the financial situation of UNIDO. Depending on the outcome of these discussions, the programme and budgets document 2020–2021 could be the tool to present proposals to the Committee and the Board at their sessions in 2019.

	<b>Recommendations</b>	<b>Responsibility</b>	<b>UNIDO response</b>
5	The Director General should expand the risk management strategy presented at the forty-fourth session of the Industrial Development Board in 2016 to comprehensively address all major risks faced by the Organization with appropriate mitigation measures, and submit it to the Board for endorsement at its forty-sixth session in 2018.	Executive head	<p><b>Accepted — under implementation</b></p> <p>A Risk Management Committee has been established to further develop the UNIDO Risk Management strategy and advise the Executive Board on measures to be taken. The UNIDO Risk Focal Point has initiated an initial risk mapping exercise within the Organization, identifying the main perceived risks and related mitigation strategies and actions.</p> <p>Following the completion of the risk mapping exercise, the collated results of the in-house risk mapping will be presented to the internal Risk Management Committee, and information on the exercise will be shared with Member States. The Risk Management Committee will analyze and assess the risks and create a corporate risk register from the data collected, rating the various risks, identifying possibly missing risks and recommending mitigation strategies and actions as and where necessary.</p> <p>The UNIDO Focal Point will also present the outcome of the initial risk mapping exercise in a briefing to Member States during the second half of 2018.</p>
6	The Director General should finalize the revised Human Resources Management Framework and issue it as a Director General's bulletin by the end of 2017. Relevant policies and administrative instructions should be promulgated or updated accordingly.	Executive head	<p><b>Accepted — under implementation</b></p> <p>The Executive Board has approved the human resources policies road map in principle, allowing the Department of Human Resources Management (HRM) to revise relevant policies. The process is currently ongoing.</p>
7	The Director General should develop an action plan containing monitoring measures aimed at improving the geographical diversity of the UNIDO workforce and report regularly to the Industrial Development Board on its implementation, starting at its forty-sixth session in 2018.	Executive head	<p><b>Accepted — under implementation</b></p> <p>The Executive Board has approved the human resources policies road map in principle to allow HRM to revise relevant policies. One of the policies, aims, inter alia, at improving the geographical diversity of the Organization. The process is currently ongoing.</p>
8	The Director General should develop an action plan to improve the gender balance of the UNIDO workforce that would complement the Policy on Gender Equality and the Empowerment of Women, containing monitoring measures, and	Executive head	<p><b>Accepted — under implementation</b></p> <p>In line with the UNIDO Policy on Gender Equality and the Empowerment of Women; UNIDO Gender Equality and Empowerment Strategy of 2016–2019; this recommendation; as well as the United Nations Secretary General's</p>

	<b>Recommendations</b>	<b>Responsibility</b>	<b>UNIDO response</b>
	should report regularly to the Industrial Development Board on its implementation, starting at its forty-sixth session in 2018.		<p>Gender Parity Strategy 2017, UNIDO has developed the Gender Parity Action Plan 2018–2023, to reach gender parity in staffing.</p> <p>The action plan draws on United Nations best practices, consultations with UNIDO management and staff to outline detailed tasks for gender-responsive outreach and recruitment, as well as measures to create an enabling environment. Details of the action plan will be presented in the Director General’s Report on UNIDO gender equality and the empowerment of women to be submitted to the Industrial Development Board at its forty-sixth session (IDB.46/20).</p>
9	The Director General should issue an updated information technology and information management policy, and set up an organization-wide working group to assist the Executive Board in overseeing the implementation of the policy and in providing strategic direction in this area.	Executive head	<p><b>Accepted — implemented</b></p> <p>The policy on information and communication technology (ICT) has been updated and issued as a Director General’s bulletin (DGB/2017/09).</p> <p>An ICT working group has been established to further strengthen and enhance the effectiveness of information technology and information management in the Organization.</p>
10	The General Conference is invited to adopt a comprehensive vision of the UNIDO field presence as an integral part of the Organization’s role in implementing the 2030 Agenda, including a set of criteria to assess its effectiveness.	Legislative body	<p><b>Under consideration</b></p> <p>The IRPF is being operationalized by building the capacity of UNIDO staff, including in the field offices. Developing the appropriate policies, templates and tools to institutionalize the IRPF will be integrated into the operation and management of the Organization’s activities both at Headquarters and in the field.</p>

### **III. Action required of the Board**

3. The Board may wish to take note of the information contained in the present document.
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