



United Nations Industrial Development Organization

Distr.: General
14 March 2008

Original: English

Industrial Development Board

Thirty-fourth session

Vienna, 14-16 May 2008

Item 8 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 keeping with decision IDB.24/Dec.11.

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



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 14 JIU reports,¹ two notes and one management letter have been issued since the most recent Board document covering this subject (IDB.33/15 dated 8 May 2007). The present document provides the Organization's comments on those reports that are of direct or of some relevance to UNIDO. Recommendations of direct relevance to UNIDO are presented in the annex.

Recent JIU reports, notes and management letters

JIU/REP/2006/6 – Results-based management in the United Nations in the context of the reform process

JIU/REP/2006/7 – Staff mobility in the United Nations

JIU/REP/2007/1 – Voluntary contributions in United Nations system organizations. Impact on programme delivery and resource mobilization strategies

JIU/REP/2007/2 – United Nations system staff medical coverage

JIU/REP/2007/3 – Review of the working capital fund in the World Meteorological Organization (WMO)

JIU/REP/2007/4 – Age structure of human resources in the organizations of the United Nations system

JIU/REP/2007/5 – Review of management and administration at the International Civil Aviation Organization (ICAO)

JIU/REP/2007/6 – Knowledge management in the United Nations system

JIU/REP/2007/7 – Review of management and administration in the International Maritime Organization (IMO)

JIU/REP/2007/8 – Funding and staffing of the Office of the United Nations High Commissioner for Human Rights

JIU/REP/2007/9 – Review of the national competitive recruitment examination as a recruitment tool

JIU/REP/2007/10 – Liaison Offices in the United Nations system

JIU/REP/2007/11 – Review of management and administration in the World Meteorological Organization (WMO)

JIU/REP/2007/12 – Review of the progress made by the United Nations system organizations in achieving millennium development goal 6, target 7, to combat HIV/AIDS

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

JIU/NOTE/2007/1 – Review of management and administration of the United Nations Office at Geneva

JIU/NOTE/2007/2 – Review of selected telecommunication issues and use of Voice over Internet Protocol technologies in the United Nations system organizations

JIU/ML/2007/1 – Headquarters agreements and other host country agreements: compliance issues²

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

A. Voluntary contributions in United Nations system organizations. Impact on programme delivery and resource mobilization strategies – JIU/REP/2007/1

3. The report examines the issues surrounding “extrabudgetary”, or non-core funding, including recent trends and best practices. Based upon surveys and interviews conducted by the JIU, the report notes the growth in recent years of these voluntary contributions and it examines the impact, both positive and negative, this growth can have on programme delivery. The objective of the report is to find measures reducing negative impact and to identify best practices.

4. While acknowledging the positive impacts of voluntary funding, such as the expansion of operational activities, increase of efficiency and value added by gratis personnel (such as associate experts/junior professional officers and technical cooperation experts), the report highlights as problematic the conditionality and unpredictability of voluntary funds. In order to reduce the vulnerability of the organizations and increase their flexibility in administering the funds, the report recommends, inter alia, the establishment of an intergovernmental working group to develop proposals for a voluntary indicative scale of contributions for core activities, the review of existing policies and procedures guiding interaction with donor countries, and the development of flexible funding modalities – such as thematic and pooled funding – as well as a corporate resource mobilization strategy.

UNIDO comments

5. While covering voluntary contributions, the report actually focuses on contributions provided by donor headquarters to the United Nations system organizations. For UNIDO as well as for most other United Nations system organizations, this represents only a relatively small part of total voluntary contributions. The report does not take into account other sources, like multilateral funds (e.g. Montreal Protocol, Global Environment Facility), that function in a

² This note is related to two JIU reports on the implementation of United Nations headquarters agreements issued in 2004 (JIU/REP/2004/2) and 2006 (JIU/REP/2006/4). The JIU had included a third review, focusing specifically on issues of compliance and possible cases of discrimination against staff and officials of certain nationalities in relation to the privileges and immunities they enjoy. However, the preliminary review revealed no systematic non-compliance with the United Nations headquarters agreements, and only a few isolated concerns which were either already addressed or in the process thereto, none of them of direct relevance to UNIDO.

different manner, or the many other sources of funding that by definition are earmarked and for special purpose, including decentralized donor funds being programmed at the country level with the recipient government or thematic donor funds, sometimes originating from sectoral ministries. Such funds cannot be made available centrally, or in a non-earmarked manner. In UNIDO's view, given their importance, an analysis of such funds and recommendations would have been of benefit.

6. Further, although the report treats funds and programmes and specialized agencies separately, most analyses relate to the funds and programmes situation. Donors are more likely to provide non-earmarked and/or predictable funds to the former, and earmarked/special purpose funds to the latter.

7. Notwithstanding the above, UNIDO supports most of the recommendations made, and has already implemented a number of them.

8. In the last three bienniums, UNIDO experienced a rapid growth in voluntary contributions. These finance technical cooperation under the three main thematic priorities. Nearly all voluntary contributions were earmarked. It should be noted however, that even though it would be highly desirable for contributions to be freely programmable, earmarking remains at the discretion of donors.

9. Regarding harmonization of support cost recovery policies, UNIDO is actively involved in the United Nations system working group on the matter. The working group aims to develop a sound cost recovery policy to ensure the true attribution of all costs to their proper funding sources and to avoid cross-subsidization between funds.

10. The issue of expert/junior professional officer programmes was addressed at the sixth meeting of the National Recruitment Services and United Nations organizations held in Bern from 18 to 20 April 2007. UNIDO, as all other United Nations organizations, is bound by the donors' decision. Sponsoring of developing countries' candidates is a political decision for each donor country and most donors confirmed that their government was not in favour of opening the programme to developing countries' candidates.

11. Finally, it should be noted that the regular budget growth shown in table 3 of annex 1 in this report is distorted due to the US\$/EUR exchange rate. The table suggests a growth rate of 47.7 per cent but actual growth (in EUR) was only 12.6 per cent. Similarly, the extrabudgetary resources growth of 151.5 per cent amounts in fact to only 68.5 per cent since contributions are largely received and managed in US dollars although it is accounted for in EUR.

B. United Nations system staff medical coverage – JIU/REP/2007/2

12. The report focuses on the issues surrounding medical insurance coverage provided to staff members. The JIU observes two patterns that have developed over the past thirty years: first, costs to provide health insurance have grown dramatically in that time (as noted since the issuance of the 1977 JIU note³ on the same topic); and second, though being the third most expensive element of the United Nations

³ JIU/NOTE/77/2.

compensation package, medical coverage is not regarded as a “common system” matter and the various health insurance schemes continue to diverge noticeably.

13. The report aims at providing viable options for containing expenses. It highlights the need to assess and fund the accrued liabilities of the after-service health insurance (ASHI). It further recommends the harmonization of the health insurance schemes, as well as periodic reviews by the International Civil Service Commission, aided by an ad hoc advisory body that is to be established for this purpose. It further recommends more oversight from governing bodies on the matter.

UNIDO comments

14. UNIDO is of the opinion that harmonization at the duty station level, and ultimately for the common system, is a goal to achieve only if economies of scale are present. These need to be thoroughly ascertained for each organization, after benchmarking current costs and making complete actuarial and financial projections, taking into account, inter alia, workforce demographics, ageing, evolving medical technology, and geographic location. This process would require substantive extensive consultations among organizations, as well as with staff representatives.

15. Furthermore, with the United Nations system’s decision to adopt International Public Sector Accounting Standards (IPSAS), addressing the ASHI liability issue has gained heightened importance. UNIDO started to participate in the assessment of ASHI liabilities as of 31 December 2007, the exercise being led by the United Nations Secretariat who will report to the sixty-third session of the General Assembly on the matter. The introduction of IPSAS from 1 January 2010 will make it mandatory to recognize the accumulated liabilities in UNIDO’s financial statements. UNIDO’s governing bodies will decide on its funding using the United Nations Secretariat proposals as guidance.

16. In view of its importance, it should be noted that UNIDO as well as UNODC and UNOV staff are already reminded of cost containment as well as the impact on the health insurance plan performance through the yearly health insurance circular.

C. Age structure of human resources in the organizations of the United Nations system – JIU/REP/2007/4

17. The JIU conducted a system-wide assessment of staff age structure of United Nations system organizations, and looked into the overall implications of staff ageing, as well as the impact on human resources management policies. The report concludes that a more balanced age structure would provide benefits to the United Nations system in terms of securing the required capacity, knowledge and expertise for its operations, as well as strengthening the preservation of institutional memory in view of the large retirement “wave” of the coming years.

18. The report suggests several steps to address the situation, e.g. measures to recruit and retain young professionals through an improved grade structure and different standards of eligibility for junior level posts. Further recommendations concentrate on reducing the impact of a large number of senior staff retiring over

the next several years, e.g. through proactive succession planning going beyond the mere filling of vacancies, as well as a review of the mandatory retirement age.

UNIDO comments

19. UNIDO contributed to the report review performed by the Human Resources Network. The comprehensive survey of the subject was appreciated, the relevance of the topic going beyond human resources issues, into the legal and financial consequences of age structure, entitlements trends and the increasing proportion of retired versus active staff.

20. On a general note, UNIDO is of the opinion that each organization should have the flexibility to determine the age structure, and hence the mix of experience, which best suits its mandate and needs. Further, the Secretariat concurs that the impact of increasing mandatory retirement age should be thoroughly assessed, as it would affect the long-term liability of Member States regarding after-service health insurance and the Pension Fund, as well as impact knowledge transfer.

21. UNIDO has already implemented a number of the recommendations made, such as the one on young professionals with the Young Professional Programme, which will be implemented in 2008, or using recruitment approaches combining assessment centre techniques of technical skills with broader competency assessments. UNIDO is also undertaking proactive staffing planning, considering planned retirement as well as the impact of its mobility policy. This has to be accompanied by knowledge management (and transfer) modalities.

D. Knowledge management in the United Nations system – JIU/REP/2007/6

22. From a system-wide perspective, the report complements a 2006 report written by the Office of Internal Oversight Services (OIOS) of the United Nations Secretariat on knowledge management (KM) and sharing within and across the United Nations and its funds and programmes.

23. The JIU review brought to light the lack of uniform definition and perception of KM throughout the United Nations system. The JIU system-wide review further revealed that, in view of the high number of anticipated retirements of managers within the United Nations system as well as increased staff mobility, the mechanisms employed to preserve institutional memory need to be enhanced. Furthermore, advances of information and communication technologies call for a renewed approach on information management. In concurrence with the findings of the OIOS review, the JIU report highlights the necessity to develop KM and knowledge sharing strategies and recommends that the United Nations System Chief Executives Board for Coordination (CEB) formulates common definitions, terminology, general standards and guidelines on KM, and further that the Executive Heads carry out comprehensive information reviews in their respective organizations.

UNIDO comments

24. UNIDO supports in principle the recommendations aimed at harmonization of definitions, terminology and guidelines, as well as the proposed role of the CEB. The Organization plans to formulate its own KM strategy, taking into account the CEB guidelines and available resources.

25. UNIDO also supports the recommendation on surveying KM needs. However, UNIDO emphasizes that such a survey should also include identification of knowledge sources, as it would otherwise be inoperable and result only in a “wishful” set of requirements which cannot be all met.

26. UNIDO expresses further its concern related to the development of a common search engine to facilitate interoperability and access to all internets and databases across the United Nations system. In the Organization’s view, this should be undertaken and resources spent only if existing search engines cannot fulfil the United Nations system requirements.

27. Further, it should be noted that the diversity of and differences, inter alia technical, between information systems of the United Nations system organizations are considerable. This in turn makes interoperability of systems very difficult without some replication (and therefore duplication) of data/information on another (shared) platform, and raises issues of data integrity.

E. Liaison offices in the United Nations system – JIU/REP/2007/10

28. The report provides an overview of the United Nations liaison offices, assessing their mandates, budgets and staffing and evaluating their continuing relevance and comparative advantages in the context of new communication technologies.

29. With a view to increasing their efficiency and maximizing their cost-effectiveness, the report recommends, inter alia, that the heads of the liaison offices set priorities in line with the strategic objectives defined by the respective parent organization in a results-based management (RBM) framework. Further, the report recommends ensuring a more balanced staff and post grading structure for these offices, as well as timely and proper succession planning for the position of head of office.

30. The report also stresses the importance of efficient information management, both external to and within each liaison office. The JIU encourages the heads of liaison offices to use all means of communication to disseminate information, including electronic mail, teleconferencing, videoconferencing and face-to-face meetings. Additionally, the report suggests that liaison office staff gain access to training opportunities offered by United Nations system organizations of their duty station, and that audit coverage of such offices be ensured, based on risk assessment.

UNIDO comments

31. UNIDO supports and has implemented most of the recommendations made by the JIU, within available resources.

32. Since 2007, UNIDO has changed the names of its offices in Brussels, Geneva and New York, from UNIDO Liaison Offices to UNIDO Offices in (Brussels, Geneva and New York), as it was believed that the wide range of responsibilities assigned to these offices is not adequately reflected in the word “liaison”.

33. These Offices are UNIDO’s primary points of contact, communications and cooperation with Member States, the United Nations, its funds and programmes, specialized agencies and other international organizations and non-governmental organizations, as well as representatives to intergovernmental and inter-agency bodies. The Offices monitor and analyse the implications of developments and trends in Brussels, Geneva and New York on the Organization’s programmes and activities and pursue partnerships and other collaborative arrangements within the United Nations system. On the whole, their central task is to effectively position the mandate of the Organization and the role of UNIDO in the mainstream of development issues and activities discussed and carried out in their areas of assignment. Their work programmes follow the logical framework approach with clear objectives, outputs and activities to be carried out by each.

34. Further, the UNIDO Offices are led by senior level staff (P5/D1)⁴ supported by Professional and General Service staff. Interactions between these offices and headquarters are performed using all technological possibilities (teleconference, e-mail), in addition to face-to-face interactions. UNIDO would also welcome access to training facilities of the respective office duty stations. Further, it should be noted that these Offices are part of the audit universe covered by the UNIDO Office of Internal Oversight Services (IOS) and their audit risk profile ascertained like all other UNIDO operations. Inclusion of these Offices in the IOS audit work programme depends on their respective risk profile, as well as on IOS resources.

F. Review of selected telecommunication issues and use of Voice over Internet Protocol (VoIP) technologies in the United Nations system organizations – JIU/NOTE/2007/2

35. In the light of current telephony services systems of the United Nations having reached their end-of-life in many duty stations, the report examines the feasibility of using VoIP technologies as a replacement in the future.

36. The review highlights the benefits of these new technologies, which include savings on long-distance calls, maintenance and capital investment, new functionalities such as advanced conferencing and unified e-mail/voicemail messaging, as well as the portability of telephone numbers. The report also addresses the possible disadvantages of using VoIP technologies, such as decrease of voice quality, security risks or power outages.

37. The JIU recommends that the executive heads of the United Nations system organizations implement the VoIP technologies in new telecommunication projects or where current telephone systems are being renewed or replaced. A joint procurement of telecommunication services and equipment is recommended in order to increase economies of scale and minimize costs and risks of interoperability. Furthermore, the JIU points out the necessity of negotiation with certain countries in

⁴ The Director of the New-York Office was under recruitment at inspection time.

order to be exempt from national laws and regulations restricting the commercial use of VoIP technologies.

UNIDO comments

38. UNIDO supports most recommendations, and has already implemented a number of them. The Organization already in-sources its telephone services from another Vienna-based Organization (VBO), the United Nations Office at Vienna (UNOV). Further, UNOV undertakes joint procurement of VoIP for the VBOs, including UNIDO.

39. UNIDO however recommends taking into account the availability of VoIP-capable counterparts when considering the introduction and/or the increased use of VoIP technologies.

40. Further, UNIDO is of the opinion that introducing VoIP technologies when replacing a telephone system is not the only possible alternative. Adding VoIP capability to an existing system is an option not considered by the JIU that most, if not all, major manufacturers offer today for medium- to large-size systems. The investment is less significant than replacing an entire system, which makes a better business case and therefore represents an attractive solution.

II. Reports of indirect relevance to UNIDO

G. Results-based management in the United Nations in the context of the reform process – JIU/REP/2006/6

41. This report does not include any recommendations specifically related to UNIDO. However, lessons learned from other organizations on results-based budgeting will be considered in the context of UNIDO's work on results-based management.

H. Review of the National Competitive Recruitment Examination (NCRE) as a recruitment tool – JIU/REP/2007/9

42. This report does not include any direct recommendation for UNIDO. However, it calls for closer cooperation on the competitive examination among United Nations system organizations within the framework of the Human Resources Network.

III. Work programme 2008

43. As required under the statute of the JIU, all participating organizations are approached by the JIU for suggestions for work to be performed in the following year. Such proposals should reflect items, which are high on the agenda of the United Nations system; have the potential to improve the way the system delivers programmes or services; are system-wide in scope; can lead to improved efficiency and/or potential savings; and where possible are synergetic with other reports of the JIU or other internal oversight bodies and/or the Board of Auditors, while avoiding duplication of effort (A/59/75 dated 22 April 2004). Further, the General Assembly

decided through resolution A/59/267 (adopted 7 March 2005) that the JIU shall focus primarily on identifying means to improve management and to ensure that optimum use is made of available resources.

44. UNIDO reiterates its opinion on the complementarities between the JIU mandate and the terms of reference of the Chief Executives Board for Coordination's High-level Committee on Management (CEB/HLCM). Therefore, to foster greater coherence in the programmes and activities of the organizations of the United Nations system as well as improvements in management policies and practices throughout the United Nations system, UNIDO is of the view that the preparation of the annual work programme of the JIU would benefit from closer cooperation with the work planning processes of the CEB/HLCM and its network of specialized bodies, particularly the Finance and Budget Network as well as the Human Resources Network.

45. At the time the Secretariat prepared the present document, the JIU had not yet issued its 2007 activity report and 2008 work programme. From the preliminary information provided to the Secretariat, of the 12 topics on the 2008 JIU work programme, nine would be of interest to UNIDO: (a) Staff mobility in the United Nations system; (b) Work/life issues in United Nations system organizations; (c) Junior Professional Officer and Associate Expert programmes in United Nations system organizations; (d) Preparedness of United Nations system organizations for IPSAS; (e) Off-shoring in United Nations system organizations; (f) IT hosting in United Nations system organizations; (g) Internet presence in the United Nations system; (h) Technical cooperation and national execution; (i) Towards greater coherence in United Nations system support for Africa (which was suggested by UNIDO).

IV. Action required of the Board

46. In compliance with the provisions of the Statute of JIU, resolution 48/221 of the General Assembly, and paragraph 9 of the pilot 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 action.

Abbreviations used in this document

| | |
|----------|---|
| ASHI | After-service health insurance |
| CEB/HLCM | High-level Committee on Management of the Chief Executives Board |
| CEB | Chief Executives Board |
| ICAO | International Civil Aviation Organization |
| IMO | International Maritime Organization |
| IOS | Office of Internal Oversight Services |
| IPSAS | International Public Sector Accounting Standards |
| IT | Information technology |
| JIU | Joint Inspection Unit |
| KM | Knowledge Management |
| NCRE | National competitive recruitment examination |
| OIOS | Office of Internal Oversight Services of the United Nations Secretariat |
| UNODC | United Nations Office on Drugs and Crime |
| UNOV | United Nations Office at Vienna |
| UN | United Nations |
| VBO | Vienna-based Organizations |
| VoIP | Voice over Internet Protocol |
| WMO | World Meteorological Organization |

Annex

Reports of the Joint Inspection Unit of relevance to UNIDO

| JIU/REP/2007/1 Voluntary contributions in United Nations system organizations. Impact on programme delivery and resource mobilization strategies | | |
|---|--|-------------------|
| | Recommendation | For Action |
| 2 | Executive heads should develop, or continue to develop, flexible funding modalities, such as thematic funding and pooled funding, for the consideration and approval of the legislative bodies. | Executive Head |
| 3 | Executive heads should review the existing policies and procedures of their respective organizations that guide interactions with donor countries and revise them, as appropriate, to ensure that those interactions are conducted in a systematic and open manner. | Executive Head |
| 4 | The legislative bodies of United Nations system organizations should request their respective executive heads to expedite work on the harmonization of support cost recovery policies that is currently being carried out under the auspices of the United Nations System Chief Executives Board for Coordination (CEB). | Legislative Organ |
| 5 | The legislative bodies of United Nations system organizations should request their respective executive heads to ensure that agreements negotiated with individual donor countries for associate expert/junior professional officer programmes include a funding component for candidates from under- and unrepresented countries. | Legislative Organ |
| 6 | The legislative bodies of United Nations system organizations that have not already done so should request their respective executive heads to develop a corporate resource mobilization strategy for the consideration and approval of the legislative bodies. | Legislative Organ |
| 7 | Executive heads should ensure that the resource mobilization strategy developed for their respective organizations includes a centralized coordinating entity and that the roles, responsibilities and any delegated authorities for resource mobilization are clearly specified in appropriate administrative instruments. | Executive Head |

| JIU/REP/2007/2 United Nations system staff medical coverage | | |
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| | Recommendation | For Action |
| 1 | The legislative bodies of the United Nations system organizations should formally recognize staff health insurance as an important integral part of the common system. They should request ICSC to undertake periodic reviews with a view to making recommendations to the General Assembly. | Legislative Organ |

| JIU/REP/2007/2 United Nations system staff medical coverage | | |
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| | Recommendation | For Action |
| 3 | The legislative bodies of each United Nations system organization should request their respective executive heads to harmonize the existing health insurance schemes, initially at the level of the duty station, and in the longer term across the common system, relating to scope of coverage, contributions and benefits, and to establish periodic reporting on health insurance related information to the legislative bodies. | Legislative Organ |
| 4 | The legislative bodies of each United Nations organization should request their respective executive heads to undertake periodic actuarial studies based on a uniform system-wide methodology to determine the extent of accrued ASHI liabilities and to disclose the liabilities in the financial statements. | Legislative Organ |
| 5 | The legislative bodies of each organization should: (a) Request their respective executive heads to put forward proposals for funding ASHI liabilities; (b) Provide adequate financing to meet those liabilities and establish a reserve for this purpose. | Legislative Organ |
| 7 | Executive heads should implement cost containment measures proactively in their respective organizations and ensure that these measures are taken in a coordinated manner among the various organizations in a duty station. | Executive Head |

| JIU/NOTE/2007/4 Age structure of human resources in the organizations of the United Nations system | | |
|---|---|-------------------|
| | Recommendation | For Action |
| 1 | The legislative body of each organization of the United Nations system should: (c) Request its executive head to provide detailed and analytical information regarding age structure and other related information as part of a periodic human resources management report; and (d) Set targets, establish benchmarks, and use them to monitor the measures taken by the organization to address the potential impact of ageing of its staff members. | Legislative Organ |

| JIU/NOTE/2007/4 Age structure of human resources in the organizations of the United Nations system | | |
|---|---|-------------------|
| | Recommendation | For Action |
| 2 | The legislative body of each organization of the United Nations system should request its executive head to review the staffing structure of his or her organization in order to establish a balanced staff grade structure. To rejuvenate the staffing structure, more junior level posts (at P-2 and P-3 levels) should be established to attract young professionals. To achieve this, adequate cooperation and coordination between the human resources/finance divisions and the substantive divisions should be ensured. | Legislative Organ |
| 3 | Executive heads of each United Nations system organization should review, in consultation with ICSC and the CEB Human Resources Network, the standards of eligibility requirements for posts at and below P-3 level, placing more emphasis on educational qualifications, technical skills and potential performance. | Executive Head |
| 4 | Executive heads of each United Nations system organization should: <ul style="list-style-type: none"> (a) Undertake special measures to ensure the influx of young professionals through special recruitment drives; (b) Strengthen the career development prospects for young professionals through enhanced training and staff development; (c) Allocate adequate resources for training and staff development activities; and (d) Adequately address the work/life issues of staff members with special attention to the family-related issues of young professionals. | Executive Head |
| 5 | Legislative bodies of the United Nations system organizations should request the executive management to: <ul style="list-style-type: none"> (a) Submit regular reports showing retirement forecasts; (b) Establish performance indicators to forecast replacement needs and monitor their implementation; and (c) Take adequate measures to ensure proper knowledge transfer and safeguard institutional memory. | Legislative Organ |
| 6 | Executive heads of the United Nations system organizations should request the CEB secretariat, through its Human Resources Network, to assess the current status of succession planning in these organizations, and include succession planning on the agenda for in-depth discussion at its regular meetings, with a view to developing policies and a framework for succession planning, using the broad benchmarks provided in this report, for adoption by the United Nations system. | Executive Head |

| JIU/NOTE/2007/4 Age structure of human resources in the organizations of the United Nations system | | |
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| | Recommendation | For Action |
| 8 | Executive heads of the United Nations system organizations, in coordination with CEB and ICSC, should review the existing regulations and financial limits relating to the employment of retirees, with a view to making them more flexible, and submit an appropriate proposal to their respective legislative bodies. | Executive Head |

| JIU/REP/2007/6 Knowledge management in the United Nations system | | |
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| | Recommendation | For Action |
| 1 | The United Nations System Chief Executives Board for Coordination, through its High-level Committee on Management, should develop: <ul style="list-style-type: none"> (a) A common definition of knowledge management to be used by all United Nations system organizations; (b) A glossary of common terminology, which can be used in the development of knowledge management strategies and initiatives; (c) A minimum common set of guidelines to be used as the basis for each United Nations system organization in the development of its own knowledge management strategy. | Executive Head |
| 2 | The executive heads of the United Nations system organizations should: <ul style="list-style-type: none"> (a) Survey the knowledge needs of the clients (internal and external) of their organizations; (b) Undertake an in-house knowledge inventory for each organization; (c) Identify and address the potential knowledge gaps existing between the needs of clients and the knowledge available within each organization; (d) Ensure that each organization develops, or revises, its own knowledge management strategy based on the above points and on guidelines to be developed by the United Nations System Chief Executives Board. | Executive Head |
| 3 | The General Assembly and the respective governing bodies of the United Nations system organizations should make the necessary provisions for the establishment of dedicated knowledge management units within each organization. The knowledge management units should be provided with the necessary financial and human resources, according to the dimension and specific needs of each organization. | Legislative Organ |

| JIU/REP/2007/6 Knowledge management in the United Nations system | | |
|---|---|-------------------|
| | Recommendation | For Action |
| 4 | The United Nations System Chief Executives Board for Coordination should review the possibility of developing a common search engine, which can facilitate interoperability and access by the different United Nations organizations within the system to knowledge and information, including intranets and databases, available across the United Nations system. | Executive Head |
| 5 | The executive heads of the United Nations system organizations should establish knowledge-sharing competencies as one of the criteria to be assessed in the staff performance appraisal system. | Executive Head |

| JIU/REP/2007/10 Liaison Offices in the United Nations system | | |
|---|--|-------------------|
| | Recommendation | For Action |
| 1 | The executive heads of the United Nations system organizations concerned should thoroughly assess the strategic importance of their liaison office(s), and define priorities for them in terms of intended impact, using results based management (RBM) as a planning, reporting and evaluation tool. | Executive Head |
| 2 | The legislative bodies of the United Nations system organizations concerned should, based on the assessment of their liaison office(s) by the respective executive heads, recognize their strategic role and provide core funding from the organizations' regular budgets commensurate with established priorities. | Legislative Organ |
| 3 | The executive heads of United Nations system organizations concerned should ensure a balanced post structure and grading of the staff of liaison offices, based on its required effective participation in issues of mutual interest at the international hubs concerned and on an inventory of skills and competencies. | Executive Head |
| 4 | The executive heads of the United Nations system organizations concerned should conduct a cost-benefit analysis prior to outposting additional staff, over and above the necessary nucleus of core-funded staff, to liaison offices. | Executive Head |
| 5 | The executive heads of the United Nations system organizations concerned should ensure timely and proper succession planning for the heads of their liaison offices. Heads of offices should be selected through a competitive and fully transparent process, focusing on managerial competencies. | Executive Head |

| JIU/REP/2007/10 Liaison Offices in the United Nations system | | |
|---|---|-------------------|
| | Recommendation | For Action |
| 6 | The executive heads of the United Nations system organizations should, in a spirit of collaboration and reciprocity, ensure that in New York and Geneva, the learning opportunities offered to their own staff be extended to the personnel of LOs in these locations, and encourage the staff of their own LOs to make full use of available learning opportunities offered at their location by the training sections of United Nations and other agencies. | Executive Head |
| 7 | The executive heads of the United Nations system organizations concerned should ensure that relevant information is judiciously and broadly disseminated between liaison offices and their respective organizations as well as internally within liaison offices, using all means of communication to maximize their outreach, such as teleconferencing, videoconferencing, staff meetings and (de)briefings of staff on mission. | Executive Head |
| 8 | The executive heads of the United Nations system organizations concerned should request the heads of oversight services to ensure adequate audit and evaluation coverage of liaison offices. | Executive Head |

| JIU/NOTE/2007/2 Review of selected telecommunication issues and use of Voice over Internet Protocol technologies in the United Nations system organizations | | |
|--|---|-------------------|
| | Recommendation | For Action |
| 3 | The executive heads of those United Nations system organizations which have not yet done so, should make evaluations on an on-going-basis and prepare an implementation plan for the use of various voice technologies, including VoIP, which should include a detailed business case description, amount of investment required and expected returns, a risk management strategy and a contingency plan. | Executive Head |