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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 follow-up scheme to recommendations in accordance with decision IDB.24/Dec.11.

Contents

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I. Introduction

1.   The Joint Inspection Unit (JIU) became a subsidiary organ of the Industrial Development Board by its decision IDB.1/Dec.22. A follow-up scheme 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 ten JIU reports[1] and four notes were received[2] by the Organization since the previous Board document covering this subject (IDB.40/14 dated 23 August 2012). 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/2012/1 — Review of management and administration in the United Nations Conference on Trade and Development (UNCTAD)

JIU/REP/2012/2 — The management of sick leave in the United Nations system

JIU/REP/2012/3 — Evaluation of UN-Oceans

JIU/REP/2012/4 — Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework — Overview

JIU/REP/2012/5 — Review of individual consultancies in the United Nations system

JIU/REP/2012/6 — Review of management, administration and decentralization in the World Health Organization (WHO) — Part I

JIU/REP/2012/7 — Review of management, administration and decentralization in the World Health Organization (WHO) — Part II

JIU/REP/2012/9 — Lump-sum payments in lieu of entitlements

JIU/REP/2012/11 — Financing for humanitarian operations in the United Nations system

JIU/REP/2012/12 — Strategic planning in the United Nations system

JIU/Note/2012/1 — Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework – Institutional framework

JIU/Note/2012/2 — Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework — The recruitment process

JIU/Note/2012/3 — Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework — Gender balance and geographical distribution

JIU/Note/2012/4 — Flexible working arrangements in the United Nations system organizations

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[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. The management of sick leave in the United Nations system — JIU/REP/2012/2

3. The report reviews the manner in which international organizations record, manage and report sick leave. The report proposes improvements that would enable United Nations system organizations to clarify, improve and harmonize system-wide the rules and regulations pertaining to sick leave, prevent abuse and, more importantly, enable management to exercise duty of care with regard to the health and safety of staff. A United Nations study, which estimated that an increase of 1 per cent in absenteeism is equivalent to the same increase in salary costs, underscores the need to enforce existing rules and regulations on sick leave (especially uncertified sick leave) and other leave entitlements. At the same time, owing to the absence of accurate data or statistics on sick leave, it is not possible to state with certainty the cost of sick leave to United Nations system organizations.

4. The report concludes that maintaining a healthy working environment is a sine qua non for reducing medical absenteeism (sick leave). To address this, executive heads are requested to provide legislative bodies with comprehensive annual or biennial reports on sick leave that incorporate statistical and financial data, as well as measures taken by the organizations to reduce sick leave absenteeism. The report further recommends that managers and supervisors shall be trained on how to address the needs of staff members who have medical issues, which might lead to significant absences. As such, executive heads are requested to design and implement a return-to-work policy for those staff members who are on extended sick leave absence.

UNIDO comments

5. UNIDO concurs with the report and supports the recommendations made, where applicable to UNIDO and subject to available funds and management priorities.

B. Evaluation of UN-Oceans — JIU/REP/2012/3

6. The objective of the evaluation was to examine the inter-agency mechanism and propose tangible recommendations for the improvement of its efficiency and effectiveness of coordination. The JIU mapped the activities of UN-Oceans members that were conducted in the past five years on oceans and coastal issues and identified gaps in the coverage of oceans and coastal issues in relation to the goals of the Johannesburg Plan of Implementation, as well as the Millennium Development Goals.

7. The evaluation found that UN-Oceans had been unable to satisfactorily fulfil its original terms of reference, owing in part to a major structural weakness related to the lack of human and financial resources, thus limiting the capacity for a comprehensive review of relevant programmes and for meaningful identification of areas of joint work. The mapping exercise found that only 14 per cent of the

programmes of UN-Oceans members were jointly implemented with other members and that a proliferation of related mechanisms dealt with oceans and coastal affairs. All existing and new mechanisms should be taken into consideration to ensure harmony among them. Furthermore, limited coordination and cooperation exist between UN-Oceans, UN-Water and UN-Energy. The report concluded that the leadership of UN-Oceans needed to be placed high in the management chain, following the examples of UN-Energy and UN-Water. This would provide access to the High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) and rally the support of executive heads to participate in and contribute to the work of UN-Oceans. Finally, political will is required to ensure the sustainability of UN-Oceans. The findings, conclusions and recommendations of the evaluation were incorporated in the revision of the terms of reference of UN-Oceans.

UNIDO comments

8.   UNIDO was specifically requested to participate in the evaluation. UNIDO concurs with the report despite the limited involvement in UN-Oceans.

C.   Staff Recruitment in the United Nations system organizations: a comparative analysis and benchmarking framework — JIU/REP/2012/4

9.   The series, comprising one overview report and three accompanying notes (JIU/Note/2012/1-3), addresses an issue of persistent concern to Member States. The objective of the exercise was to assess, in the context of diverse organizational needs, issues relating to efficiency, transparency and fairness in the recruitment process, bearing in mind such principles as equitable geographical distribution, gender balance and equality of official working languages. The series addresses recruitment rules, policies and procedures across the system, focusing on external recruitment leading to appointments of one year or more. It delivers a comparative analysis that identifies commonalities, differences and good practices, as well as possibilities for further alignment and great harmonization of the recruitment business process. The series establishes 15 recruitment benchmarks.

UNIDO comments

10.   UNIDO concurs with the report and accompanying notes and supports the implementation of the recommendations made, where applicable to UNIDO and within the available budgetary resources. It should be noted that most of the 15 benchmarks are already standard practice for UNIDO, which generally supports harmonization of recruitment processes and selection requirements within the United Nations system. Those, however, should not result in lowering existing organizational standards.

D. Review of individual consultancies in the United Nations system — JIU/REP/2012/5

11.   The system-wide comparative study provides an assessment of the use of individual consultants in the United Nations system by analysing relevant policies and practices. While the report focuses on the use of consultancy, it also touches upon broader considerations regarding non-staff contractual modalities, as the review confirms that consultants and other non-staff categories of personnel are sometimes used interchangeably. The overuse of non-staff contracts, driven by the pressure to deliver under inadequate funding and inflexible staffing models, and the lack of overarching criteria to choose between staff and non-staff contract modalities expose the organizations to risks in many areas, including the reputational risk of not being in line with best international labour practices. The report finds that organizations' consultancy policies and practices are quite diverse and calls for increased system-wide attention to harmonizing policies and practices. It also stresses the need for more effective monitoring and oversight by secretariats and by Member States concerning the use of individual consultants.

UNIDO comments

12.   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. Lump-sum payments in lieu of entitlements — JIU/REP/2012/9

13.   The system-wide review considered whether the current and possible future application of the lump-sum option for select entitlements reduced overhead costs and provided greater flexibility for staff without any significant financial implication for the organization. The inspectors concluded that there was a need to harmonize existing lump-sum procedures and establish acceptable and consistent calculation criteria and procedural rules, particularly to ensure fairness to staff working in different United Nations system organizations, especially those in the same duty station.

14.   The inspectors focused on the use of the lump-sum option in two main areas: home leave and other statutory travel and the shipment of personal effects, in addition to reviewing the payment of the daily subsistence allowance on official travel, as the allowance is granted in advance in lieu of reimbursement for actual expenses incurred and thus can be considered as a lump-sum amount. The inspectors noted that some organizations do not adhere strictly to the allocation of the daily subsistence allowance (for instance, in cases when accommodation is provided, the allowance is reduced by 50 per cent instead of the applicable percentage). Also the inspectors noted that as organizations are making concerted efforts to exercise fiscal responsibility and therefore, in the spirit of equality, organizations should consider suspending the payment of additional daily subsistence allowance (15 or 40 per cent) to senior officials.

UNIDO comments

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

F. Strategic planning in the United Nations system — JIU/REP/2012/12

16. The system-wide review examined the different approaches and tools employed for strategic planning in the organizations of the United Nations system. In the origins and evolution of the strategic planning of organizations, the review revealed two approaches that should be reconciled: (a) corporate strategic plans to respond to the specificities of each organization's mandate with a shorter time-horizon; and (b) high-level issue-based systemic strategic frameworks to respond to broad, long-running, overarching mandates, including gender equality, human rights, humanitarian assistance, health, environment, sustainable development, peacebuilding and peacekeeping.

17. The report recommends action by executive heads and Members States to: (a) foster coherence and synergies in the activities of organizations and avoid overlapping and duplication of their services to Member States through system-wide strategic planning frameworks; (b) ensure the implementation of the long-term goals and core mandates of the United Nations system entities emanating from the 2005 World Summit Outcome (General Assembly resolution 60/1 of 16 September 2005), as well as those of the system organizations resulting from global conferences; and (c) develop such frameworks by theme and by sector, designed to govern cross-cutting cooperation and coordination to achieve the aims of operational activities for development, articulated by the quadrennial comprehensive policy review (QCPR) process, the Millennium Development Goals and their successor goals.

18. The report also recommends that, drawing upon the work of the United Nations Strategic Planning Network, CEB establish a peer review process to develop common methodologies and business practices among the organizations in harmonizing terminology; the use of results-based management; monitoring, evaluation and reporting; and modalities of planning cycles coupled with a system-wide coherent vision; as well as build the in-house substantive and administrative capacity of the organizations to achieve corporate objectives.

UNIDO comments

19. UNIDO concurs with the report and supports the recommendations made, where applicable to UNIDO, the implementation of which is ongoing within the available budgetary resources. It should be noted that strategic plans are often subject to Member State design and approval in different specialized agencies, and that different strategic planning models often reflect a difference in business models between entities of the United Nations system. Moreover, simply integrating QCPR guidance into strategic planning frameworks of United Nations entities would go a long way to creating coherence and ensuring consistency.

G. Staff Recruitment in United Nations system organizations: a comparative analysis and benchmarking framework — Institutional framework — JIU/NOTE/2012/1

20.   On the basis of the values and principles enshrined in the Charter of the United Nations and organizations' staff regulations and rules, the existing institutional frameworks for recruitment should be complemented by human resources management strategies, recruitment policies and procedures, appropriate delegation of authority and accountability subject to monitoring and periodic reporting to legislative bodies, imperative workforce planning, updated competency frameworks and consistent assessment of competencies paired with relevant mandatory training.

UNIDO comments

21.   UNIDO concurs with the note and the benchmarks included in report JIU/REP/2012/4.

H. Staff Recruitment in United Nations system organizations: a comparative analysis and benchmarking framework — The recruitment process — JIU/NOTE/2012/2

22.   As recruitment is a complex and lengthy process involving many tasks and decision makers requiring delegation of authority, human resources staff should play an active role in securing the highest standards of efficiency, competence and integrity while ensuring greater participation of staff representatives. Among the improvements needed are efficient vacancy management through workforce planning; the consistent use of standardized job classifications, including minimum requirements for qualifications, work experience and languages; shorter time limits for vacancy posting; more effective assessment methods through standardized oral/written tests and competency-based interviews; the use of assessment centres for all senior management recruitment; the rating and ranking of candidates and the documentation of decisions; sound reference checking; effective e-recruitment systems; the reduction of posting time for vacancies to no more than 30 days; and the continuation and expansion of the harmonization activities of the CEB High-level Committee on Management.

UNIDO comments

23.   UNIDO concurs with the note and the benchmarks included in report JIU/REP/2012/4.

I. Staff Recruitment in United Nations system organizations: a comparative analysis and benchmarking framework — Gender balance and geographical distribution — JIU/NOTE/2012/3

24.   Although United Nations system organizations are committed to reaching gender parity, particularly in the Professional and higher categories, this mandated and time-bound requirement has not been achieved in most cases, in spite of some

increases noted, largely at the junior level. Regarding geographical distribution, various systems are used ("desirable ranges" or "regions or donor/programme countries"). However, they are limited to regular budget posts and to a small proportion of posts in the Professional and higher categories, ignoring the spirit of the Charter of the United Nations and the critical changes in secretariats and the funding structure. Accordingly, the Inspectors advocate extending the systems to all posts in the Professional and higher categories established for one year or more, suggesting that measure on equitable geographical distribution be embedded into recruitment strategies, policies and practices.

UNIDO comments

25. UNIDO concurs with the note and the benchmarks included in report JIU/REP/2012/4.

J. Flexible working arrangements in the United Nations system organizations — JIU/NOTE/2012/4

26. The review examined the existence of policies on flexible working arrangements and sought to review their pitfalls and good practices. In many United Nations system organizations, flexible working arrangements are known as staggered working hours, flexitime, compressed workweek, time off for study purposes and teleworking. Many different terms, however, are used to describe identical and sometimes different arrangements; there is no uniformity across the system.

27. The findings of the review led to recommendations to discontinue the use of clocking systems for monitoring flexible working arrangements; institute training courses, within existing resources, for managers on how to manage employees on flexible working arrangements in a results-based organization; eliminate the practice of allowing large groups of staff to accrue automatically credit hours in excess of normal workweek hours for the benefit of earning extra days off; agree on one term and definition for flexibility with regard to hours of work and one term and definition for flexibility with regard to place of work and to promulgate one policy for each.

UNIDO comments

28. UNIDO concurs with the note.

III. Implementation of Joint Inspection Unit recommendations at UNIDO

29. The United Nations General Assembly, in its resolution 60/258 of 8 May 2006, 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 through the introduction of the new web-based tracking system (WBTS) which is available through the JIU website. Please note

that Member States could be granted "read-only" access to yearly consolidated data on the status of implementation[3] of recommendations by registering with the JIU through the Focal Point for JIU matters in UNIDO, the Office of Internal Oversight Services.[4]

30. In the last quarter of each year, the JIU requests from, inter alia, 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 United Nations General Assembly.

31. The last status presented by the JIU included recommendations for the period 2009-2011. The status of acceptance and implementation for UNIDO is presented in the table below (in percentage of recommendations issued).

Table[5]

	Acceptance					Implementation			
	Not relevant	Accepted/ approved	Rejected	Under consideration	No information provided	Not started	In progress	Implemented	No information provided
UNIDO	12.9	72.4	4.1	10.6	–	4.0	52.9	43.1	–

32. It should be noted that UNIDO remained one of the organizations mentioned by the JIU as showing a "consistently strong performance regarding the status of acceptance" with regards to the status of considerations of reports by its governing bodies owing to its "robust internal follow-up processes".

IV. Interaction with the Joint Inspection Unit

33. The Unit continued its active and regular interactions with other oversight and coordinating bodies in 2012, in particular the United Nations Board of Auditors, the United Nations Office of Internal Oversight Services (OIOS) as well as the Independent Audit Advisory Committee. During the annual tripartite meeting with the Board of Auditors and OIOS, the parties formally presented and discussed their workplans for 2013 with a view to avoiding overlap and duplication of efforts and to achieving further synergy and cooperation.

34. 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).

35. 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 Rome in

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[3] As per interest expressed by one Member State during the fortieth session of the Industrial Development Board.
[4] Via e-mail: IOS@unido.org.
[5] As per information contained in the web-based tracking system (WBTS).

April 2012, in the Conference of International Investigators (CII), held in Luxembourg in September 2012 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 Vienna in September 2012. These are important forums for the exchange of oversight practices and the discussion of system-wide oversight issues.

36. 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 some participating organizations have a limited knowledge and understanding of the Unit's mandate and working methods.

37. The JIU continued to enhance its dialogue with participating organizations. The second meeting of JIU focal points, held in Geneva on 10 and 11 September 2012 was attended by 30 participants from 27 United Nations entities, including UNIDO, and the CEB. The key objectives of the meeting were: (a) to share with JIU stakeholders how the Unit plans and conducts its work; (b) to hear suggestions from focal points on improving working processes and relations; (c) to inform the stakeholders on the web-based tracking system (launched in October 2012, shortly after the meeting) and to provide training; and (d) to allow face-to-face networking and share experiences.

38. Due to the successful outcome of the meeting, the JIU has decided to hold similar events on a biennial basis.

V. Work programme 2013

39. In accordance with United Nations General Assembly resolution 61/260 of 4 April 2007, 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 2013 in June 2012.

40. The Unit invited participating organizations to submit their proposals by the end of August 2012. The Unit considered 24 new topics suggested by participating organizations, three suggested by oversight bodies as well as seven internal proposals, some of which coincided or were closely related to external suggestions. The Unit also pre-screened a number of potential management and administration reviews of participating organizations as well as shortlisted topics from previous years.

41. 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 2013. The ratings and comments were considered when the Unit drafted the 2013 programme of work at its winter session.

42. The programme of work includes twelve new projects, of which ten are of system-wide or multiple-organization coverage and two are management and administration reviews. In order to avoid a scenario in which limited resources would prevent the Unit from addressing more complex topics, the Unit included

two feasibility studies aimed at better scoping and determining the requirements to address two topics.

43. Of the twelve topics on the 2013 work programme, eight would be of interest to UNIDO:

(a) Analysis of the resource mobilization function of the United Nations system (suggested by UNIDO);

(b) Use of non-staff and related contractual modalities in the field offices of United Nations system organizations;

(c) Support to the resident coordinator system;

(d) Management of implementing partners in the United Nations system;

(e) Good practices in the management of contracts of capital/construction/refurbishment projects across the United Nations system;

(f) Analysis of the evaluation function in the United Nations system;

(g) Use of retirees and staff beyond the retirement age in United Nations system organizations;

(h) Review of the environmental governance in the United Nations system after the conclusion of the United Nations Conference on Sustainable Development.

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

VI. Action required of the Board

45. In compliance with the provisions of the Statute of JIU Article 11(4), resolution 48/221 of 23 December 1993 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[6]

JIU/REP/2012/2 The management of sick leave in the United Nations system		
	Recommendation	Responsibility
2	The United Nations Medical Directors Working Group should establish a set of common information requirements to be included in sick leave certificates and reports.	Executive head
3	Executive heads of United Nations system organizations should ensure that sick leave certificates and reports for staff contain the information requirements agreed by the United Nations Medical Directors Working Group.	Executive head
4	The executive heads of United Nations system organizations should, in consultation with their respective human resources department and medical/occupational health services, design and implement an absence management module, in particular absence due to sick leave, for staff with supervisory or managerial responsibilities.	Executive head
5	The legislative bodies of United Nations system organizations should require executive heads to provide them with comprehensive annual or biennial reports on sick leave, including statistical and cost data, and measure taken by the organization to reduce sick leave absenteeism.	Legislative body
7	Executive heads of United Nations system organizations should, in consultation with their respective human resources department and medical/occupational health services, design and implement a return-to-work policy for their staff members.	Executive head

JIU/REP/2012/3 Evaluation of UN-Oceans		
	Recommendation	Responsibility
3	The legislative and governing bodies of the organizations that are members of UN-Oceans should, not later than 2013, direct their executive heads to mobilize the necessary resources to establish a small dedicated secretariat to work on UN-Oceans, taking into consideration the experience of other United Nations mechanisms.	Legislative body
5	The General Assembly at its sixty-seventh session should request the Secretary-General, as the chair of the Chief Executives Board for Coordination, to ensure that the three mechanisms, namely UN-Oceans, UN-Energy and UN-Water, institutionalize their coordination efforts under the High-level Committee on Programmes.	Legislative body

JIU/REP/2012/4 Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework — Overview		
	Recommendation	Responsibility
1	The legislative bodies of United Nations system organizations should direct executive heads to be guided by the 15 recruitment benchmarks proposed in this review when hiring external candidates to fixed-term positions of one year or more (JIU/REP/2012/4, para. 27).	Legislative body
2	Executive heads of United Nations system organizations should report periodically to the legislative bodies on the authority delegated for recruitment, the accountability mechanisms set up in relation to such delegated authority, and their results, in line with benchmark 4 (JIU/NOTE/2012/1, paras. 16-42).	Executive head

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[6] Please be reminded that Member States are able to access the status of implementation by recommendation through the JIU website (www.unjiu.org) and the new web-based tracking system (WBTS).

	JIU/REP/2012/4 Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework — Overview	
	Recommendation	**Responsibility**
3	Executive heads of United Nations system organizations that have not yet done so should reduce the posting time for vacancies to no more than 30 days and seek the approval of the legislative bodies as appropriate (JIU/NOTE/2012/2, paras. 4-23).	Executive head

	JIU/REP/2012/5 Review of individual consultancies in the United Nations system	
	Recommendation	**Responsibility**
1	The executive heads of the United Nations system organizations, taking into account international labour principles, should review their policies regarding the use of non-staff personnel with a view to clarifying the criteria for choosing between staff and non-staff contractual modalities, and should monitor and assess the use of non-staff personnel in their organizations to detect and address risks in a timely manner.	Executive head
2	The executive heads of the United Nations system organizations that have not yet done so should ensure that a specific consultancy policy, complemented by related guidelines and a dedicated contractual modality, is in place in their organizations.	Executive head
3	The executive heads of the United Nations system organizations should ensure that consultancy contracts in their respective organizations are complemented by comprehensive general conditions, including conflict of interest and code of conduct provisions.	Executive head
4	The executive heads of the United Nations system organizations, taking into account relevant international labour principles and good practices, should review the consultancy contracts in their respective organizations with a view to introducing contracts with a shorter duration in line with the ad hoc and temporary nature of the consultancy work, and developing a proper social benefits policy which considers the duration and the nature of the work performed.	Executive head
5	The executive heads of the United Nations organizations should ensure that there is an adequate policy on the use of retirees as consultants in their respective organizations and that compliance with this policy is effectively enforced.	Executive head
6	The executive heads of the United Nations system organizations should consider appropriate modalities in order to provide consultants and other non-staff personnel with accessible and effective dispute settlement mechanisms and explore ways of listening to them and addressing their concerns.	Executive head
7	The executive heads of the United Nations system organizations should ensure that roles and responsibilities for the use of consultants are clearly established and proper monitoring and internal control measures are introduced for the effective implementation of relevant policies.	Executive head
8	The executive heads of the United Nations system organizations should review their roster and competition policy and practices regarding the use of consultants with a view to expanding the available pool of qualified candidates and adopting adequate competition measures, preferably adjusted to the duration and value of contracts.	Executive head
9	The executive heads of the United Nations system organizations should ensure that geographical diversity and gender balance are addressed in the consultancy policies of their respective organizations and promoted proactively.	Executive head
10	The executive heads of the United Nations system organizations should ensure that their respective organization has an up-to-date remuneration policy for the use of consultants supported by adequate guidelines for consistent implementation.	Executive head

	JIU/REP/2012/5 Review of individual consultancies in the United Nations system	
	Recommendation	**Responsibility**
11	The executive heads of the United Nations system organizations should strengthen oversight on the use of consultants through effective performance evaluation, audits, monitoring and analytical internal and external reporting, with a view to ensuring proper use of contracts and efficient use of resources.	Executive head
12	The legislative/governing bodies of the United Nations system organizations should exercise their oversight function on the use of consultants through regular reviews of analytical information provided by the executive heads of the respective organizations.	Legislative body

	JIU/REP/2012/9 Lump-sum payments in lieu of entitlements	
	Recommendation	**Responsibility**
1	The legislative/governing bodies of United Nations system organizations should request their respective executive heads to prepare a report on the usage of the lump-sum option for home leave travel which, inter alia, would compare the costs for providing the lump-sum option with those of organizing the travel for the eligible headquarter-based staff members for a period of two years. Upon consideration of the report, the legislative/governing body should decide in 2015 whether to take any action deemed appropriate.	Legislative body
2	The executive heads of United Nations system organizations should ensure, if not already done so, that the International Civil Service Commission (ICSC) daily subsistence allowance rates are fully complied with, including the disbursement of the relevant percentage for meals and incidental expenses when accommodation is provided.	Executive head
3	The legislative/governing bodies should request their respective executive heads to suspend, if not already the case, the payment of additional DSA (15 or 40 per cent), to those officials travelling on organizational budgets.	Legislative body
5	The executive heads of United Nations system organizations should adopt a lump-sum amount to cover all travel-related expenses when a staff member and his/her eligible family members undertake home leave travel when the organization purchases the air tickets.	Executive head

	JIU/REP/2012/12 Strategic planning in the United Nations system	
	Recommendation	**Responsibility**
1	The Secretary-General, in his capacity as Chair of the Chief Executives Board for Coordination (CEB), drawing upon the support of the United Nations Strategic Planning Network and/or a CEB ad hoc task force, should review with the executive heads the respective strategic plans of their organizations with a view to defining a coherent overarching framework and common goals for strategic planning to ensure consistency and avoid the overlap of activities across the United Nations system.	Executive head
3	The executive heads of the United Nations system organizations, through the existing inter-agency coordination mechanism of the CEB, including the High-level Committee on Management (HLCM), High-level Committee on Programmes (HLCP) and United Nations Development Group (UNDG), should define and agree on a commonly accepted terminology for strategic planning, and report thereon to their legislative bodies and the Economic and Social Council, in order to establish a comparison basis and facilitate aggregation in planning, monitoring, evaluating and reporting on implementation of the strategic plans of their respective organizations.	Executive head

	JIU/REP/2012/12 Strategic planning in the United Nations system	
	Recommendation	**Responsibility**
4	The legislative bodies of the United Nations system organizations should formulate and define relevant system-wide sectoral strategic frameworks through the Economic and Social Council to address the long-term goals established by the 2005 World Summit Outcome, adopted by the General Assembly in resolution 60/1, as well as those established by the missions and mandates of the system organizations as a result of global conferences.	Legislative body
5	The legislative bodies of the United Nations system organizations should instruct their respective secretariats to adopt the necessary measures by the end of 2015 to harmonize and/or align the planning cycles of their strategic plans so that all the organizations are ready to start a new harmonized reporting cycle to Member States in 2016.	Legislative body

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