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UNFPA – Annual report of the Executive Director

UNITED NATIONS POPULATION FUND

Report on the recommendations of the Joint Inspection Unit in 2018

Report of the Executive Director

Summary

In line with General Assembly resolution 59/267, this report provides a synopsis of UNFPA management responses to the recommendations of the Joint Inspection Unit (JIU), and draws attention to specific recommendations directed to the legislative organs of the United Nations system organizations. The present report focuses on the seven JIU reports relevant to UNFPA issued since the last report to the Executive Board in 2018. Of the total 58 recommendations issued in reports relevant to UNFPA, 41 are addressed to UNFPA: 35 to UNFPA management and 6 to the legislative organs. The present report provides UNFPA management responses to the relevant recommendations and includes an update of the implementation status of recommendations contained in reports issued by the JIU in 2016 and 2017.

Elements of a decision

The Executive Board may wish to take note of the present report, including the management responses to the six recommendations of the Joint Inspection Unit intended for consideration by the Executive Board.

Note: The present document was processed in its entirety by UNFPA.

I. Overview of Joint Inspection Unit reports and notes

1.   The present report provides a summary of the seven reports issued by the Joint Inspection Unit (JIU), which are of relevance to UNFPA and were received since the previous report to the Executive Board [DP/FPA/2018/4 (Part II)].

(a)   The United Nations system-Private Sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (JIU/REP/2017/8);

(b)   Review of mechanisms and policies addressing conflict of interest in the United Nations system (JIU/REP/2017/9);

(c)   Review of Internship programmes in the United Nations system (JIU/REP/2018/1);

(d)   Progress report on the recommendations contained in the review of South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3) (JIU/REP/2018/2);

(e)   Review of whistle-blower policies and practices in the United Nations system organizations (JIU/REP/2018/4);

(f)   Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation (JIU/REP/2018/5);

(g)   Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system (JIU/REP/2018/6).[1]

2.   The management responses to the relevant recommendations in the JIU reports, including the recommendations for consideration by the legislative body, are provided below. Annex 1 to the present report provides a statistical summary of reports that are subject to the present reporting; annex 2 and annex 3 provide information on the implementation status of recommendations and notes issued in 2017 and 2016 respectively; annex 4 contains an overview of the recommendations pertaining to the reports included in this report, relevant to UNFPA and directed to the governing body of UNFPA; and annex 5 outlines the topics of relevance for UNFPA in the JIU work programme for 2019.

II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations

A. Review of United Nations system – private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (JIU/REP/2017/8)

3.   Since the adoption of the Millennium Development Goals and the launch of the Global Compact, the role of partnerships with the private sector as a means of implementing United Nations objectives has been increasingly recognized by Member States. The review started from the widely shared conviction that the 2030 Agenda provides unique momentum for a renewed engagement of the private sector in the service of United Nations goals. A majority of United Nations system organizations have adapted, or are in the process of adapting, their respective strategies and/or policies to reflect the 2030 Agenda. While acknowledging and reviewing the existing safeguards with regard to due diligence and risk management, the report emphasized making the United Nations system more effective in its cooperation with the

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[1] Corresponding CEB comments in preparation at the time of preparing this report.

private sector to support the 2030 Agenda and to implement sustainability in the business models of the United Nations organizations.

4.   The report suggested ways of improving existing arrangements for cooperation with the private sector to reflect the holistic, integrative and universal approach of the 2030 Agenda. The report suggested possible lines of action by the United Nations system, to indicate, on the one hand, readiness to adapt to the current imperatives; on the other, to convey this vision to the private sector and to motivate the latter to internalize and put them into practice. The review put the emphasis on system-wide actions aimed at stimulating inter-agency collaboration and recommended clarification of roles and mandates, in particular at the level of the United Nations Secretariat and the Global Compact.

5.   Of the 12 recommendations of the report, six are of relevance to UNFPA and are addressed to the Executive Director (recommendations 3, 5, 6, 7, 10 and 11).

6.   UNFPA aligns itself with the United Nations Chief Executives Board for Coordination (CEB) response to the report (A/73/186/Add1) and supports the six recommendations, for implementation on its own or as part of inter-agency mechanisms, regarding: a unique, system-wide package of information about opportunities for partnerships with the private sector (recommendation 3); strengthening the Private Sector Focal Points Network in its role of sharing knowledge, promoting good practices and finding innovative solutions to solve issues related to partnerships with the private sector (recommendation 5); creation of a common database of private sector entities involved or interested in partnerships with the United Nations (recommendation 6); establishment, system-wide, of a minimum set of common standards and procedures for an efficient, flexible, standardized and transparent due diligence process (recommendation 7); creation of a multi-stakeholder mechanisms of consultations and solution-seeking at country level, steered by the Resident Coordinator (recommendation 10); and coordination of innovation partnerships efforts and their interface with the private sector (recommendation 11).

B.   Review of mechanisms and policies addressing conflict of interest in the United Nations system (JIU/REP/2017/9)

7.   The Charter of the United Nations makes clear that the interest of the United Nations is the sole prevailing interest that all its staff members and the staff members of its funds, programmes, specialized agencies and the International Atomic Energy Agency should have in view when performing their duties.

8.   The objectives of the system-wide review concerning conflict of interest were to assess to what extent United Nations system organizations have in place adequate regulatory frameworks to address personal and organizational conflict of interest; to assess current mechanisms and practices to address existing and potential conflicts of interest; to identify gaps and challenges and propose solutions appropriate to United Nations system organizations; to examine internal and inter-agency synergies and their impact in addressing conflicts of interest across the system and making suggestions for their improvement or reinforcement; and to identify and disseminate best/good practices in addressing conflict of interest at all stages.

9.   The standards of conduct for the international civil service and the respective organizational legal instruments and policies reviewed indicated that the topic of personal conflict of interest is well covered in theory. However, organizational conflict of interest remained an unexplored area that the review could not fully address, owing to insufficient information provided by the participating organizations.

10.   The report recommended, inter alia, that guidance notes should be developed for the United Nations system. Such guidance notes should be reinforced with acknowledgement by staff and non-staff that they fully comprehend the policies, their roles and the standard of

conduct that should be demonstrated throughout their service. All relevant personnel should be required to attend mandatory training and undertake other related learning on a regular basis. The report stated that financial disclosure and conflict of interest statements should be viewed as measures to mitigate the risk for organizations and strengthen the accountability of staff.

11.   The review contains six formal and five informal recommendations aimed at either reinforcing the monitoring of established mechanisms or introducing new discussions at the system-wide level, at no cost. All six formal recommendations are of relevance to UNFPA; two are addressed to the Executive Board (recommendation 3 and 6) and four to the Executive Director (recommendation 1, 2, 4 and 5).

12.   UNFPA aligns itself with the CEB answer to the report (A/73/187/Add.1). UNFPA supports mapping the most common occurrences and registering of risks of situations exposing the organization to organizational conflict of interest (recommendation 1), while noting that doing so by the ethics office will require dedicated resources at organizational and inter-agency level. UNFPA also supports having a mandatory conflict of interest disclosure form as part of hiring procedures (recommendation 2), noting that processes may be different between local and internally recruitment, as well as for staff members and other types of personnel. Regarding including legal clauses prohibiting staff and non-staff to engage in clearly defined post-employment activities for a restricted period (recommendation 4), UNFPA agrees in principle, noting that such clauses should also ensure that the confidentiality of private information is maintained. Regarding a detailed report to the Executive Board on existing financial disclosure (recommendation 3), UNFPA notes that this is already under implementation. UNFPA will support the Executive Board in its role of monitoring conflict of interest issues (recommendation 6).

C.   Review of internship programmes in the United Nations system (JIU/REP/2018/1)

13.   In resolution 71/263, para. 35, the General Assembly welcomed the internship programme and requested the Secretary-General "*to ensure that it contributes to the achievement of United Nations objectives and the learning experience of the participants*". The JIU report also aligned with the ongoing United Nations reform on human resources and the Secretary-General's report entitled: "Overview of human resources management reform for the period 2017-2018" (A73/372/Add.1, para. 94). Its implementation, including the benchmarking framework for inclusive internships, is expected to facilitate the achievements of these objectives.

14.   The study reviewed policies and practices of the internship programmes in a diverse range of organizations of the United Nations system and in other international organizations that are suitable comparators. The review identified opportunities that would improve the use and the potential of internship programmes. The report also presented the status of progress and the challenges faced by organizations in their efforts towards efficient and effective use of internship programmes and in ensuring inclusiveness by providing equal opportunities to all young professional talents, taking into account gender and geographical balance.

15.   The report also included a benchmarking framework for good practices in internship programmes, divided into four sections, addressing: (a) the application process; (b) the internship period; (c) completion of the internship; and (d) alignment of internship programmes with the values of the United Nations. The benchmarks have been defined on the basis of the information collected during the review, proposing good practices and measures to foster inclusive and fair internship programmes, as a tool to manage the talent-pool and a means to promote youth empowerment and rejuvenation of the composition of the Secretariat.

16.   The report made seven recommendations that are intended to strengthen coherence, effectiveness and accountability in the management and use of internship programmes in the

United Nations system. The inspectors noted that some recommendations could have cost implications, but considered that that the possible costs would need to be seen in context of the exposure to reputational risks.

17.   Five of the seven recommendations are of relevance to UNFPA; four are addressed to the Executive Director (recommendations 2, 3, 5 and 7) and one to the Executive Board (recommendation 6).

18.   UNFPA aligns itself with the CEB response to the report (A/73/377/Add.1). Regarding the benchmark framework (recommendation 1, addressed to the Secretary-General), while UNFPA appreciates the benchmark's comprehensiveness, the organization has reservations about agreeing to all the elements in view of their cost implications. Yet UNFPA welcomes the proposed establishment of a more coherent internship programme (recommendation 2) and is in the process of reviewing its internship policy, including – wherever possible – elements of the benchmark for good practices (recommendation 3). UNFPA partially supports the introduction of a comprehensive mechanism tracking internship-related information (recommendation 5), considering that expanding its existing database to include direct and indirect costs is not feasible at this point, due to limited resources. UNFPA will support the introduction of an ad-hoc multi-donor trust fund to support internship schemes, should the Executive Board decide so (recommendation 6). UNFPA supports measures that would lead to greater diversity and inclusion in internship programmes, and is already engaged in promoting its programme to Member States and at other relevant stakeholders, e.g. at local and international career fairs. At the same time, UNFPA points out the need for resources to expand the outreach of such a programme (recommendation 7).

D.   Progress report on the recommendations contained in the review of South-South and triangular cooperation in the United Nations system (JIU/REP/2018/2)

19.   The review was conducted at the request of the General Assembly in its resolutions 71/244 and 72/237 to review progress made in implementation of the 12 recommendations contained in the JIU 2011 report on South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3). Since 2011, notable progress has been made on the implementation of these recommendations. A system-wide policy framework and operational definitions of South-South and triangular cooperation have been provided. The majority of United Nations entities covered by this review have established dedicated South-South and triangular cooperation units or focal points now in place at headquarters. Measures to improve coherence, coordination and reporting on South-South and triangular cooperation within the United Nations system have been implemented. Almost half of the entities covered by the review have achieved the targeted allocation of core budget and extra-budgetary resources for South-South and triangular cooperation initiatives; inadequate resources have been nevertheless a major stumbling block in further advancing support to South-South and triangular cooperation.

20.   The governance of South-South and triangular cooperation as well as the portfolio of the United Nations Office for South-South Cooperation were received and the strategic framework of the United Nations Office for South-South Cooperation for 2014-2017 was developed and implemented. Consultations with Member States should be pursued in order to improve the functioning of the High-level Committee on South-South Cooperation. The rules of procedures and the inclusiveness and working arrangements of the Committee should also be improved. Measures to further strengthen the United Nations Office for South-South Cooperation have been implemented. Reports produced by United Nations Office for South-South Cooperation for the General Assembly and the High-level Committee on South-South Cooperation could be streamlined in order to further enhance the efficiency of United Nations Office for South-South Cooperation.

21.   The leadership and coordination role of the United Nations Office for South-South Cooperation in the United Nations system-wide approach is appreciated by the majority of the respondents to the Joint Inspection Unit questionnaire for this review. Suggestions for enhancement were made in resource mobilization and knowledge-sharing. The Office could provide more support and guidance in mobilizing funds and develop a resource mobilization strategy. The Office could also provide more regular and timely updates on new developments on South-South and triangular cooperation, including information on funding and partnership opportunities, and a more systematic exchange of experiences.

22.   The report contains two recommendations; none being addressed to UNFPA. However, as also mentioned in the CEB comments on the report (A/73/311/Add.1), UNFPA considers that the implementation of these recommendations could have positive implications in advancing South-South and triangular cooperation.

E.   Review of whistle-blower policies and practices in the United Nations system organizations (JIU/REP/2018/4)

23.   The review was undertaken to assess whistle-blower policies and practices to ensure that whistle-blowers are accorded adequate levels of protection. The proposal coincided with several high-profile cases of whistle-blowers from United Nations system organizations going public for a variety of reasons in recent years. The report assessed protection against retaliation policies, processes and procedures and their implementation across 28 United Nations system organizations.

24.   The review found that of the 23 existing protection against retaliation policies covering the organizations reviewed, none fully meet all requirements of best-practice criteria for such policies. The review noted deficits in the independence of key functions – head of oversight, ethics and Ombudsman – that support the implementation of protection against retaliation policies, including the absence of terms limits; dual responsibility for ethics or ombudsman functions with other oversight or non/oversight positions; and no direct annual reporting to governing bodies. The reporting and handling of misconduct/wrongdoing and retaliation complaints are hindered by some data discrepancies; lack of clarity on the mechanisms for reporting; delays at various steps of the investigation and (subsequent) disciplinary processes; and lack of a standardized approach in handling retaliation cases. Consequently, the findings of a survey on whistle-blower policies with nearly 16,000 respondents revealed low levels of satisfaction with the handling of cases and considerable underreporting due to a combination of personal fears and risks and a lack of confidence in systems, functions and processes.

25.   To address such deficits, the report recommends that legislative bodies ensure that policies and procedures are in place by 2020 to specifically address allegations against executive heads, that functions with a key role in misconduct/wrongdoing and retaliation cases are appropriately independent, and that they report regularly on their activities to the legislative body. Executive heads are called upon to ensure targeted training for managers on whistle-blowing policies and on how to appropriately respond to and handle misconduct/wrongdoing and retaliation reports; revise protection against retaliation policies in line with best practices; and ensure clear reporting channels, appeals mechanisms and standard operating procedures for handling misconduct/wrongdoing and retaliation cases.

26.   The report contains 11 recommendations, of which eight are of relevance to UNFPA. One is addressed to the Executive Board (recommendation 1) and seven to the Executive Director (recommendations 3, 5, 6, 7, 8, 10, and 11).

27.   UNFPA aligns itself with the CEB comments (A/73/665/Add.1). Regarding reporting and investigating allegations against the Executive Director or against other functions that may be in a potential conflict of interest in handling such issues (recommendation 1), UNFPA notes that the charter of the Office of Audit and Investigation Services (OAIS) of UNFPA specifies

that allegations against the Executive Director are reported by the Director, OAIS to the Under-Secretary-General for the United Nations Office of Internal Oversight Services (paragraph 53) and allegations against OAIS personnel be reported to the Executive Director who shall seek advice from the Oversight Advisory Committee (paragraph 54). Further, the revision of the UNFPA whistle-blower policy is under way and is informed by the findings of this report (recommendation 3).

28.   UNFPA supports the development of comprehensive tools on what, how, where and to whom to reporting misconduct/wrongdoing, albeit warn about the cost and resource implications in their ability to meet the proposed deadline (recommendation 5). Regarding the development of standard operating procedures for proactively protecting those who report misconduct/wrongdoing (recommendation 6), UNFPA found the recommendation unclear and doubts that a standard operating procedure, on its own, would protect from retaliation. As to standard operating procedures for handling retaliation cases (recommendation 7), UNFPA welcomes the spirit of the recommendation (clear and standardized procedures), the organization questions the efficiency of creating additional standard operating procedures when there are already clear and detailed policies already in place. As to having anonymous channels, available in all working languages, accessible to all, and widely communicated (recommendation 8), UNFPA notes that it has such a mechanism available on its (corporate and country-level) websites in five of the six official languages of the United Nations. As to training on whistle-blower policies and on how to appropriately respond to and handle misconduct/wrongdoing and retaliation reports (recommendation 10), UNFPA concurs with the need, and points out more widely to the need for training in soft skill areas such as conflict management and team-building. On global staff surveys, UNFPA notes that it has been conducting such biennial surveys for the past eight years, including questions on accountability and ethics (recommendation 11).

F.   Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation (JIU/REP/2018/5)

29.   The review sought to: (a) clarify what organizations consider is required by the 2030 Agenda in terms of more common and integrated administrative support service delivery; (b) estimate the scale of resources devoted to the delivery of administrative support services in general and at the country level; (c) draw lessons that should inform future arrangements from current inter-agency administrative support cooperation at the country level, with particular focus on business operations strategies and the country-level integrated service centres; (d) assess the interplay between administrative support service arrangements at the country level and the global and regional levels; (e) assess opportunities to leverage established mandates and capacities in the United Nations system for administrative support delivery; (f) assess the opportunities offered by mutual recognition of each other's policies and procedures as a strategy for achieving efficiency; (g) examine governance, leadership and transparency requirements to drive efficient administrative support service delivery.

30.   The report stated that the current practice of parallel administrative structures, especially at the country level, is unnecessarily expensive. While country-level consolidation of support services has long been mandated, actual accomplishments have been modest. Initiatives such as "Delivering as One" or the Business Operations Strategy have not yielded the desired results with respect to common business operations.

31.   The review found that bureaucratic barriers still impede cooperation, that mutual recognition of each other's policies and procedures is not mature, that the inter-agency mechanisms to support common business operations needs review, and that members of United Nations country teams are not able to make progress at the same pace.

32. Due to data gaps, the review found it impossible to project savings from common business operations with accuracy. Nonetheless, the scale of opportunity was assessed as highly significant and meriting pursuit, which the review estimated in the range of 10-15 per cent of current spending, or about $300-500 million. The report emphasized, however, that the complexity of advancing common business operations should not be understated. Therefore, though efficiency gains can be significant, their realization will require sustained effort, time and investment.

33. The report concluded that significant efficiencies could be realized through inter-agency cooperation in the delivery of administrative support services.

34. The report emphasized first the need to identify the resources devoted to administrative support functions, irrespective of funding source, to clarify how efficiency is to be defined, and to develop performance indicators to drive improvement and publicly post performance. The review further recommended that a United Nation system shared services board or forum be established to develop the business case for and the operational design of global shared services. To consolidate services, the review also recommended measures to overcome bureaucratic barriers through hosting arrangements. As over 75 per cent of administrative personnel and spending at the country level is accounted for by five organizations – the United Nations Development Programme (UNDP), UNFPA, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP), the review recommended that these five organizations be designated to drive the development of consolidated arrangements.

35. The report included 10 recommendations, of which six are of relevance for UNFPA: one for the Executive Board (recommendation 2) and five for the Executive Director (recommendations 1, 4, 5, 6 and 7).

36. UNFPA aligns itself with the CEB comments (A/74/71/Add.1). UNFPA supports and, as part of United Nations reform-related initiatives, participates in accurately identifying resources devoted to administrative support services (recommendation 1). UNFPA supports the development of meaningful performance indicators and targets, to be made publicly available, to drive improvements both in quality and cost of services (recommendation 2). Regarding testing a model under which a single agency provides hosting services for the others (recommendation 4), UNFPA supports the recommendation, subject to a proper cost benefit analysis and meaningful performance indicators, noting that the recommendation could have been more specific (e.g. location-dependent versus non-location-dependent services) and that to foster competition, consideration should be given to external entities as possible alternatives. Regarding the group of five organizations to formulate a proposal for consolidated country-level administrative arrangements (recommendation 5), UNFPA is actively involved therein, also fostering the inclusion of representation of small- and medium-size organizations to accommodate a larger set of operational business needs. From the organization's perspective as a service recipient, UNFPA cautions that focusing on a more limited set of services by country (recommendation 6) brings a significant risk of not achieving the expected savings, but rather increasing the complexity and costs of administrative support services – having to keep a structure for 'out-of-scope' services while paying for 'in-scope' services. As to how to apply mutual recognition (recommendation 7), UNFPA is a signatory of the high-level mutual recognition statement signed by multiple United Nations organizations, and considers that its application will foster more harmonization over the long run while recognizing that in the short run, it may increase risks in complexity and costs due to variances in policies and practices among organizations. Although not addressed to UNFPA per se, the organization supports the review of inter-agency mechanisms on common business operations to ensure a better articulation of global and country-level measures, to improve priority setting and working methods conducive to results.

G. Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system (JIU/REP/2018/6)[2]

37. The review assessed the current status of accessibility for persons with disabilities to United Nations system conferences and meetings, given the large volume of meetings organized by United Nations system entities, and the need to ensure that persons with disabilities – constituting about 15 per cent of the global population – are able to participate fully in public decision-making processes.

38. The review found that legislative mandates for addressing accessibility were missing in most specialized agencies, that only three entities had a formal dedicated policy on accessibility and that no international standards on accessibility were utilized system-wide. However, several organizations had prepared instructive guidelines on accessibility that could be utilized to develop policies and benchmarks. That had translated into most organizations not providing many of the essential information and communications technology (ICT) and other services that would make meetings and conferences more accessible. Field offices lagged considerably behind their headquarters counterparts in the provision of accessible services while provisions for accessible services in offsite locations were not adequately monitored.

39. To address such deficits, the review outlined measures that included: establishing accessibility focal points; developing standard operating procedures for accessibility-related operational activities; better consideration of accessibility-related costs; advance dissemination of meeting information and collection of user satisfaction feedback; establishment and utilization of accessibility centres; enhanced utilization of ICT tools; undertaking accessibility assessments; incorporating accessibility considerations in procurement processes; greater utilization of inter-agency and intra-agency coordination mechanisms to share good practices; ensuring staff training on disability inclusion and accessibility matters; incorporating accessibility-related questions into staff surveys; improving data collection and establishing key performance indicators on accessibility matters; ensuring periodic reporting on the state of accessibility to legislative bodies and a role for oversight bodies in monitoring and evaluating the state of accessibility; and mainstreaming disability inclusion and accessibility in the work of United Nations system organizations.

40. The report contains 10 recommendations, of which nine are addressed to the Executive Director (recommendations 1 to 9) and one to the Executive Board (recommendation 10). In addition, the report included numerous informal recommendations outlining further suggestions for improvement.

41. UNFPA overall supports the recommendations made on the matter. Rather than a dedicated policy on accessibility to conferences and meetings for persons with disabilities (recommendation 1), UNFPA considers that a comprehensive approach regarding persons with disabilities is warranted. This should indeed include accessibility requirements being clearly specified in agreements for major conferences hosted off the premises of United Nations system organizations (recommendation 2); designating a dedicated focal point (recommendation 3); developing standard operating procedures (recommendation 4); enhancing accessibility to facilities as well as to registration and information before, during and after a conference (recommendation 5); providing remote participation as an option (recommendation 6); undertaking periodic facilities and ICT accessibility assessments, in consultation with organizations of persons with disabilities (recommendation 7); and incorporating accessibility checks and/or requirements in procurement guidelines (recommendation 8). Regarding the development of a dedicated training through relevant inter-agency mechanisms, (recommendation 9), UNFPA welcomes the initiative and will participate in such inter-agency efforts. UNFPA will support the Executive Board, should it decide to

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[2] Corresponding CEB comments not available at the time of drafting this report.

include on its agenda, the review of periodic reports on the state of accessibility of conference and meeting facilities to persons with disabilities (recommendation 10).

III. Status of UNFPA implementation of Joint Inspection Unit recommendations

42. In accordance with United Nations General Assembly resolution 60/258, requesting the JIU to enhance dialogue with participating organizations to strengthen the implementation of its recommendations, the JIU requested information on the follow-up to recommendations issued in 2016 and 2017. Annexes 2 and 3 of the present report provide an update of the implementation status of these recommendations.

43. Of the 46 recommendations issued by the JIU in reports dated 2016 that are relevant to UNFPA, 8 recommendations (17 per cent) have not been accepted or are under consideration, while 14 (30 per cent) have been implemented and 24 (53 per cent) are in progress or yet to be started.[3]

44. Similarly, of the 42 recommendations of relevance to UNFPA issued in reports dated 2017, 21 recommendations (50 per cent) have not been accepted or are under consideration, while 3 recommendations (7 per cent) have been implemented and 18 recommendations are in progress or to be started (43 per cent). Further details are provided in the web-based JIU follow-up system accessible to Member States.

45. UNFPA is committed to following up on the implementation of the remaining recommendations relevant to UNFPA and to continuing its contribution to the various JIU initiatives in the future.

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[3] Data retrieved as at end January 2019.

ANNEX 1
Summary of reports, note and management letter included in this report and of relevance to UNFPA

Report symbol	Report name	Total recommendations	Relevant to UNFPA	Of which recommendations directed to the Executive Board
JIU/REP/2017/8	The United Nations system – private sector partnership arrangements in the context of the 2030 Agenda for the Sustainable Development	12	6	-
JIU/REP/2017/9	Review of mechanisms and policies addressing conflict of interest in the United Nations system	6	6	2
JIU/REP/2018/1	Review of internship programmes in the United Nations system	7	5	1
JIU/REP/2018/2	Progress report on the recommendations contained in the review of South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3)	2	0	0
JIU/REP/2018/4	Review of whistle-blower policies and practices in the United Nations system organizations	11	8	1
JIU/REP/2018/5	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	10	6	1
JIU/REP/2018/6	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	10	10	1
Total for 2018		**58**	**41**	**6**

The following JIU report dated 2018 is not relevant to UNFPA:

JIU/REP/2018/3 – Review of Management and Administration in the United Nations Office for Project Services (UNOPS)

ANNEX 2
Status of implementation of JIU recommendations dated 2017, as at 31 January 2019

Report symbol	Report title	Total recomme ndations	Relevant to UNFPA	*Of which to governing bodies*	Implementation status of UNFPA relevant recommendations			
					Not accepted	Under considerat ion	Imple- mented	In progress
JIU/REP/2017/2	Donor-led assessment of the United Nations system organizations	6	6	3	0	3	0	3
JIU/REP/2017/3	Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	9	4	1	0	0	2	2
JIU/REP/2017/5	Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	7	5	1	0	5	0	0
JIU/REP/2017/6	Results-based Management in the United Nations development system: Analysis of progress and policy effectiveness	7	6	1	0	0	0	6
JIU/REP/2017/7	Review of donor reporting requirements across the United Nations system	7	7	2	0	2	0	5
JIU/REP/2017/8	The United Nations system-Private sector partnership arrangements in the context of the 2030 Agenda for the Sustainable Development	12	6	0	0	5	0	1
JIU/REP/2017/9	Review of mechanisms and policies addressing conflict of interest in the United Nations system	6	6	2	0	6	0	0
JIU/NOTE/2017/1	Results-based management in the United Nations system; Description of a high-impact maturity model for managing and achieving results: benchmarking framework, stages of development and outcomes (JIU/NOTE/2017/1)	2	2	0	0	0	0	2
Total for 2017		**56**	**42**	**10**	**0**	**21**	**2**	**19**

The following JIU reports dated 2017 are not relevant to UNFPA:

JIU/REP/2017/1 Review of Management and Administration in the United Nations Industrial Development Organization (UNIDO)

JIU/REP/2017/4 Review of Management and Administration in the Universal Postal Union (UPU)

Note: Notes and management letters for which no recommendation was addressed to the Executive Director are excluded from the list above. Reports dated 2017 but considered in this report to the Executive Board are included in the relevant annual table.

ANNEX 3
Status of implementation of JIU recommendations dated 2016, as at 31 January 2019

Report symbol	Report name	Total recommendations	Relevant to UNFPA	*Of which to governing bodies*	Implementation status of UNFPA relevant recommendations			
					Not accepted	Under consideration	Implemented	In progress
JIU/REP/2016/2	Succession planning in the United Nation System organizations (*)	4	4	1	0	1	0	3
JIU/REP/2016/4	Fraud prevention, detection and response in United Nations system organizations (*)	16	16	1	0	1	8	7
JIU/REP/2016/5	Evaluation of the contribution of the United Nations development system to strengthening national capacities for statistical analysis and data collection to support the achievement of the MDGs and other internationally-agreed goals	5	1	0	0	1	0	0
JIU/REP/2016/6	Meta-evaluation and synthesis of United Nations Development Assistance Framework evaluations, with a particular focus on poverty eradication	5	1	0	0	0	0	1
JIU/REP/2016/7	Comprehensive review of United Nations system of United Nations system support for small island developing States: final findings	9	8	7	0	4	0	4
JIU/REP/2016/8	State of the internal audit function in the United Nations system	9	5	2	0	0	5	0
JIU/REP/2016/9	Safety and security in the United Nations system	8	4	0	1	0	0	3
JIU/REP/2016/10	Knowledge management in the United Nations system	7	3	0	0	0	1	2
Total for 2016		**63**	**42**	**11**	**1**	**7**	**14**	**20**

JIU reports issued in 2016, not relevant to UNFPA:

JIU/REP/2016/1 – Review of Management and Administration in the international Telecommunication Union (ITU)

Note: Reports, notes and management letters for which no recommendation was addressed to the Executive Director or the Executive Board are excluded from the list above.

(*) Including recommendations addressed to the Chief Executives Board for Coordination (CEB) that have been considered of relevance and are included in the total.

ANNEX 4
Review of relevant Joint Inspection Unit recommendations
for consideration by the Executive Board for 2018

Recommendations	Management comments
JIU/REP/2017/9 – Review of mechanisms and policies addressing conflict of interest in the United Nations system	
#3 - The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial disclosure programmes and propose any changes to the rationale and scope of those programmes that are needed to increase their effectiveness.	UNFPA notes that this is already under implementation.
#6 - The governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms.	UNFPA will support the Executive Board in its role of monitoring conflict of interest issues.
JIU/REP/2018/1 – Review of internship programmes the United Nations System	
#6 – Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria.	UNFPA will support the introduction of an ad-hoc multi-donor trust fund to support internship schemes, should the Executive Board decide so.
JIU/REP/2018/4 – Review of whistle-blower policies and practices in the United Nations system organization	
#1 – Legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues.	UNFPA notes that the charter of the Office of Audit and Investigation Services (OAIS) of UNFPA specifies that allegations against the Executive Director are reported by the Director, OAIS to the Under-Secretary General for the United Nations Office of Internal Oversight Services (paragraph 53) and allegations against OAIS personnel be reported to the Executive Director who shall seek advice from the Oversight Advisory Committee (paragraph 54).

JIU/REP/2018/5 – Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	
#2 – The legislative bodies should request executive heads to develop performance indicators and targets to drive improvements in the delivery of administrative support services, and to post performance publicly.	UNFPA supports the development of performance indicators and targets, to be made publicly available, to drive improvements both in quality and cost of services.
JIU/REP/2018/6 – Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	
#10 – The legislative bodies of United Nations system organizations should include in their agendas the review of periodic reports submitted to them on the state of accessibility of conference and meeting facilities and services for persons with disabilities, including the state of progress of actions to address accessibility deficits.	UNFPA will support the Executive Board, should it decide to include on its agenda, the review of periodic reports on the state of accessibility of conference and meeting facilities to persons with disabilities.

ANNEX 5
Programme of work of the Joint Inspection Unit for 2019 as related to UNFPA

1.   Following system-wide consultations and suggestions, the Joint Inspection Unit identified eight new topics in its programme of work for 2019 presented at the General Assembly together with its report for 2018.

2.   Overall, six system-wide topics are of interest to UNFPA, as indicated in the table below, and will be actively supported.

Item	Title	Type
1.	Review of policies and contemporary practices in outsourcing of services in the United Nations system organizations (A.443)	System-wide
2.	Review of staff exchange programmes and similar inter-agency mobility measures in United Nations system organizations (A.444)	System-wide
3.	Multilingualism in the United Nations system (A.445)	System-wide
4.	Policies, programmes and platforms to support learning in the United Nations system (A.446)	System-wide
5.	United Nations common premises: current practices and future requirements (A.448)	System-wide
6.	Review of the status and implementation of Enterprise Risk Management (ERM) in the United Nations system organizations (A.449)	System-wide

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