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UNICEF report on the recommendations of the Joint Inspection Unit

Summary

In accordance with Executive Board decision 2001/4, the present report summarizes the response of UNICEF to the recommendations contained in the reports of the Joint Inspection Unit (JIU) issued from 1 January through 31 December 2020. Of the eight reports publicly issued during that period, seven contained recommendations directly relevant to UNICEF. Of the total 55 recommendations issued in those reports, 44 are addressed to UNICEF: 30 to UNICEF management and 14 to the Executive Board as the legislative body of UNICEF. The present report provides UNICEF management responses to the relevant recommendations and includes an update of the implementation status of recommendations contained in JIU reports issued prior to 2020. The organization greatly appreciates the insight of the JIU and the related observations and recommendations included in the reports.

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

* E/ICEF/2021/9.

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



I. Overview

1. The Joint Inspection Unit (JIU) annually issues reports and notes addressed to the executive heads of United Nations organizations that have accepted its statute. Each report or note contains a series of recommendations for consideration by either the executive heads or the legislative/governing bodies of the organizations. This UNICEF report to its Executive Board provides a brief overview of the organization's response to relevant reports publicly issued by the JIU from January through December 2020¹ and comments on JIU recommendations that have been directed to UNICEF (see annex I). The complete reports and notes of the JIU and any additional annexes and comments – for example, those by the United Nations System Chief Executives Board for Coordination (CEB) – can be obtained through the JIU website (www.unjiu.org) or through the hyperlinked titles of each report presented in section II.

2. Since the submission of the 2019 report ([E/ICEF/2020/9](https://www.unicef.org/eicef/2020/9)) to the Executive Board at its annual session of 2020, UNICEF has worked with the JIU on various reviews. UNICEF management has continued to prioritize implementation and follow-up of the recommendations and provide updates on the implementation status. In addition, in its Strategic Plan, 2018–2021 under indicator, E1.a.3, UNICEF monitors and reports on the implementation of JIU recommendations. As a member organization of the CEB, UNICEF also contributes to the United Nations system-wide consolidated responses to JIU reports.

3. In 2020, the JIU issued eight reports. One was a single-organization report, “Review of management and administration in the Economic Commission for Latin America and the Caribbean,” and seven were system-wide reviews. The seven system-wide reports contained a total of 55 recommendations, of which 44 (80 per cent) were relevant to UNICEF. Out of 44 recommendations, 14 were addressed to the UNICEF Executive Board and 30 to the executive head of UNICEF. The acceptance and implementation status of the 44 recommendations is presented in annex I, and can be summarized as follows as of January 2021:

(a) UNICEF accepted 34 recommendations, of which 14 have been implemented and 20 are in progress;

(b) One recommendation is under consideration for acceptance;

(c) Five recommendations were not accepted;

(d) Four recommendations were relevant to UNICEF but are outside its sole remit for implementation.

4. Annex II details the status of the recommendations made by the JIU prior to 2020 that were in progress as of January 2021. In summary:

(a) The total number of recommendations was 49, of which 27 were accepted and are in progress, 21 were implemented and 1 remains under consideration;

(b) Of the 27 open recommendations that were accepted and are in progress, 6 were issued between 2014 and 2017, 8 in 2018 and 13 in 2019.

¹ The Joint Inspection Unit (JIU) issued eight reports during this period, of which seven were relevant to UNICEF. At the 2021 annual session of the Executive Board, UNICEF will comment on reports issued after 31 December 2019 that were part of the JIU 2019 programme of work.

II. Highlights of Joint Inspection Unit reports issued in 2020

5. The seven reports with recommendations relevant to UNICEF are summarized below. For additional comments on the relevant recommendations, see annex I.

A. Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations (JIU/REP/2019/8²)

6. This report provides critical insight into inter-agency mobility and highlights the need for a more integrated and standardized United Nations-wide approach. The findings focus on a need to better integrate inter-agency mobility into organizations' talent acquisition and mobility strategies, and to break down internal barriers and duplicative processes related to staff recruitment. The report provides a list of recommendations that UNICEF may reflect on and leverage in devising a strategy and concrete action plans.

7. The report recognized that UNICEF should draw lessons from past initiatives and re-examine internal mobility policies to support system-wide staff mobility efforts. The organization was commended for bringing forth proposals in support of dual career/spousal employment to facilitate inter-agency mobility. UNICEF is committed to using the findings and recommendations of this JIU report as an opportunity to enhance its mobility and talent acquisition strategy to provide opportunities for staff through the standardization of recruitment process, practices and standards across all United Nations agencies (CEB comments available in [A/75/85/Add.1](#)).

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

8. This report revisits the topic of outsourcing. It comprehensively assesses the current status of the use of outsourcing in the United Nations system. It covers all aspects of the outsourcing process, from the decision to outsource to contract management and reporting and oversight.

9. The report's recommendations require implementation action by individual organizations and at the inter-agency level. UNICEF welcomes these recommendations and has already implemented most of them. In response to the first, and in many ways pivotal, recommendation – to develop a definition of outsourcing – UNICEF is working in collaboration with a subgroup of a number of United Nations agencies to produce a definition that can be presented to and endorsed by the High-Level Committee on Management (HLCM) Procurement Network (CEB comments available in [A/75/551/Add.1](#)).

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

10. This report reviews the progress made by United Nations system organizations, including UNICEF, in strengthening the investigation function in line with previous JIU recommendations from 2000 and 2011. The report notes considerable

² Identification numbers of reports of the JIU correspond to the JIU programme of work and not the year of issuance.

improvement across the system and recognizes the continued importance of the investigation function as an integral part of the accountability framework in the context of a fast-changing environment.

11. The recommendations contained in the report, primarily addressed to legislative bodies, give UNICEF the opportunity to reflect on areas including enhancing the independence and capability of the investigation function and achieving greater system-wide coherence and cooperation in the area of investigations (CEB comments available in [A/75/719/Add.1](#)).

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

12. This report looks at the current opportunities and challenges of supporting learning and staff capacity development across the United Nations system. It makes a number of important recommendations, including development of a system-wide learning framework; improved collaboration among agencies in developing learning to support shared priorities such as the Sustainable Development Goals; improved tracking of the results of training; the upgrading and consolidation of the role of the United Nations System Staff College as a system-wide knowledge management and learning institution; and a coordinated, more rigorous, systematic and pragmatic use of e-learning platforms, including joint platforms. Many of the recommendations are already integrated into the UNICEF approach to staff learning and the report drew particularly on the organization's experience with the Agora platform. However, there is potential for further cross-agency collaboration and to more consistently share experience, content and platforms, to which UNICEF will contribute as part of the follow-up to this report (CEB comments available in [A/75/713/Add.1](#)).

E. United Nations common premises: current practices and future prospects ([JIU/REP/2020/3](#))

13. UNICEF welcomes this report and concurs with its global objectives on efficiencies and reduction of carbon emissions through the implementation of common premises. UNICEF has positioned itself as a lead United Nations agency with adequate tools and procedures in place to address the recommendations of this report. UNICEF has exceeded the target of the Secretary-General of having 50 per cent common premises by 2021 and is considered a climate-neutral agency by the United Nations Framework Convention on Climate Change.

14. The steps taken by UNICEF regarding common premises not only amplify the importance and objectives of common premises but also reinforce the good public image and environmental sustainability that the United Nations is promoting. In addition, as Chair of the United Nations Sustainable Development Group Task Team on Common Premises and Facility Services, UNICEF is actively engaged in the activities of this inter-agency group and has provided technical advice and promoted the incorporation of the JIU recommendations to the 2021 workplan of the Task Team. In this regard, issues raised in the recommendations, such as common premises platform, capital financing, feasibility of unified mechanisms for real estate management, review of the target of 50 per cent common premises and support to country teams will be reviewed by the Task Team. The Task Team will provide technical advice to facilitate the implementation of these recommendations. UNICEF has already started implementing some of the recommendations, such as capital financing and environmental sustainability, with the establishment of the revolving Capital Asset Fund and Greening and Accessibility Fund.

15. The report recognizes the need for coherent and efficient management of the common premises. UNICEF is committed to supporting this and will use the findings and recommendations of the report to further realize the added value of the common premises initiative (CEB comments available in [A/75/730/Add.1](#)).

F. Enterprise risk management: approaches and uses in United Nations system organizations (JIU/REP/2020/5)

16. Substantial progress has been made in terms of policy adoption and the establishment of internal organizational structures in support of enterprise risk management since the previous JIU review on this topic. However, many organizations are still developing or refining their policies and establishing suitable practices to support their approach to enterprise risk management.

17. This report proposes 10 updated benchmarks and assesses the progress of implementation of enterprise risk management against them. The report includes four formal recommendations related to the benchmarks. UNICEF welcomes the benchmarks and recommendations aimed at enhancing effective and integrated enterprise risk management to enable more proactive and better-informed decision-making and good governance. This assessment reflects the considerable investments UNICEF has made in mainstreaming enterprise risk management and offers valuable suggestions for additional enhancements in this regard (CEB comments available in [A/75/718/Add.1](#)).

G. Multilingualism in the United Nations (JIU/REP/2020/6)

18. This report reviews multilingualism policies and practices across the United Nations system organizations, examining progress (including implementation strategies and language technologies) towards furthering language goals. The report points out that, although UNICEF does not have a formal policy for the implementation of multilingualism, it does offer language learning programmes and encourages certification in language skills, noting that regional directors and senior managers are provided classes, including immersion classes, to help them to reach proficiency. The report also acknowledges that the UNICEF Division of Communications has in-house translators and a language team that oversees external services for the translation of flagship publications, policy documents, press releases and other high-profile outputs into English, French, Spanish and Arabic. It notes that UNICEF is one of only 10 United Nations system organizations with in-house capacity for translation of the content of global web pages and social media accounts.

19. The report provides a welcome and useful review across the United Nations system. It highlights the critical importance of multilingualism to UNICEF programme delivery and to its communication and advocacy strategies (CEB comments not yet available).

Annex I

Summary of the status of Joint Inspection Unit recommendations addressed to UNICEF, January–December 2020

Relevant recommendations

Remarks

Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations (JIU/REP/2019/8³)

1. No recommendations addressed to the legislative body/Executive Board
2. Recommendations addressed to the executive head

Recommendation 2

Executive heads should, by the end of 2021, review all administrative issuances to clarify how inter-agency mobility is treated in each of those contexts.

Accepted and in progress

UNICEF is reviewing its internal guidance to further clarify.

Recommendation 3

Executive heads of organizations party to the 2012 Agreement should not apply the practice of asking incoming staff to resign instead of agreeing to transfers in view of its corrosive effect on the integrity of the inter-agency mobility regime and the immaterial impact of these transfers on the management of long-term employment-related liabilities, and decide by the end of 2021 to accept benefits and entitlements on the basis stipulated in the Agreement.

Accepted and in progress

UNICEF is reviewing its internal guidance to further clarify.

Recommendation 4

Executive heads should, by the end of 2021, revise the 2012 Agreement to specify procedures for the handling of allegations of misconduct by staff who have moved to another organization under the terms of the Agreement.

Accepted and implemented

In its 2020 revision of the procedure on the disciplinary process, UNICEF included specific provisions on disclosure of information related to allegations of misconduct. Measures to implement the recommendation under the remit of UNICEF have been taken. UNICEF will support related changes to the 2012 Agreement at the inter-agency level.

Recommendation 6

The Secretary-General, in coordination with other executive heads in the framework of the High-Level Committee on Management, as he considers appropriate, should, by the end of June 2022, articulate the business case for inter-agency mobility by setting out what it should accomplish for the organizations as well as how it contributes to human resources management objectives and to the delivery of programmatic results. Such a business case could usefully examine success stories, such as the impact on career trajectories.

Accepted and in progress

UNICEF has an existing active annual mobility and rotation exercise and is reviewing this with the aim of introducing a more proactive approach to mobility. This new approach will incorporate inter-agency opportunities as part of staff development and rotation. UNICEF is part of an inter-agency mobility network exploring platforms that will facilitate sharing rosters, staff profiles and skills, as well as job opportunities.

³ Identification numbers of reports of the JIU do not correspond to the year of issuance.

*Relevant recommendations**Remarks***Recommendation 7**

The Secretary-General, working with other executive heads, should assess the impact of the United Nations system leadership framework on the development of a common management culture supportive of a One United Nations mindset and report to the Economic and Social Council at its 2022 session in the context of his report on the work of the United Nations System Chief Executives Board for Coordination (CEB). They should also consider the possibility of using this framework to strengthen a common management culture in United Nations organizations through the inter-agency mobility of a pool of managers, as had been envisaged through a Senior Management Service that CEB had planned to implement in 2004.

Recommendation 8

Executive heads should enable all United Nations system staff members to compete for vacant posts on a basis equal to that established for their own staff, while considering downsizing contexts, the abolition of posts and positions, and the administration of rotational placements.

Recommendation 9

The Secretary-General and other executive heads who are members of CEB should, by the end of 2021, define how the mutual recognition of rules and procedures will be applied to overcome regulatory and procedural barriers to inter-agency mobility, and report on measures taken to the Economic and Social Council at its 2022 session in the context of the annual report of the Secretary-General on the work of CEB.

Accepted and implemented

UNICEF is co-leading the High-Level Committee on Management working group on the future of work and is actively engaged in discussions on assessing and building an enabling common management culture within the organizations. UNICEF is working on integrating inter-agency movement into the career paths of leadership positions, including actively advocating for qualified candidates; more deliberately promoting the Resident Coordinator track as an attractive career path for senior staff; supporting inter-agency moves of staff to country-level Resident Coordinator Office posts as a career step for aspiring representatives; and assuring more flexibility for back-and-forth inter-agency moves in senior leadership tracks. UNICEF would further consider an assessment of the impact of the United Nations leadership framework as agreed to by United Nations system organizations. In this context, implementation of this recommendation has been transferred to the inter-agency working group.

Accepted and in progress

The CEB Recruitment, Outreach and Workforce Planning Working Group is currently discussing this recommendation in addition to mutual recognition of shared rosters and shared recruitment tools for access to staff profiles and skills. Moreover, a United Nations-wide talent pool for National Officers has been launched for individuals to register as candidates, though the recruiter dashboard remains in progress.

Accepted and in progress

The Mutual Recognition Framework is being discussed as part of the Business Innovations Strategic Results Group and Business Operations Strategy initiative. UNICEF will make changes to internal guidance as appropriate while working with other agencies for any changes that must be made at an inter-agency level.

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

1. Recommendations addressed to the legislative body/Executive Board
2. Recommendations addressed to the executive head

Recommendation 1

The executive heads of United Nations system organizations should task the relevant offices with developing, through consultations with relevant

Accepted and in progress

UNICEF follows the definition of outsourcing contained in the *UN Procurement Practitioner's Handbook*. UNICEF is also working with a subgroup

<i>Relevant recommendations</i>	<i>Remarks</i>
<p>internal stakeholders, by the end of 2021, a common organization-wide definition of outsourcing and further concretize it by developing approaches and procedural guidelines on the subject matter.</p>	<p>of other agencies to produce an updated definition of outsourcing that can be presented to and endorsed by the HLCM Procurement Network.</p>
<p>Recommendation 3</p>	<p>Accepted and implemented</p>
<p>The executive heads of United Nations system organizations should instruct all requisitioning offices to actively work towards assessing their use of sources of supply from vendors in developing countries and economies in transition, and increase it, as applicable, based on such assessment, with the provision that such activities shall not contravene policies established by organizations to ensure effective competition.</p>	<p>UNICEF currently complies with this recommendation. UNICEF has a decentralized procurement function which inherently brings extensive sourcing of supply from vendors in developing countries and economies in transition. Furthermore, in its supply procedures and guidelines, UNICEF notes that locally produced items are sometimes better suited operationally for use in a programme than imported supplies. The procedures and guidelines note that the support for local production may itself be an important part of some UNICEF programmes.</p>
<p>Recommendation 4</p>	<p>Accepted and in progress</p>
<p>The executive heads of United Nations system organizations should encourage all offices to ensure that, by the end of 2021, the sourcing of any strategic, sensitive or high-value service and related goods from a commercial service provider is preceded by the conduct of a clearly-documented strategic analysis that includes short and long-term considerations and costs, and that the analysis has been reviewed and approved by the appropriate authority, prior to a formal decision on the sourcing option.</p>	<p>UNICEF Supply Division undertakes strategic analysis prior to a formal decision on the sourcing option for the most strategic, high-value service procurement. UNICEF has done additional work on its new procurement procedural framework (which will apply to all country offices) and is incorporating material on the importance of procurement strategies.</p>
<p>Recommendation 5</p>	<p>Accepted and implemented</p>
<p>The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, strategic, sensitive and high-value commercially outsourced services under their purview are subject to periodic review, including risk assessments, to ascertain whether appropriate risk management measures are developed by the relevant functions in each organization.</p>	<p>At present, UNICEF complies with this recommendation. Risk analysis is an integral part of UNICEF supply policy and procedures. For example, risk assessment and mitigation are key elements reviewed by the Contracts Review Committee prior to awarding and renewing high-value services contracts.</p>
<p>Recommendation 7</p>	<p>Accepted and in progress</p>
<p>The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, following any decision to source a service and related goods of strategic, sensitive or high value from a commercial service provider, the requisitioning office should develop clearly detailed guidelines for managing vendor</p>	<p>The General Terms and Conditions of UNICEF currently includes an “end of contract” clause that specifies responsibilities of a contractor upon termination of the contract. Guidance on contract management is also being incorporated into the new procurement procedural framework, which is under development. The CEB has expressed the need to</p>

<i>Relevant recommendations</i>	<i>Remarks</i>
<p>transition, including corresponding backup arrangements, and ensure that solicitation documents clearly outline the responsibility of the vendor as regards transitional assistance and knowledge transfer to the organization and incoming vendor.</p>	<p>postpone the implementation date of this recommendation to 2023, which is supported by UNICEF.</p>
<p>Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function (JIU/REP/2020/1)</p>	
<p>1. Recommendations addressed to the legislative body/Executive Board</p>	
<p>Recommendation 1</p>	<p>Accepted and in progress</p>
<p>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.</p>	<p>The UNICEF Office of Internal Audit and Investigations (OIAI) is making recommendations for the review of its Charter and will incorporate this review and the applicable recommendation from JIU.</p>
<p>Recommendation 5</p>	<p>Not accepted</p>
<p>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.</p>	<p>UNICEF does not accept part (a) of this recommendation and is aligned with the January 2021 Note by the Secretary-General on this JIU report. UNICEF recently reviewed the appointment and removal procedures for the Director of OIAI in the context of the revision of the Charter of the Audit Advisory Committee in 2020. The revised charter stipulates that the Committee shall be consulted on the appointment, removal, or contract renewal of the Director of OIAI. The UNICEF Executive Director takes decisions regarding the removal, appointment, or contract renewal of her direct reports, including the Director of OIAI. Regarding part (b) of this recommendation, UNICEF has a term limit of five years, renewable once, and post-employment restrictions already incorporated into the OIAI Charter. Regarding part (c) of the recommendation, the head of OIAI already has direct and unrestricted access to the UNICEF Audit Advisory Committee. The UNICEF Executive Board and the Director of OIAI may engage at their discretion.</p>
<p>Recommendation 6</p>	<p>Accepted and implemented</p>
<p>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</p>	<p>UNICEF approved a new charter for the UNICEF Audit Advisory Committee on 17 March 2020. The charter provides a mandate for the committee to advise the Executive Director on the independence, effectiveness, objectivity, credibility and utility of</p>

<i>Relevant recommendations</i>	<i>Remarks</i>
<p>necessary, appropriate provisions to: (a) review the independence and mandate of the internal oversight office/investigation function; (b) review its budget and staffing requirements; (c) review its overall performance; and (d) issue related recommendations.</p>	<p>the investigations function as well as its strategy, work plans, staffing, budgets and periodic/annual reports.</p>
<p>Recommendation 8</p>	<p>Accepted and implemented</p>
<p>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.</p>	<p>The UNICEF Policy on the Disciplinary Process and Measures (POLICY/DHR/2020/001), effective in March 2020, stipulates that possible misconduct concerning a staff member in OIAI should be submitted to the Executive Director for referral to another United Nations investigations office or an outside entity specialized in such investigations; investigations shall also be referred to another investigations office when involvement of OIAI would create a conflict of interest.</p>
<p>Recommendation 9</p>	<p>Accepted and in progress</p>
<p>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.</p>	<p>OIAI reports to the Executive Board on the number of complaints received and investigations completed as separate data points in its annual report, together with information on the type and nature of complaints and investigations. OIAI is consulting with other United Nations entities to harmonize definitions and practices used in reporting.</p>
<p>Recommendation 10</p>	<p>Accepted and implemented</p>
<p>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.</p>	<p>This recommendation is addressed to legislative bodies. In September 2020, the UNICEF Executive Board requested that UNICEF ensure adequate resources and staffing capacities for OIAI. UNICEF monitors and reports on the adequacy of resources and staffing in the OIAI annual report. OIAI will continue monitoring its staff requirements to assess any additional resources needed, including for its proposed 2022–2025 office management plan, and will consider any recommendations of the UNICEF Audit Advisory Committee in making recommendations to the Executive Board.</p>
<p>2. Recommendations addressed to the executive head</p>	
<p>Recommendation 2</p>	<p>Accepted and in progress</p>
<p>The executive heads of United Nations system organizations who have not yet done so should ensure that the heads of internal oversight offices periodically review and, where necessary, update their investigation policies and guidance on the basis of new developments, the jurisdiction of the</p>	<p>OIAI is in the process of updating its investigations manual and associated guidance.</p>

<i>Relevant recommendations</i>	<i>Remarks</i>
<p>administrative tribunals, lessons learned and good practices. In doing so, due attention should be paid to ensure coherence with applicable provisions of other existing relevant rules, regulations and policies.</p>	
<p>Policies and platforms in support of learning: towards more coherence, coordination and convergence (JIU/REP/2020/2)</p>	
<p>1. Recommendations addressed to the legislative body/Executive Board</p>	
<p>Recommendation 8</p> <p>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 inter-agency mechanisms, which should contain a set of principles and a plan of action for gradual implementation.</p>	<p>Outside the sole remit of UNICEF</p> <p>This recommendation cannot be implemented individually by agencies without creating a clear accountability and inter-agency coordination mechanism to support it. UNICEF is ready to contribute to the development of a common framework under the leadership and coordination of an appropriate inter-agency mechanism.</p>
<p>2. Recommendations addressed to the executive head</p>	
<p>Recommendation 1</p> <p>The executive heads of United Nations system organizations, if they have not already done so, should establish a minimum set of key performance indicators and associated targets for the efficiency of learning programmes and their effectiveness in support of business outcomes, which the organizations should monitor and report upon to the governing bodies.</p>	<p>Under consideration</p> <p>This recommendation is under consideration while UNICEF develops the monitoring framework for the Strategic Plan, 2022–2025. UNICEF aims to incorporate suitable indicators as part of the management indicators for the Strategic Plan and/or as part of office management plans.</p>
<p>Recommendation 2</p> <p>The executive heads of the United Nations system organizations should integrate the evaluation findings on learning into the learning management systems and use them effectively to inform decision-making processes on future learning activities.</p>	<p>Accepted and implemented</p> <p>UNICEF is already systematically storing course evaluations in Agora, its organizational learning management system (LMS), with course managers having access to these data to make informed decisions. A dashboard available to all UNICEF staff allows for comparative analysis of learners' feedback.</p> <p>UNICEF commits to carrying out evaluations of major global learning initiatives around organizational priorities and will make these widely accessible to use for planning future learning initiatives. However, UNICEF does not believe that integrating these reports into Agora is the right solution to make these easily accessible within UNICEF, especially because many learning activities take place outside of Agora.</p>

<i>Relevant recommendations</i>	<i>Remarks</i>
<p>Recommendation 3</p> <p>The executive heads of the United Nations system organizations should, in consultation with the United Nations Sustainable Development Group, examine the existing options for a comprehensive joint curriculum or at least system-wide quality assurance of courses related to the 2030 Agenda for Sustainable Development, by the end of 2021.</p>	<p>Outside the sole remit of UNICEF</p> <p>In collaboration with United Nations Institute for Training and Research (UNITAR), a quality assurance solution is being implemented in the form of a commitment by all partners of the UN SDG:Learn initiative to ensure minimum quality standards. UNICEF actively contributes to this initiative, listing relevant learning activities on the dedicated site www.unsdglearn.org. Regarding the identification of opportunities for system-wide curricula, UNICEF would welcome the leadership and/or coordination of UNITAR, the United Nations System Staff College or another United Nations entity. UNICEF has contributed to shared learning on the Sustainable Development Goals, including through UN SDG:Learn and the United Nations Sustainable Development Group (UNSDG) joint Mainstreaming, Acceleration and Policy Support training but establishment of a joint curriculum is beyond the sole remit of UNICEF.</p>
<p>Recommendation 4</p> <p>The executive heads of United Nations organizations should take the actions they deem appropriate to better integrate staff learning plans into their respective performance assessments and to ensure that managers are also held accountable for implementation.</p>	<p>Accepted and in progress</p> <p>UNICEF staff learning plans currently form a part of the performance planning process hosted in Agora and are linked to the UNICEF performance appraisal system (Achieve). A communication campaign and staff training are being rolled out in 2021 to support more systematic application of development planning.</p>
<p>Recommendation 6</p> <p>The executive heads of the United Nations system organizations, if they have not already done so, should establish criteria for the more systematic use of external platforms, based on judicious curating of their courses and realistic learning objectives.</p>	<p>Accepted and implemented</p> <p>UNICEF is already extensively sourcing learning opportunities from external platforms within and outside of the United Nations system based on established criteria. UNICEF identifies and publishes in a monthly newsletter relevant massive open online courses from platforms such as Coursera and EDX that are contained in the UNICEF course catalogue. UNICEF has additionally signed content-sharing agreements with various United Nations agencies and international non-governmental organizations to source courses. UNICEF provides access to the organization's catalogue of curated listings of publicly available online courses from major educational providers.</p>
<p>Recommendation 7</p> <p>The executive heads of the United Nations system organizations should, through inter-agency agreements, recognize relevant learning programmes followed on external platforms, for</p>	<p>Accepted and implemented</p> <p>UNICEF currently recognizes the completion of selected mandatory courses undertaken on other platforms. Staff members and consultants are encouraged to add past learning activities and</p>

<i>Relevant recommendations</i>	<i>Remarks</i>
<p>which appropriate credentials are presented, and reflect that recognition in the learning management systems.</p>	<p>individual initiatives in Agora through a personal learning activity form.</p>
<p>United Nations common premises: current practices and future prospects (JIU/REP/2020/3)</p>	
<p>1. Recommendations addressed to the legislative body/Executive Board</p>	
<p>Recommendation 1</p>	<p>Accepted and implemented</p>
<p>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.</p>	<p>UNICEF has met the target of having 50 per cent of its space in common premises.</p>
<p>2. Recommendations addressed to the executive head</p>	
<p>Recommendation 2</p>	<p>Accepted and in progress</p>
<p>The executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to amplify, by the end of 2022, the objectives of common premises, addressing programmatic, public image and environmental sustainability considerations, as well as efficiency gains, and also set out the modalities for tracking results and reporting thereon.</p>	<p>Having achieved the target of 50 per cent of its space in common premises, UNICEF is fully engaged to amplify key objectives, including reinforcing a positive United Nations public image and being an efficient and carbon-neutral organization. To achieve this, UNICEF has established a revolving Capital Asset Fund and a Greening and Accessibility Fund to support related activities. Furthermore, UNICEF took the lead through the UNSDG Task Team on Common Premises and Facility Services to develop a template to measure and report efficiencies gains due to common premises. The template includes measuring and reporting on the reduction of carbon emissions as part of efficiencies reporting. UNICEF already developed a tool to further this, the Environmental Footprint and Accessibility Assessment Tool, and has shared it with other United Nations agencies as a model.</p>
<p>Recommendation 3</p>	<p>Accepted and implemented</p>
<p>The Secretary-General and the other executive heads of the United Nations system organizations should, by mid-2021, work together in the framework of the United Nations Sustainable Development Group to re-examine the focus on a target of 50 per cent of common premises with a view to prioritizing efficiency gains.</p>	<p>As Chair of the Task Team on Common Premises and Facility Services, UNICEF has contributed to the revision of the definition of the scope of the common premises, which will help to shape the development of the common premises platform. UNICEF will continue to actively engage in the activities of the Task Team, including exploring funding modalities and mechanisms.</p>
<p>Recommendation 4</p>	<p>Accepted and in progress</p>
<p>The Secretary-General and the other executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to expedite</p>	<p>The United Nations Development Coordination Office (DCO) is developing a common premises online platform based on the business requirements endorsed by the Task Team. UNICEF is contributing</p>

<i>Relevant recommendations</i>	<i>Remarks</i>
<p>the compilation of the database component of the envisaged common premises platform by mid-2021 and ensure that periodic reporting to the General Assembly includes information on the status of the database and how the common premises platform is being used to contribute to the realization of efficiency gains and any other common premises objectives.</p>	<p>to the development of the common premises platform, expected to be available by mid-2021.</p>
<p>Recommendation 5</p>	<p>Accepted and in progress</p>
<p>The Secretary-General and the other executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to review lessons learned from experience with public-private partnerships for common premises and formulate, by the end of 2022, measures that address the capital financing requirements of initiatives regarding common premises, including the possibility of a centrally administered mechanism, for consideration by the General Assembly if required.</p>	<p>The United Nations Population Fund has taken the initiative on a pilot project basis and recruited a consultant to work on the feasibility of capital financing to boost the common premises initiatives in the United Nations system. The result of this consultancy will be shared with the Task Team for further review and technical advice. The Task Team is also reviewing the implementation of the public-private partnerships guidelines to draw lessons from this project. As the lead agency of the Task Team, UNICEF is actively engaged in these activities, which contribute to the implementation of this recommendation.</p>
<p>Recommendation 7</p>	<p>Accepted and in progress</p>
<p>The Secretary-General and the executive heads of the United Nations system organizations with premises in the field should study the feasibility of a unified mechanism for real estate management in the field and report on the findings of that study to the General Assembly at its seventy-eighth session.</p>	<p>The Task Team has included the JIU recommendations in its workplan and is looking at how to address this recommendation. Through the Task Team, UNICEF is working to support and implement this recommendation.</p>
<p>Recommendation 8</p>	<p>Accepted and in progress</p>
<p>The executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to improve, by the end of 2021, the inter-organizational arrangements for support of common premises by strengthening the oversight of common premises by the United Nations Sustainable Development Group, clarifying the role and authority of its inter-agency Task Team on Common Premises and Facility Services and directing an appropriately capacitated Development Coordination Office to support them in carrying out the common premises workstream. That support work should include analysis of priorities for future action, making arrangements for proactive support of country teams at all stages of project life cycles and drawing linkages to other facets of business operations.</p>	<p>This recommendation is being discussed within the Task Team, with DCO to provide an update on progress.</p>

*Relevant recommendations**Remarks***Review of management and administration in the Economic Commission for Latin America and the Caribbean (JIU/REP/2020/4)**

1. No recommendations addressed to UNICEF.

Enterprise risk management: approaches and uses in United Nations system organizations (JIU/REP/2020/5)

1. Recommendations addressed to the legislative body/Executive Board

Recommendation 1

In order to fulfil their oversight roles and responsibilities, legislative/governing bodies should incorporate enterprise risk management into their meetings at least annually, with substantive coverage determined by the organization's mandate, field network and risk exposure.

Accepted and in progress

Top UNICEF risk exposures at the enterprise level and related mitigation measures are included in the overview of annual financial statements. Beginning with the financial statements for the year ended 31 December 2020, such information will additionally be informed by the annual statement of internal controls. Moreover, these risks are discussed by the UNICEF Executive Board in the context of the financial report and audited financial statements. Currently, there is no separate formal agenda item in the programme of work of the Executive Board on risk management. However, risk management is a standing agenda item of the Audit Advisory Committee in its periodical meetings.

Recommendation 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 enterprise risk management against JIU benchmarks 1 to 9, as outlined in the present report.

Accepted and in progress

This recommendation is noted. Reference response to recommendation 1.

2. Recommendations addressed to the executive head

Recommendation 2

By the end of 2021, executive heads should undertake a comprehensive review of their enterprise risk management implementation against JIU benchmarks 1 to 9, as outlined in the present report.

Accepted and in progress

UNICEF is progressing with implementation of this recommendation. UNICEF has updated its Policy on Enterprise Risk Management (benchmark 1) and strengthened its three line of defense (benchmark 2); enterprise risk management is well integrated into programme development and implementation (benchmark 5); UNICEF considers the enterprise risk management maturity process as a journey that enables flexibility (benchmark 6); UNICEF has recently implemented an advanced technology for enterprise risk management and for policy management (benchmark 7); UNICEF is developing a series of courses on enterprise risk management and on policy management for all staff (benchmark 8); and UNICEF is actively participating in the HLCM meetings on risk, as required (benchmark 10).

<i>Relevant recommendations</i>	<i>Remarks</i>
<p>Recommendation 3</p> <p>By the end of 2021, members of the High-level Committee on Management of the Chief Executives Board for Coordination should ensure that its Cross-Functional Task Force on Risk Management is continued as a viable mechanism to further promote and facilitate inter-agency cooperation, coordination and knowledge-sharing and to explore shared risks associated with United Nations reform efforts.</p>	<p>Outside the sole remit of UNICEF</p> <p>UNICEF supports this recommendation and its implementation at an inter-agency level. UNICEF has been a member of the Cross-functional Task Force on Risk Management from the very start and will continue contributing to this Task Force.</p>
<p>Multilingualism in the United Nations system (JIU/REP/2020/6)</p>	
<p>1. Recommendations addressed to the legislative body/Executive Board</p>	
<p>Recommendation 1</p> <p>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.</p>	<p>Not accepted</p> <p>UNICEF mainstreams multilingualism throughout its work and does not support a siloed approach to multilingualism. UNICEF is also leveraging technology in support of multilingualism, including for interpretation. The organization's current tools for remote engagement already include global language services. UNICEF encourages the use of continuous language learning, promotes linguistic diversity, enables the outsourcing of language services based on needs and ensures publication and use of knowledge products in the six official languages of the United Nations, and in other languages and dialects as needed. It is the view of UNICEF that implementation of a policy framework would not in itself increase multilingualism. UNICEF will continue to review and strengthen its work in this area.</p>
<p>Recommendation 2</p> <p>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.</p>	<p>Not accepted</p> <p>UNICEF mainstreams multilingualism throughout its work and does not support a siloed approach with a dedicated function on multilingualism. UNICEF promotes linguistic diversity throughout the organization, encouraging continuous language learning. For efficiency gains, UNICEF enables the outsourcing of language services based on needs and ensures publication and use of knowledge products in the six UN official languages, as well as in other languages and dialects. UNICEF will continue to review and strengthen its work on this area leveraging new technologies across the organization.</p>
<p>Recommendation 4</p> <p>The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations</p>	<p>Accepted and implemented</p> <p>UNICEF supports language learning as an area of development for its workforce. To support delivery of organizational results, and career mobility and</p>

*Relevant recommendations**Remarks*

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.

enhancement (especially among national staff), UNICEF has already provided cutting-edge English as a Foreign Language training with language teachers to thousands of its staff, based on individual skill level assessment. The organization's overall learning policies have removed limitations on learning time to allow staff focused learning, including in particular for locally required languages needed to communicate with local communities and civil society leaders. This is in addition other existing language training opportunities provided to UNICEF personnel online and also through its state-of-the-art Agora learning platform. The UNICEF Global Learning Strategy supports these efforts. Finally, senior staff members must speak two official United Nations languages as a prerequisite for Representative and D-1 level and higher positions.

2. Recommendations addressed to the executive head

Recommendation 3

The executive heads of the United Nations system organizations that have not yet done so, should, where appropriate, introduce or enhance, by the end of 2022, their policies for attracting new translators and interpreters and retaining talented and skilled language professionals, including the preparation of succession plans with specifications for required languages and language combinations, as well as the expansion of outreach programmes.

Not accepted

UNICEF invests in the language skills of its workforce, with limited full-time professional language support in addition to language learning. UNICEF outsources professional language services when needed and has short- and long-term agreement modalities leveraging new technology to support multilingualism.

Recommendation 5

The executive heads of the United Nations system organizations should request the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) to establish a working group on the preparation for adoption, by the end of 2022, of a United Nations system language framework for language teaching, learning, assessment, and certification in the six official languages of the United Nations, which could be based, inter alia, on the results of the work already undertaken by the United Nations Secretariat in this area.

Not accepted

UNICEF supports the leadership of the Coordinator for Multilingualism, who serves as a facilitator to attain a coordinated, consistent and coherent approach to multilingualism in the United Nations Secretariat and at the United Nations system level. The existing system-wide multilingualism structures at the United Nations (the Coordinator and the Network of Focal Points) are well-placed to lead and undertake system-wide multilingualism-related actions, including these recommended actions. In the view of UNICEF, the proposed action might limit value-for-money approaches in obtaining the most effective language training for staff with internationally recognized benchmark certificates, especially considering the rapidly expanding e-learning sector. It would also disproportionately benefit headquarters staff compared with field-based staff whose access to all language courses is more limited. The proposal is also not in line with the

Relevant recommendations

Remarks

Recommendation 6

The executive heads of the United Nations system organizations, in their capacity as members of the United Nations System Chief Executives Board for Coordination, should direct the High-level Committee on Management to develop a system-wide, comprehensive and coordinated approach to multilingualism as a core value of the United Nations system organizations.

organization's high-quality, globally available language services, such as the English as a Foreign Language programme.

Outside sole remit of UNICEF

This recommendation is outside the sole remit of UNICEF. UNICEF supports the leadership of the Coordinator for Multilingualism, who serves as a facilitator for a coordinated, consistent and coherent approach to multilingualism in the United Nations system level through the CEB, and coordinates joint measures with the CEB secretariat to support a comprehensive and coordinated approach on multilingualism within the United Nations system. The existing system-wide multilingualism structures (the Coordinator and the Network of Focal Points) are well-placed to lead and undertake system-wide multilingualism-related actions, including these recommended actions.

Annex II

Summary of the status of all open accepted Joint Inspection Unit recommendations addressed to UNICEF prior to 2020

<i>JIU report symbol</i>	<i>Recommendation (number) and summary text</i>	<i>Addressee</i>	<i>Current status</i>
JIU/NOTE/2014/1⁴ Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations	(2) Set up effective mechanisms to capitalize on the knowledge and experience of staff due to retire and of retirees.	Executive head	Implemented
JIU/REP/2014/9 Contract management and administration in the United Nations system	(2) Incorporate in their annual statements of internal controls certifications, by individuals with procurement and contracts management authority, that the execution of contracts has been in full compliance with the organization's policies, procedures and rules.	Executive head	In progress
JIU/REP/2016/2 Succession planning in the United Nations system organizations	(3) Adopt benchmarks ensuring organizations have a sound succession planning process, and report on the progress made.	Executive head	Implemented
JIU/REP/2016/4 Fraud prevention, detection and response in United Nations system organizations	(8) Ensure that statements of internal controls address the adequacy of organization-wide anti-fraud controls.	Executive head	In progress
JIU/REP/2016/6 Meta-evaluation and synthesis of United Nations development assistance framework evaluations, with a particular focus on poverty eradication	(4) Coordinate evaluation activities at the country level.	Executive head	Implemented
JIU/REP/2016/8 State of the internal audit function in the United Nations system	(6) Allocate adequate financial and human resources to the internal audit services to ensure sufficient coverage of high-risk areas during risk-based audit planning.	Executive head	In progress

⁴ Identification numbers of reports of the JIU do not correspond to the year of issuance.

<i>JIU report symbol</i>	<i>Recommendation (number) and summary text</i>	<i>Addressee</i>	<i>Current status</i>
JIU/REP/2016/10 Knowledge management in the United Nations system	(1) Develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations.	Executive head	Implemented
	(3) Take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual workplans, job descriptions and organizational core competences.	Executive head	In progress
	(4) Establish norms and procedures for the retention and transfer of knowledge from retiring, moving or departing staff.	Executive head	In progress
JIU/REP/2017/2 Donor-led assessments of the United Nations system organizations	(4) Engage with donors to determine the key elements in their assessments and consider taking these elements into account in their risk assessments and workplans.	Executive head	In progress
JIU/REP/2017/6 Results-based management in the United Nations development system: analysis of progress and policy effectiveness	(2) Consider establishing a backbone support function to ensure that the vast range of innovations introduced in results-based management across the United Nations system are captured, supported, assessed for value and shared for adoption system-wide.	Executive head	Implemented
JIU/REP/2017/7 Review of donor reporting requirements across the United Nations system	(5) Work systematically with donors to include in donor agreements the costs associated with preparing donor reports.	Executive head	Implemented
	(6) Develop and adopt a common report template accommodating the information needs and requirements of donors and the regulatory frameworks and capacities of the organizations, as a basis for negotiations with donors.	Executive head	Implemented
JIU/REP/2017/8 The United Nations system: private sector partnerships arrangements in the context of the 2030 Agenda for Sustainable Development	(3) Coordinate and streamline a unique, system-wide package of information about the opportunities for partnerships offered to the private sector by the Sustainable Development Goals, for the benefit of interested organizations.	Executive head	Implemented
	(5) Enhance the role and responsibilities of the private sector focal points network with regard to sharing knowledge, promoting good practices and finding innovative solutions to problems related to partnerships with the private sector, including by entrusting them	Executive head	Implemented

<i>JIU report symbol</i>	<i>Recommendation (number) and summary text</i>	<i>Addressee</i>	<i>Current status</i>
	with specific tasks and agenda items on which to report.		
	(6) Jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on the information voluntarily submitted by the participating organizations.	Executive head	Implemented
	(10) Encourage a multi-stakeholder mechanism of consultations and solution-seeking at the country level, steered by the resident coordinator, in which the businesses are involved from the beginning in the design of partnerships in support of the 2030 Agenda for Sustainable Development.	Executive head	Implemented
JIU/REP/2017/9 Review of mechanisms and policies addressing conflict of interest in the United Nations system	(1) Map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest.	Executive head	In progress
	(2) Introduce a mandatory conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in consultation with any future inter-agency forum.	Executive head	Implemented
	(4) Introduce adequate legal clauses in contractual agreements with their staff and non-staff, as appropriate, binding them to the period of restriction set for their function that prohibits them from engaging in clearly defined post-employment activities for the duration of that period of time.	Executive head	In progress
	(5) Take the necessary steps to: (a) ensure that all staff members, irrespective of their level and grade, successfully complete the initial and periodic mandatory ethics training course and obtain the respective certification; (b) link certification of the required ethics training course to the annual staff performance appraisal cycle; (c) include ethics training in the induction training of non-staff, including refresher courses after service intervals, as appropriate.	Executive head	In progress (a); Implemented (b) and (c)

<i>JIU report symbol</i>	<i>Recommendation (number) and summary text</i>	<i>Addressee</i>	<i>Current status</i>
JIU/REP/2018/1 Review of internship programmes in the United Nations system	(6) Regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms.	Legislative body	In progress
	(2) Work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.	Executive head	Implemented
	(3) Consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.	Executive head	Implemented
	(6) 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.	Legislative body	Implemented
	(7) Establish a collaboration mechanism between the public information services of the organizations and the permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, based on the World Guide to Higher Education published by UNESCO.	Executive head	Implemented
JIU/REP/2018/5 Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	(4) Initiate the testing of a model under which a single agency provides hosting services for the others.	Executive head	In progress
	(5) Formulate a proposal for consolidated country-level administrative support arrangements, in accordance with the provisions of General Assembly resolution 72/279.	Executive head	In progress
	(6) The UNSDG should refocus the common business operations of United Nations country teams on a more limited agenda, such as common premises, facility services and procurement. All country teams should be required to put forward a business case on common premises and to establish joint long-term agreements and service contracts.	Executive head	In progress

<i>JIU report symbol</i>	<i>Recommendation (number) and summary text</i>	<i>Addressee</i>	<i>Current status</i>
JIU/REP/2018/6 Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	(10) Constitute a shared services board to develop the business case for and operational design of global shared services.	Executive head	In progress
	(1) Develop a draft policy on the accessibility of conferences and meetings for persons with disabilities, as well as guidelines for policy implementation, and present them to their respective legislative bodies, should the endorsement of those bodies be required for the policy to take effect.	Executive head	In progress
	(2) For all major conferences that are hosted off the premises of United Nations system organizations, ensure that accessibility requirements are clearly stipulated in individual agreements concluded with the hosting entity for specific conferences and meetings.	Executive head	In progress
	(4) Develop standard operating procedures with regard to their operational responsibilities to improve the accessibility of conferences and meetings for persons with disabilities.	Executive head	In progress
	(5) Make it mandatory for organizers of meetings and conferences to ensure that: (a) the participation of persons with disabilities is fully supported by registration processes that are accessible for persons with diverse disabilities; (b) clauses are included in accessible registration forms to ask specifically about accessibility requirements; (c) information on accessible facilities and services is disseminated to all potential participants through accessible websites and information notes; (d) accessible post-conference and post-meeting satisfaction surveys consistently include questions to assess satisfaction with the accessibility of facilities and services.	Executive head	In progress
	(8) Draft provisions for incorporating accessibility checks and/or requirements into procurement policies and guidelines for consideration and adoption by the relevant decision-making authority	Executive head	In progress
	(9) Develop and implement through relevant inter-agency mechanisms a common system-wide mandatory specialized training module on disability inclusion and accessibility for	Executive head	In progress

<i>JIU report symbol</i>	<i>Recommendation (number) and summary text</i>	<i>Addressee</i>	<i>Current status</i>
	<p>personnel involved directly or indirectly in the servicing of conferences and meetings.</p> <p>(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.</p>	Legislative body	Implemented
JIU/REP/2018/7 Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	(6) Establish a system-wide policy on open data access, supporting software and research sharing among the United Nations system organizations.	Legislative body	Under consideration
	(7) Review the level of involvement of researchers from the South and adopt policies and frameworks that will stimulate capacity-building for all dimensions of the policy research functions, including research uptake at the national level.	Executive head	Implemented
	(9) Take measures to ensure that commitments to inter-agency collaboration, including through the establishment of a global data knowledge platform and the facilitation of academic exchanges, as stipulated in the Global Compact for Safe, Orderly and Regular Migration.	Legislative body	Implemented
	(12) Encourage long-term partnerships with academic communities at the global, regional and national levels, and establish basic guidelines for such partnerships.	Executive head	Implemented
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	(1) Present a map of interlinkages between the core mandate of the organization and disaster risk reduction and report on the progress made on disaster risk reduction.	Legislative body	In progress
	(3) Plan for dedicated capacity to implement risk-informed development activities and that such activities in the field are reported to headquarters, including by monitoring their contribution to implementing the Sendai Framework, taking into account the reporting framework for Sustainable Development Goals.	Executive head	In progress

<i>JIU report symbol</i>	<i>Recommendation (number) and summary text</i>	<i>Addressee</i>	<i>Current status</i>
JIU/REP/2019/4 Review of change management in the United Nations system organizations	(1) Embed change management approaches and methods in their organizational reforms and report on the results.	Legislative body	In progress
	(2) Embed structured and comprehensive change management approaches in ongoing and future organizational reforms and report.	Executive head	In progress
	(4) Ensure resources allocated to change management are clearly earmarked and the intended results are measured, tracked and evaluated.	Executive head	In progress
	(5) Give greater prominence to the role strategic human resources management functions play in organizational change management including promoting changes in individual attitudes and behaviours, establishing mechanisms to reinforce these and creating channels to communicate feedback across all personnel.	Executive head	In progress
	(6) Support the United Nations Laboratory for Organizational Change and Knowledge to play a greater role in United Nations system reforms.	Executive head	Implemented
JIU/REP/2019/5 Managing cloud computing services in the United Nations system	(1) Ensure business continuity planning includes strategies and measures to mitigate the risk of failure by cloud service providers to deliver the contracted services.	Executive head	In progress