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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 2020

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 six JIU reports relevant to UNFPA issued since the last report to the Executive Board in 2020 and received by the organization prior to preparing this report. Of the total 45 recommendations issued in the six relevant reports, 38 are addressed to UNFPA: 24 to UNFPA management and 14 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 2018 and 2019.

Elements of a decision

The Executive Board may wish to take note of the present report, including the management responses to the 14 recommendations of the Joint Inspection Unit intended for consideration by the Executive Board.

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

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I.   Overview of Joint Inspection Unit reports and notes

1.   The present report provides a summary of the six 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/2020/4 (Part II)] and prior to drafting this report.[1]

  (a) [Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations (JIU/REP/2019/9);](#)

  (b) [Review of the state of investigation function: progress made in the United Nations system organizations in strengthening the investigation function (JIU/REP/2020/1);](#)

  (c) [Policies and platforms in support of learning: towards more coherence, coordination and convergence (JIU/REP/2020/2);](#)

  (d) [Common premises in the United Nations system: current practices and future prospects (JIU/REP/2020/3);](#)

  (e) [Enterprise Risk Management: approaches and uses in United Nations system organizations (JIU/REP/2020/5);](#) and

  (f) [Multilingualism in the United Nations system (JIU/REP/2020/6).](#)

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 2019 and 2018, 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 2021.

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

A.   Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations ([JIU/REP/2019/9](#))

3.   Between 2012 and 2018, 23 United Nations system organizations participating in the JIU spent $22.4 billion (expenditure, based on available data) on external outsourcing of services and related goods procured from commercial service providers. However, there is no specific consideration of, or regular reporting on, this matter. Therefore, in order to assess how outsourcing can be best harnessed, the Unit reviewed the strengths, weaknesses, opportunities and threats of external outsourcing, and the legislations and policies that enable its consideration.

4.   The review disclosed that outsourcing has been increasing in volume and in importance since the last JIU review of the matter. Non-tangible benefits realized include: greater flexibility and speed in meeting surges in demand and changing needs of organizations; options to ensure business continuity; access to the latest financial market knowledge and technological tools and skills; and a more impartial implementation of rules. Tangible benefits in terms of

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[1] Reports JIU/REP/2020/7 and JIU/REP/2020/8 were received outside the deadlines for preparing the present report.

cost savings have been realized through: more favourable contractual terms and rates on services; lower contract administration burdens; volume discounts; organizational status discounts; lower personnel costs; on-demand and part-time personnel; absorption of losses by vendors; a flat fee for services; and elimination of equipment acquisition and maintenance costs.

5.   At the same time, the review found that most entities lack dedicated policies, guidelines and procedures on outsourcing. They do not distinguish outsourcing from standard procurement transactions and sourcing decisions are mostly made on an ad-hoc basis, resulting in suboptimal gains and missed opportunities. The review identified various outsourcing-related challenges and risks that include: (a) national laws, reducing hiring flexibility; (b) limited interest of Member States in this matter; (c) the legal status and multicultural character of intergovernmental organizations, which complicates outsourcing; (d) cumbersome procurement procedures and payment modalities; (e) low thresholds for direct purchases; (f) vendors locking in United Nations entities through specialized and customized services; (g) high transition costs from internal to outsourced services; (h) limited internal capacity in United Nations entities to retain control over processes and provide quality assurance; (i) communication and coordination gaps between key actors; (j) threats to data security; (k) restrictions in premises access; (l) vendor avoidance of high-risk locations; (m) hidden costs; and (n) inappropriate vendor conduct.

6.   To address these challenges, the review contains seven recommendations, all of relevance to UNFPA, and 43 informal recommendations outlining suggestions for improvements. Of the seven recommendations, one is addressed to the Executive Board (recommendation 2) and six to the Executive Director (recommendations 1, 3, 4, 5, 6 and 7).

7.   UNFPA aligns itself with the Chief Executives Board for Coordination (CEB) response to the report (A/75/551/Add.1). UNFPA supports developing and adopting a common definition, approach and procedures on outsourcing (recommendation 1). As to annually reporting to the Executive Board on outsourcing (recommendation 2), UNFPA notes that the United Nations procurement spent is already reported as a joint consolidated exercise coordinated by another United Nations entity. UNFPA continuously works to increase its sources of supply from developing countries and to facilitate, where warranted, the participation of small and medium-sized vendors in tendering processes (recommendation 3). UNFPA conducts similar strategic and cost-benefit analyses as foreseen by the JIU (recommendation 4) for all high-value or strategic services. UNFPA welcomes periodic risk assessments for sensitive or high-value services (recommendation 5). UNFPA supports the development of criteria for extensions of outsourced service contracts beyond standard time frames (recommendation 6). UNFPA supports developing steps to manage vendor transition (recommendation 7), noting that the approach is no different whether for outsourced or standard services.

B.   Review of the state of investigation function: progress made in the United Nations system organizations in strengthening the investigation function (JIU/REP/2020/1)

8.   The objectives of the review were to assess the adequacy of organizational, structural and operational arrangements for the investigation function; identify gaps and challenges; as well as good practices and lessons learned across the United Nations system. The review served as a follow-up to two previous reports of the Unit (JIU/REP/2000/9 and JIU/REP/2011/7).

9.   The review found that the situation has improved considerably over the last two decades regarding the establishment and professionalization of the investigation function. In an evolving environment, the function is faced with new demands and challenges. Notwithstanding the progress made, the report identified several shortcomings and

weaknesses, in particular the persisting fragmentation of the responsibility for investigations and related activities; the level of independence of the investigation function, which is a prerequisite for the effective delivery of the investigation mandate and for the unbiased, objective and effective discharge of investigation responsibilities; and the organizational set-up of the function.

10. Confronted with a significant increase in the number of complaints and investigation caseload, like most organizations, capacity and resources have not kept pace with the rising demand, thus constituting an ongoing challenge for managing the investigation portfolio. Investigating complaints of sexual harassment and sexual exploitation and abuse require a specialized skill-set and competences of investigators and a requisite investigation capacity. Growing investigation-related information demands by Member States, donors and other stakeholders call for the need to develop appropriate communication strategies and tools. Further, in several organizations, there are still no satisfactory processes in place for the investigation of allegations against executive heads. There is also room for further improvements in inter-agency cooperation, for instance in developing a common investigation terminology and case categorization.

11. The report includes 10 formal recommendations, of which 7 are of relevance to UNFPA (the other three being already in place). One is addressed to the Executive Director (recommendation 2) and the other six are addressed to the Executive Board (recommendations 1, 5, 6, 8, 9 and 10). These are complemented by 27 informal recommendations.

12. UNFPA aligns itself with the Chief Executives Board for Coordination (CEB) response to the report (A/75/719/Add.1). Regarding the periodic review of the internal oversight charter and its endorsement by the governing body (recommendation 1), UNFPA notes that the charter of the Office of Audit and Investigation Services (OAIS) is regularly examined and updated, as necessary, and its approval was delegated by the Board to the Executive Director. UNFPA continuously updates its investigation manual, based on new policy developments, lessons learned, best practices and jurisprudence (recommendation 2). Regarding recommendation 5 (consultation with and approval of the Executive Board on the appointment and/or removal of the Director, OAIS; Director's term limit of five to seven years non-renewable; unrestricted access of the Director, OAIS, to the Executive Board and the Oversight Advisory Committee), UNFPA notes that some aspects are in place while others would require amending the Oversight Policy approved by the Board. As to provisions for the Board regarding the independence and mandate of the function, its budget and staffing requirements and review of its performance (recommendation 6), UNFPA concurs and considers the matter already implemented through the role of the Oversight Advisory Committee. Regarding formal procedures to handle allegations against the Director and personnel of OAIS (recommendation 8), UNFPA notes that the charter of OAIS already specifies the process. To the detailed reporting on both complaints and investigations (recommendation 9), UNFPA notes that OAIS provides the Executive Board in its informal briefing detailed information on allegations received and investigations concluded in any given year. As to the adequacy of resources and staffing of the investigation function, while taking the views of the Oversight Advisory Committee (recommendation 10), UNFPA notes that the Oversight Advisory Committee report incorporates comments, as appropriate, on the proposed submission of the Director, OAIS, to management, but not on the actual provisions included by management in the budget presented to the Board given the submission deadlines of Board documents.

C.   Policies and platforms in support of learning: towards more coherence, coordination and convergence (JIU/REP/2020/2)

13. As the main asset of the United Nations system is its staff, learning is an indispensable tool in enhancing quality and efficiency for achieving organizational goals. Through learning, staff can develop new knowledge and skills, acquire new competencies and improve attitudes. Learning is not optional: it is an essential condition for an organization and its staff to adapt in

a highly competitive environment. United Nations organizations cannot escape the transition to the future of work, which implies agility for organizations and continuous learning for individuals. Learning is a transformative force that can break down silos, stimulate inter-agency cooperation, create synergies and increase efficiency.

14.   The review found that while there is general agreement on the principle that learning is strategic, the principle is not always put in practice. Short-term solutions are developed at the expenses of holistic talent management systems. Creating a new culture of learning and developing a comprehensive perspective on inter-agency cooperation is needed. The use of opportunities brought by the new technologies remains random and inconsistent, although e-learning can be construed as a step towards agile organizations. Bearing in mind that learning is a shared responsibility, there is a need for more engagement and commitment by the staff themselves, rather than expecting initiatives by organizations and managers only.

15.   To address these issues, the report made 9 formal recommendations and 17 informal recommendations. Of the nine recommendations, seven are of relevance to UNFPA. Six are addressed to the Executive Director (recommendations 1, 2, 3, 4, 6, and 7) and one to the Executive Board (recommendation 8).

16.   UNFPA aligns itself to the CEB answer to the report ([A/75/7193/Add.1](#)). UNFPA welcomes the report, which will bring valuable insights for the years to come. Regarding establishing and monitoring key performance indicators and associate targets for the efficiency of learning programmes (recommendation 1), UNFPA is in the process of creating and testing a theory of change for learning as an integral part of its adaptive management and the programming cycle, the first agency in the United Nations system to do so, with an estimated release date of 2022. As to integrating evaluation findings on learning in decision-making (recommendation 2), UNFPA considers the matter wider, with the shift towards adaptive management letting learning management systems be only one element of an organization's learning infrastructure. UNFPA supports the systematic use and curating of the external learning platforms (recommendation 3). As a field organization, UNFPA considers too narrow integrating staff learning plans into performance assessments (recommendation 4), and that learning be continuous, collaborative, and directly integrated with the results-based management system. UNFPA supports the use of open learning resources (recommendation 6) as well as the recognition of learning credentials acquired across the United Nations system (recommendation 7). UNFPA supports the introduction of a common United Nations Organizational Learning Framework (recommendation 8).

D.   Common premises in the United Nations system: current practices and future prospects ([JIU/REP/2020/3](#))

17.   The review found that since 1987 and the adoption of General Assembly resolution 42/196, progress on common premises has been limited. Data provided indicates that 18 per cent of premises are common and nearly two-thirds of premises are at the subnational level, with the vast majority being single-entity premises. An important lacuna revealed during the review is the lack of data on which to base concrete forecasts or on which to carry out planning and priority setting.

18.   The repositioning of the United Nation development system has brought major changes to the pursuit of common premises. These included widening participation beyond UNDP, UNFPA, the United Nations Children's' Fund (UNICEF) and the World Food Programme (WFP), establishing a target of reaching 50 per cent of common premises by 2021, and a new emphasis on subnational locations. The review finds that while it has positive attributes, the target also holds important limitations. The review considered that the objectives of common premises are not sufficiently clear. Expectations of financial savings have become blurred. It is also necessary to clarify how benefits such as reduced environmental footprint, public image, and programmatic collaboration should affect decision-making.

19.   A longstanding barrier is that financing for common premises has never been addressed satisfactorily. Efforts to access private investment, such as public-private partnership schemes, have not offered cost-effective solutions. Further, the discussion of common premises has focused on the country level, thereby overlooking the significant regional presences that have been developed. Leadership and inter-agency mechanisms for common premises are weak. The United Nations Sustainable Development Group should make changes that strengthen planning and analysis of common premises opportunities at the global level as well as provide more proactive central support to United Nations country teams through the lifecycle of specific project-roles that the United Nations Development Coordination Office is best equipped to discharge.

20.   The review also concluded that consideration of common premises on a case-by-case basis is not likely to resolve the main inefficiencies in how the United Nations system acquires and manages premises in the field, the absence of a coherent, global approach to planning, acquiring and managing these facilities. Rather than a piecemeal, location or organization-specific approach, a global view of the United Nations system property portfolio should be considered.

21.   Of the eight recommendations contained in the report, seven are of relevance to UNFPA. One is addressed to the Executive Board (recommendation 1) and the other six to the Executive Director (recommendation 2, 3, 4, 5, 7, and 8).

22.   UNFPA aligns itself with the CEB response to the report ([A/75/730/Add.1](A/75/730/Add.1)). Regarding the Executive Board providing direction on common services and requiring periodic reporting on results achieved (recommendation 1), UNFPA notes that it has regularly provided the Board with such information. UNFPA supports and contributes significantly to inter-agency efforts aimed at advancing the development of common premises (recommendation 2). In this context, it should be noted that UNFPA already has 72 per cent of its offices in common premises. UNFPA also supports re-examining the 50 per cent target for common premises (recommendation 4), noting that this requires to invest dedicated UNFPA resources in this exercise. UNFPA supports formulating the capital financing needs for common premises and is working on this effort as a lead within the Task Team on Common Premises and Facility Services. Furthermore, UNFPA supports efforts to learn from past private-public partnerships, while cautioning about the additional cost of a centrally administered mechanism (recommendation 5). UNFPA considers that a unified approach to real estate management at field level would free up the capacity of field staff to focus on other areas of operations management (recommendation 7). In this regard, UNFPA signed a long-term agreement for global brokerage services that is available also to other entities of the United Nations development system. UNFPA welcomes clarifying the role and authority of the inter-agency Task Team on Common Premises and Facility Services, as well as an increased technical support from the Development Coordination Office, which would supplement the part-time efforts of the organizations involved in the Task Team (recommendation 8).

E.   Enterprise Risk Management: approaches and uses in United Nations system organizations ([JIU/REP/2020/5](JIU/REP/2020/5))

23.   Enterprise risk management has its roots in the private sector and has value in all sectors, including United Nations system entities. United Nations system organizations are exposed to multiple risks while delivering on their mandates – from fraud and corruption; reputational risks, and cybercrime; to risks of a political nature, as well as natural and human-made disasters. In its resolution 61/245, the General Assembly endorsed the adoption of enterprise risk management in the United Nations system to enhance governance and oversight.

24.   Enterprise risk management is an organization-wide process of structured, integrated and systematic identification, analysis, evaluation, treatment and monitoring of risks towards the

achievement of organizational objectives. It is fundamentally about managing uncertainty and can include both threats and opportunities.

25.   The main objective of the review was to inform legislative/governing bodies and the executive heads of United Nation system organizations about the progress made since the last review (JIU/REP/2010/4), the status of implementation, utilization and integration of enterprise risk management practices across all 28 participating organizations, as well as to identify good practices and lessons learned to guide ongoing and future initiatives.

26.   The review proposed 10 updated benchmarks and assessed the progress of enterprise risk management implementation against them. The report includes four formal recommendations, all of which are of relevance to UNFPA. Two are addressed to the Executive Director (recommendations 2 and 3) and two to the Executive Board (recommendations 1 and 4). In addition, the report includes 21 informal recommendations aimed at enhancing effective and integrated enterprise risk management for more proactive and better-informed decision-making and good governance.

27.   UNFPA aligns itself with the CEB response to the report (A/75/718/Add.1). It is the prerogative of the legislative/governing bodies to decide on their agenda, considering competing priorities and limited time. UNFPA will support the Board, as needed, (recommendation 1). UNFPA supports undertaking a comprehensive review of its ERM implementation against the JIU benchmarks (recommendation 2), and to report on its outcome before the end of 2022 (recommendation 4), noting that a similar review, undertaken by OAIS, is already underway. UNFPA actively participated in the cross-functional task force on risk management of the High-level Committee on Management (HLCM) (recommendation 3) and will continue to engage in the newly formed HLCM Risk Management Forum.

F.   Multilingualism in the United Nations system (**JIU/REP/2020/6**)

28.   The main objective of this review was to inform legislative and governing bodies and the executive heads of United Nation system organizations about the progress made in multilingualism since the last review (JIU/REP/2011/4). The review examined strategies, policies, practices and mechanisms in place; incentives for staff to promote and enhance multilingualism; opportunities to improve the use of external resources and partnerships as well as language technologies.

29.   Multilingualism is both an asset and a shared commitment for all organizations in the United Nations system. Multilingualism is critical for the governance of the organizations in the United Nations system, but also for reaching out to its mandate beneficiaries, the peoples of its Member States.

30.   The most salient finding of the review is that, compared to the 2011 situation, most participating organizations do not have yet a strategic framework in place that would regulate and provide guidance on the overall equitable use of languages and the implementation of multilingualism in their organizations. Furthermore, the review reconfirmed the absence of a coherent approach to multilingualism in the United Nations system, from the lack of a common definition for the terms 'official language' and 'working language' to the lack of a system-wide approach to the matter.

31.   With only one decade remaining to achieve the Sustainable Development Goals and the 2030 Agenda, it is important that the United Nations system organizations communicate in the languages of the peoples on the ground, including local languages, so that no one is left behind. The staff members of the United Nations system should be linguistically competent and master more than one of the official and working languages of their respective organization, to reflect the universal character of the Charter of the United Nations.

32. The review made seven formal recommendations, of which six are of relevance to UNFPA. Three are addressed to the Executive Director (recommendations 3, 5 and 6) and three to the Executive Board (recommendations 1, 2 and 4). They are complemented by six informal recommendations.

33. While supporting most JIU recommendations in part or in totality, UNFPA considers it better to integrate multilingualism as an integral part of talent management and diversity and approach it in a holistic manner to effectively delivering results on the ground, rather than a separate, stand-alone programme (recommendation 1) or introducing separate policies (recommendation 4). While UNFPA recognizes the value of a dedicated senior official for coordinating implementation action plans on multilingualism (recommendation 2), the financial space of an organization and its need for dedicated language resources should be considered first. While UNFPA recognizes the important of efficient translation and interpretation services that should be cost-effective, having such services in-house (recommendation 3) is only one of possible models; others options include using own staff skills, utilizing long-term agreements with larger United Nations organizations having such services in-house, or outsourcing. UNFPA welcomes establishing a system-wide, comprehensive and coordinated approach to multilingualism (recommendation 6), including a common United Nations system language framework for the six official United Nation languages (recommendation 5), to further guide prioritizing language training and assessments. UNFPA reiterates that multilingualism should be considered in the larger context of delivering results and 'leaving no one behind'.

III. Status of UNFPA implementation of Joint Inspection Unit recommendations

34. 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 its recommendations. Of all recommendations issued between 2012 and 2019,[2] 205 (73 per cent) have been accepted; 30 (11 per cent) are either not accepted or not relevant; and 46 (16 per cent) are under consideration. Of those accepted, 141 (69 per cent) have been implemented and 64 (31 per cent) are under implementation or yet to start.

35. Annexes 2 and 3 of the present report provide an update on the implementation status of the most recent recommendations issued (between 2018 and 2020).

36. Of the 36 recommendations issued by the JIU in reports dated 2018 that are relevant to UNFPA (see Annex 2), nine (25 per cent) are under consideration, two have not been accepted (6 per cent), 12 (33 per cent) have been implemented and 13 (36 per cent) are in progress or to be started.[3]

37. Similarly, of the 38 recommendations of relevance to UNFPA issued in reports dated 2019 (see Annex 3),[4] 19 (50 per cent) are under consideration, two (5 per cent) have not been accepted, six (16 per cent) have been implemented and 11 (29 per cent) are in progress or to be started.

38. The six reports issued in 2020 and received prior to the completion deadline of this report[5] contains 31 recommendations of relevance to UNFPA, of which 13 are addressed to the

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[2] Reports issued in 2020 have not been yet loaded in the JIU web-tracking system at the time of drafting this report.
[3] Data retrieved as at early February 2021.
[4] Whether considered by the Executive Board in 2020 or 2021.
[5] Reports JIU/REP/2020/7 and JIU/REP/2020/8 were received outside the deadlines for preparing the present report (see also footnote 1).

Executive Board. Their status will be updated as soon as they are available in the web-based JIU follow-up system.

39.   Further details on recommendations are provided in the web-based JIU follow-up system accessible to Member States.

40.   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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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/2019/9	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	7	7	1
JIU/REP/2020/1	Review of the state of investigation function: progress made in the United Nations system organizations in strengthening the investigation function	10	7	6
JIU/REP/2020/2	Policies and platforms in support of learning: towards more coherence, coordination and convergence	9	7	1
JIU/REP/2020/3	Common premises in the United Nations system: current practices and future prospects	8	7	1
JIU/REP/2020/5	Enterprise Risk Management: approaches and uses in United Nations system organizations	4	4	2
JIU/REP/2020/6	Multilingualism in the United Nations system	7	6	3
Total in the report to the Executive Board for 2020		**45**	**38**	**14**

The following JIU report dated 2020 is not relevant to UNFPA:

JIU/REP/2020/4 – Review of management and administration in the Economic Commission for Latin America and the Caribbean.

The following JIU reports dated 2020 were not received before the deadline for submitting this report and will be presented in 2022.

JIU/REP/2020/7 – Blockchain application in the United Nations system: towards a state of readiness

JIU/REP/2020/8 – The review of mainstreaming environmental sustainability across organizations of the United Nations system

ANNEX 2
Status of implementation of JIU recommendations from 2019 reports, as at 31 January 2021

Report symbol	Report title	Total recomme ndations	Relevant to UNFPA	*Of which to governing bodies*	Implementation status of UNFPA relevant recommendations			
					Not accepted	Under considera tion	Imple-mented	In progress
JIU/REP/2019/2	Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	5	4	1	0	3	0	1
JIU/REP/2019/3	Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development	3	3	1	0	3	0	0
JIU/REP/2019/4	Review of change management in United Nations system organizations	6	6	1	0	3	1	2
JIU/REP/2019/5	Managing cloud computing services in the United Nations system	5	4	1	0	1	0	3
JIU/REP/2019/6	Review of audit and oversight committees in the United Nations system	7	7	7	0	1	4	2
JIU/REP/2019/8	Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	10	7	0	1	4	1	1
JIU/REP/2019/9	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	7	7	1	1	4	0	2
Total for the report to the Executive Board for 2019		**43**	**38**	**12**	**2**	**19**	**6**	**11**

The following JIU reports dated 2019 are not relevant to UNFPA:

JIU/REP/2019/1 – Review of management and administration in the International Civil Aviation Organization (ICAO)

JIU/REP/2019/7 – Review of the management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS)

ANNEX 3
Status of implementation of JIU recommendations from 2018 reports, as at 31 January 2021

Report symbol	Report name	Total recommendations	Relevant to UNFPA	*Of which to governing bodies*	Implementation status of UNFPA relevant recommendations			
					Not accepted	Under consideration	Imple-mented	In progress
JIU/REP/2018/1	Review of internship programmes in the United Nations system	7	5	1	0	0	4	1
JIU/REP/2018/4	Review of whistle-blower policies and practices in the United Nations system organizations	11	8	1	2	0	6	0
JIU/REP/2018/5	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	10	6	1	0	0	0	6
JIU/REP/2018/6	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	10	10	1	0	8	0	2
JIU/REP/2018/7	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	12	7	1	0	1	2	4
Total for 2018		**50**	**36**	**5**	**2**	**9**	**12**	**13**

The following JIU reports dated 2018 are either not addressed to or not relevant for UNFPA:

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

21-06739

ANNEX 4
Review of relevant Joint Inspection Unit recommendations
for consideration by the Executive Board for 2021

Recommendations	Management comments
JIU/REP/2019/9 – Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	
#2 The legislative bodies of the United Nations system organizations should request their executive heads to ensure that, by the end of 2022, annual reports on procurement include a subsection on expenditures on services sourced from commercial service providers.	UNFPA notes that United Nations procurement spent is already reported as a joint consolidated exercise coordinated by another United Nations entity.
JIU/REP/2020/1 – Review of the state of investigation function: progress made in the United Nations system organizations in strengthening the investigation function	
#1 The legislative bodies of United Nations system organizations should request that organizations that have not yet done so include in their internal oversight charters a provision for the periodic revision and, where necessary, update of the charters and a requirement for their endorsement by the legislative bodies. The updated charters should be submitted for endorsement by the legislative bodies by the end of 2021.	The charter of OAIS is regularly examined and updated, as necessary, after review by the UNFPA Oversight Advisory Committee. Per the Oversight Policy approved by the Board, the approval of the charter of OAIS has been delegated to the UNFPA Executive Director and the charter be shared for information with the Board.
#5 The legislative bodies of the United Nations system organizations should request that organizations that have not yet done so include in their oversight charters by the end of 2021 provisions that: (a) Make the appointment and dismissal or removal of the heads of their internal oversight offices subject to consultation with and approval of the legislative bodies; (b) Establish term limits from five to seven years for the heads of internal oversight offices, preferably making the term non-renewable, with a post-employment restriction within the same organization; and (c) Allow for unrestricted access of their heads of internal oversight offices to the legislative bodies and to the respective audit and oversight committees.	Regarding (a): This requires modifying the Oversight Policy approved by the Executive Board. UNFPA notes that the Oversight Policy already calls for the Oversight Advisory Committee (previously Audit Advisory Committee) to be involved in the selection, intended removal and performance appraisal of the Director, OAIS. Regarding (b): UNFPA agrees on post-employment restrictions, which are already in place. UNFPA considers that the current term limits set in the Oversight Policy approved by the Board (five years, renewable once) is beneficial, given the complexities of today's organizations in a time of change and reforms, while offering an opportunity to reconsider the situation after five years. Regarding (c): This is already in place as per the Oversight Policy approved by the Board.
#6 The legislative bodies of the United Nations system organizations that have not yet done so should request that organizations update the terms of reference of their respective audit and oversight committees by the end of 2021 to include, where necessary, appropriate provisions to: (a) review the independence and mandate of the internal oversight office/investigation function; (b) review its budget and staffing requirements;	UNFPA concurs and considers the matter already implemented through the role of the Oversight Advisory Committee.

(c) review its overall performance; and	
(d) issue related recommendations.	
#8 The legislative bodies of United Nations system organizations that have not yet done so should request that organizations establish by the end of 2021 formal procedures for handling allegations of misconduct against heads and personnel of their internal oversight offices in order to avoid situations of conflict of interest.	The charter of OAIS already specifies the process applied to the Director and personnel of OAIS, such allegations being reported to the Executive Director, who takes advice from the Chair of the Oversight Advisory Committee.
#9 The legislative bodies of United Nations system organizations that have not yet done so should request that the respective organizations' annual internal oversight activity reports contain information on both complaints and investigations, including details on the number, type and nature of the complaints and investigations and trends in this regard.	OAIS provides to the Executive Board in its informal briefing detailed information on allegations received and investigations concluded in any given year.
#10 The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function, taking into consideration the recommendations of the respective audit and oversight committees, where available.	Given the submission deadlines of Board documents, the Oversight Advisory Committee comments on the budget submission of the Director, OAIS to UNFPA management, and not on the provisions included by management in the budget presented to the Board.
JIU/REP/2020/2 – Policies and Platforms in support of learning: towards more coherence, coordination and convergence	
#8 The governing bodies of United Nations system organizations should, by the end of 2023, approve a common United Nations Organizational Learning Framework, agreed through relevant interagency mechanisms, which should contain a set of principles and a plan of action for gradual implementation.	UNFPA supports the recommendation and will implement it, as decided by the Executive Board.
JIU/REP/2020/3 – Common premises in the United Nations system: current practices and future prospects	
#1 The governing bodies of United Nations system organizations that have not yet done so should, by the end of 2021, give direction to the executive heads on the parameters of participation of their organizations in common premises and request periodic reporting on the results achieved.	UNFPA notes that it regularly reports to the Executive Board on these matters, and considers the recommendation already implemented.
JIU/REP/2020/5 – Enterprise risk management: approaches and uses in United Nations system organizations	
#1 In order to fulfil their oversight roles and responsibilities, legislative/governing bodies should incorporate ERM into their meetings at least annually, with substantive coverage determined by the organization's mandate, field network and risk exposure.	It is the prerogative of the Executive Board to decide on its agenda, considering competing priorities and limited time.

#4 By the end of 2022, legislative/governing bodies of participating organizations should request executive heads to report on the outcomes of a comprehensive review of the organization's implementation of ERM against JIU benchmarks 1 to 9, as outlined in the present report.	The review undertaken by the Office of Audit and Investigation Services is already under way.

JIU/REP/2020/6 – Multilingualism in the United Nations system	
#1 The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to prepare a strategic policy framework for multilingualism, accompanied by administrative and operational guidelines for its implementation, and submit this for adoption by the end of 2022	UNFPA considers it better to integrate multilingualism as an integral part of talent management and diversity and approach it in a holistic manner to effectively deliver results on the ground.
#2 The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to appoint, by the end of 2022, a senior official as a coordinator or focal point for multilingualism, with clearly defined responsibilities and delegated authority, tasked with the coordination of the implementation of the strategic policy framework for multilingualism across their respective organizations.	While UNFPA recognizes the value of a dedicated senior official for coordinating implementation action plans on multilingualism, the financial space of an organization and its need for dedicated language resources should be considered first.
#4 The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to introduce, by the end of 2022, learning policies that encourage continuous learning and improvement of the language skills of their staff members in the official languages of the respective organizations as well as in other languages, as appropriate, securing sufficient funding for this**.**	UNFPA considers it better to integrate multilingualism as an integral part of talent management and diversity and approach it in a holistic manner to effectively deliver results on the ground.

ANNEX 5
Programme of work of the Joint Inspection Unit for 2021 as related to UNFPA

1. Following system-wide consultations and suggestions, the Joint Inspection Unit identified seven new topics in its programme of work for 2021 presented at the General Assembly together with its report for 2020.

2. Overall, the five 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, measures, mechanisms and practices to prevent and address racism and racial discrimination in the United Nations system (A.457)	System-wide
2.	Business continuity policies and practices in United Nations system organizations (A.458)	System-wide
3.	Review of the management of implementing partners in organizations of the United Nations system (A.459)	System-wide
4.	Review of the internal pre-tribunal stage appeal mechanisms available to staff members in the United Nations system organizations (A.460)	System-wide
5.	Review of accountability frameworks in the United Nations system organizations (A.462)	System-wide

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