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**Sixtieth session**  
**Fifth Committee**  
Agenda item 130  
**Joint Inspection Unit**

## **Programme of work for 2006**

### **Note by the Chairperson of the Joint Inspection Unit**

1. At its February 2006 session, the Joint Inspection Unit adopted its programme of work for 2006. The programme will be submitted, together with the report of the Joint Inspection Unit for 2005, to the General Assembly at its sixty-first session. In order to allow members of the Fifth Committee to review the Unit's work programme in a more timely fashion, as has been requested by members of the Committee at the sixtieth session of the Assembly, the Unit decided to submit an advance version of the programme of work as a conference room paper. The Unit is currently exploring options to modify its planning process, with a view to adopting and submitting its programme of work at an earlier stage.

2. In adopting its programme of work for 2006, the Joint Inspection Unit kept in mind the request of the General Assembly that it focus mainly on identifying means to improve management and ensure that optimum use is made of available resources. In accordance with the procedures described in its annual report for 2004 (A/60/34), the Unit used the following sources to identify subjects for its 2006 programme of work: its management assessments; an analysis of common points in the agenda of legislative bodies of participating organizations; and proposals received from the secretariats of those organizations or formulated by individual inspectors. The Unit also took into account reviews undertaken or planned by other oversight bodies.

### **Follow-up on the management review of the Office of the United Nations High Commissioner for Human Rights**

3. In 2003, the Joint Inspection Unit submitted a report on the management review of the Office of the United Nations High Commissioner for Human Rights (JIU/REP/2003/6). The Commission on Human Rights, by its resolution 2004/73, requested the Unit to assist it in systematically monitoring the implementation of that resolution. The Unit was also asked to submit a follow-up comprehensive review of the decisions of the Commission and other intergovernmental bodies of



the Organization regarding the management, programmes and administration of the Office of the High Commissioner, with particular regard to their impact on recruitment policies and the composition of the staff, to the General Assembly at its sixty-first session and to the Commission at its sixty-third session.

#### **Ageing of human resources in organizations of the United Nations system**

4. Management assessments of the Joint Inspection Unit and other studies on human resources management reveal that, due to the ageing of human resources in the organizations of the United Nations system, there will be a high number of retirements in the coming years and that increased attention should be paid to the preservation of the institutional memory, management knowledge and political and human experience attached to the present and departing human capital.

5. The system-wide report will assess the overall dimensions of this problem in the United Nations system and identify possible implications on human resources management, including succession and recruitment policy and the financial impact on the United Nations Joint Staff Pension Fund and on the organizations concerned, for example in terms of after-service health insurance. It will attempt to review policies currently in place in United Nations organizations to address these issues and will look into best practices being pursued to tackle various aspects of the problem.

#### **Staff mobility at the United Nations**

6. Staff mobility is a matter of high concern to Member States, the Secretariat and the staff at large. While mobility is a crucial element for human resources management and staff administration, other considerations need to be carefully considered, in particular the need for specialization and preservation of institutional memory and the cost involved.

7. The review will focus on:

- How best practices and lessons learned at other organizations of the United Nations system have been incorporated into current policy
- Implications of mobility policies in terms of staff performance, motivation and career development
- Obstacles to mobility in human resources policies and practices
- Costs involved in mobility schemes
- Efficient and effective administration of mobility schemes.

8. The objective of this review is to provide the General Assembly with an independent, external assessment of the viability, usefulness, cost-effectiveness and impact of the current United Nations mobility policy.

#### **Implementation of results-based management in the United Nations**

9. In 2004, the Joint Inspection Unit prepared a series of reports on results-based management in the United Nations system and developed a benchmarking framework for its implementation. The Unit has already applied it in the administration and management reviews of several organizations, namely, the Pan American Health Organization (PAHO), the secretariat of the United Nations

2

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Convention to Combat Desertification and the International Labour Organization (ILO). The Committee for Programme and Coordination recommended in its report that the General Assembly endorse it. The Assembly has not yet acted upon this recommendation since the report of the Committee for Programme and Coordination will not be considered until the resumed part of the sixtieth session.

10. The rational and comprehensive implementation of results-based management at the United Nations should result in tangible improvements in the formulation and implementation of its programmes and activities, and in related savings. An external review by the Joint Inspection Unit on the subject appears to be timely and crucial, taking into account the complex process of reform the Organization is going through.

11. The proposed review would bring to the United Nations a wealth of good practices and experiences in the implementation of results-based management, both within and outside the Organization, and should help to prevent it from working in isolation from its partner organizations. As suggested by the United Nations Environment Programme (UNEP), the review will also assess the suitability and effectiveness of the Integrated Monitoring and Documentation Information System (IMDIS), as one of the main tools for implementing results-based management in the Organization.

#### **Management review of environmental governance within the United Nations system**

12. In the World Summit Outcome (General Assembly resolution 60/1, para. 169), agreement was reached to make environmental activities in the United Nations system more efficient with enhanced coordination, improved policy advice and guidance, strengthened scientific knowledge, assessment and cooperation, better treaty compliance, and better integration of environmental activities in the broader sustainable development framework at the operational level, including through capacity-building. To that end, it was also agreed to explore a more coherent institutional framework, building on existing institutions and internationally agreed instruments, as well as the treaty bodies and the specialized agencies.

13. The proposed management review of environmental governance aims at identifying administrative and budgetary constraints for the provision of support by United Nations entities for integrated implementation of the multilateral environmental agreements. It will propose measures for enhancing coordination among the various entities providing support. The review also will focus on the potential for better coordination and coherence derived from the use of the common country assessment/United Nations Development Assistance Framework (CCA/UNDAF) initiative as well as the work of the Environment Management Group led by UNEP and the Inter-Agency Committee on Sustainable Development under the United Nations System Chief Executives Board for Coordination (CEB). The review takes into account proposals made by UNEP concerning an environmental assessment of procurement by United Nations agencies and by UNIDO concerning an evaluation of CCA/UNDAF initiative and the interaction between the United Nations and multilateral environmental agreements.

#### **Liaison offices in United Nations organizations**

14. Liaison offices are the living links among the organizations of the United Nations system and/or among differently located components of the Organization. There are currently more than 50 liaison offices, which are meant to play an important role in the coordination and harmonious work of the United Nations system although their functions are often not well known by the governing bodies of member organizations.

15. The Joint Inspection Unit will, by way of inspections:

(a) Review the mandates of the offices, the reasons that led to their creation and issues relating to the maintenance, staffing, extension or consolidation of these offices, as well as the present level of representation and contacts;

(b) Identify the various functions performed and determine their efficiency and effectiveness;

(c) Assess the continuing relevance of liaison offices and their comparative advantages in the context of new communication technologies.

16. The present report also aims at identifying best existing practices, in particular in order to take full advantage of existing and possible networks of human contacts and professional relationships.

#### **Review of selected telecommunications issues in the United Nations system**

17. This item was selected as a result of the management assessment exercise carried out by the Joint Inspection Unit over the last two years. This assessment led to the conclusion that there might be potential for the reduction of telecommunications costs throughout the system if appropriate use is made of new technological solutions.

18. The review will assess current arrangements to provide telecommunications services throughout the United Nations system, with a view to identifying and disseminating "best practices" in the area and exploring the applicability and potential impact of other technological solutions, such as Voice over Internet Protocol (VOIP).

#### **Goodwill Ambassador programmes and their contribution to the goals of the United Nations system**

19. Since 1954, when the first ever United Nations Goodwill Ambassador was appointed by the United Nations Children's Fund (UNICEF), such programmes have been increasingly used and expanded within the United Nations system and beyond. The programmes aim, through the talent, fame and high visibility of celebrities from various origins and backgrounds, at raising public awareness and mobilizing active support for United Nations goals and objectives. Currently, there are several hundred Goodwill Ambassadors in various organizations of the United Nations system.

20. A review is planned, based on a proposal made by the Food and Agriculture Organization of the United Nations (FAO), to assess the costs and benefits, risks and opportunities in the use and administration of renowned public figures as Goodwill Ambassadors. The review will contribute to a system-wide coordination and

harmonization of current arrangements by recommending general guidelines, best practices and procedures for the selection, appointment and activities of Goodwill Ambassadors. By doing so, it will help to make Goodwill Ambassador programmes more effective for the promotion of regional and global priorities within the United Nations system.

**Review of the progress made by United Nations organizations in achieving the Millennium Development Goal to combat HIV/AIDS**

21. In 2001, world leaders, in follow-up to Millennium Development Goal 6 to combat HIV/AIDS, malaria and other diseases, adopted the Declaration of Commitment on HIV/AIDS. At the 2005 World Summit, leaders pledged to fully implement the goal to “halt and begin to reverse the spread of HIV/AIDS” by scaling up efforts for prevention, treatment, care and support so that every person, without exception, has access to these life saving programmes.

22. The proposed review will assess progress made since the adoption of the Millennium Declaration five years ago. It will focus on the role and involvement of the organizations of the United Nations system in the implementation of the Millennium Development Goal in order to provide Member States with an objective assessment on the efficiency and effectiveness of the policies and programmes implemented and to make concrete recommendations on the way forward. The review will also assess the effectiveness of coordination and cooperation between the various entities of the United Nations system involved in combating HIV/AIDS.

**Review of administration and management at the World Meteorological Organization**

23. In February 2004, the Secretary-General of the World Meteorological Organization (WMO) requested that the Joint Inspection Unit undertake a review of its financial control systems and procedures. In response, the Unit addressed a management letter to the Secretary-General on the subject containing recommendations to be regarded as a first step towards a more detailed review of the administration and management to be conducted later.

24. The planned comprehensive review is another one of the series that the Joint Inspection Unit has been conducting during the last five years and will focus on the main areas of administration and management of WMO, notably the implementation of results-based management in governance; planning, programming and budgeting; human resources management; information management; and oversight. In conducting this review, the Unit will also review the implementation of the recommendations contained in its 2004 management letter.

**Review of administration and management at the International Civil Aviation Organization**

25. As a part of the series of reviews of administration and management of participating organizations, the review will endeavour to identify areas for improvement in the main areas of administration and management of the International Civil Aviation Organization (ICAO), notably the implementation of results-based management in governance; planning, programming and budgeting; human resources management; information management; and oversight.