



General Assembly

Distr.
GENERAL

A/43/161
23 February 1980

ORIGINAL: ENGLISH

Forty-third session
Item 119 of the preliminary list*

JOINT INSPECTION UNIT

Note by the Secretary-General

In accordance with article 9, paragraph 2, of the statute of the Joint Inspection Unit (General Assembly resolution 31/192, annex), the Secretary-General has the honour to transmit to the members of the General Assembly the work programme of the Unit for 1988 and the nucleus of its work programme for 1989-1990.

* A/43/50.

ANNEX

Work programme of the Joint Inspection Unit

The following work programme was drawn up in accordance with article 9, paragraph 1, of the statute of the Joint Inspection Unit (annex to General Assembly resolution 31/192 of 22 December 1976) and taking into account General Assembly resolution 42/218 of 21 December 1987. This multi-year work programme is divided into two sections: section I lists the Unit's work programme for 1988, and section II indicates those studies which the Unit contemplates undertaking after the current year. As hitherto, the work programme is subject to change in the course of the year; new studies may be added and planned studies may be modified, postponed or cancelled when circumstances warrant.

I, WORK PROGRAMME FOR 1988

1. Special study

Implementation of General Assembly resolution 42/218

As requested by the Assembly in paragraph 13 of the resolution, the Joint Inspection Unit will report to the Assembly at its forty-third session on the progress made in the implementation of the resolution,

2. Development co-operation

(a) Contribution of the United Nations system to the conservation and management of cultural and natural heritage in Western Asia

The present report is the fourth and last report of a series prepared by the Unit on the contribution of the United Nations system to the conservation and management of cultural and natural heritage. The report will assess the impact and effectiveness of the numerous and, in some cases, vital programme and field projects implemented by the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Food and Agriculture Organisation of the United Nations (FAO), the United Nations Environment Programme (UNEP) and other United Nations organizations in 12 countries.

(b) Human resource development through technical co-operation

Emphasis will be placed in this study on the educational aspect of human resource development, with special focus on the improvement of capabilities, through training and educational processes, to contribute effectively to the enhancement of the economies of developing countries in particular. The study's main aim will be to determine, through an analysis of the training

components of the United Nations Development Programme (UNDP) -assisted technical co-operation projects, the contribution that these projects have made in relation to their intended purposes. The concepts contemplated in the Istanbul Round Table, the Tokyo Round Table, the Salzburg Round Table and the Budapest Statement, in which the **extension of the human dimension was** amply considered, **have been the motivating force** behind this study, together with the **efforts undertaken by the United Nations and its specialized agencies and by other related organizations.**

(c) Evaluation of rural development activities in three African least developed countries*

The purpose of this study is to evaluate the general relevance and effectiveness of United Nations system rural development activities and their impact on the living conditions of their intended beneficiaries. Three African least developed countries have been selected, Burkina Faso, Burundi and the United Republic of Tanzania, and it is intended to study a sample of some 20 projects executed by the organizations of the United Nations system most concerned with rural development activities, i.e. the United Nations, FAO, the International Labour Organisation (ILO), the United Nations Educational Scientific and Cultural Organization (UNESCO), the United Nations Industrial Development Organization (UNIDO), and the World Food Programme (WFP).

(d) Evaluation of projects in the region of Asia and the Pacific*

The aim of the study is to evaluate the evaluation systems in use within the United Nations through an overall examination of the concept, methods and practice of evaluation; the interaction of the evaluator, the evaluated and the inferences regarding evaluability; the conjunction and/or disjunctions of monitoring and evaluation; the new constraints affecting the evaluation systems; the activities and organization of the services entrusted with evaluation. To ensure that the study is not purely theoretical, it seems necessary to illustrate it by examples taken from the experience of several executing agencies and countries. Such examples are drawn from the region of Asia and the Pacific.

(e) An evaluation of the technical co-operation activities of the International Maritime Organization in relation to maritime training*

The Unit was requested to do this study by the Secretary-General of IMO. It follows two earlier studies, one concerning general IMO operations (JIU/REP/84/4) and a second, also

* Evaluation study,

requested by the Secretary-General, on establishment of an internal evaluation system in IMO (JIU/NOTE/87/1). Maritime training has been given the highest priority in the IMO technical co-operation programme. The present moment appears to provide a very timely opportunity to assess the progress made in implementing the programme, the directions it is taking and the existence of and remedies for any current difficulties in programme implementation. The study also helps meet the General Assembly's request to the Unit to undertake more ad hoc programme evaluations, and provides an opportunity for it to review a significant area, the evaluation of training, that it has not previously studied.

- (f) Report on support for foreign services of Latin America
(UNDP-assisted regional project RLA/86/002) *

The majority of Latin American countries are participating members of this regional project, which is one of the larger UNDP-assisted projects in the region and is executed by the Economic Commission for Latin America and the Caribbean (ECLAC). The report will include a brief description of the project's pre-programming and programming stages, the relationship between ECLAC and the Research Programme for International Economic Relations (RIAL) and the analysis of the programme of work of the project. Its aim will be to evaluate the real impact of the project on the foreign services of the countries of the region.

- (g) Report on joint studies on Latin American economic integration
(UNDP-assisted regional project RLA/79/031) *

The UNDP contribution to this project ended in 1987 after a period of about eight years of assistance. The report will take the form of a post-project evaluation to determine its real input into the integration processes in Latin America, emphasizing the support of UNDP to Latin American integration and looking at the possible need for further assistance to those economic and social processes at the regional level.

3. Management (organisation and methods, budget and finance, personnel, general administration)

- (a) Report on the Economic and Social Commission for Western Asia

This study will complete a cycle of studies carried out on the regional economic commissions. ESCWA continues to face a number of administrative, organizational and logistic problems that have an adverse impact on its performance. The study will review these

problems, **assess** the attempts that **have been made to** solve Or attenuate **them, and** try to find, in co-operation with the Headquarters **and** ESCWA secretariats, durable solutions **to them.**

- (b) **Budgeting technique8 used by organizations** of the United Nations system - some compatieons

The **budgets** presented **by the organizations** are prepared differently in format, terminology and budgeting technique. In the light of Genaral Assembly resolution **40/250 of 10 December 1985** which recommended that "further efforts be **made** to **achieve the maximum possible** standardization and comparability in the budgetary **and** administrative *practices* of all organizations concerned", **this** study will **attempt to make a comparative analysis of** budgeting techniques used by the organizations in the preparation **of regular budgets** and **also** to determine the most desirable budgeting techniques for the organizations. It will examine the extent to which **the** differences *in* budgeting techniques should remain and consider **necessary measures to be taken for** standardization. The study will be composed of two **volumes** , **one will comprise the** comparative analysis and recommendations8 the other will present comparative tables **on main** budgeting techniques **utilized** by the **organizations** concerned.

- (c) **Representation** of organizations **of** the United Nations **system** at conferences and **meetings**;

(i) **United Nations**;

(ii) **Specialized agencies**

The two reports will present findings and statistics concerning **attendance** at conferences and **meetings by** representatives of the United Nations and **specialized agencies**. The reports will review the **procedures** and mechanisms (including the Secretary-General's **bulletin of 16 December 1987 (ST/SGB/207/Rev.1)**) to examine their implementation at all **stages** of representation (handling of **invitations**, preparation, participation, reporting etc.), They will **thus** evaluate the usefulness and effectiveness of representation activities of the organizations concerned, The possibilities of replacing representation **by other means** will also be considered. Finally, they will propose measures to **be taken in** order to reduce representation and the costs involved.

- (d) Use by **organizations** of the United **Nations system** of machinery and equipment intended **for** the execution of projects

The aim of the report is to assess the use *of* the equipment provided for **the execution** of a **number** of projects by several **organizations**. Two **issues** are essentially addressed; (a) the contribution of the equipment **toward solving with a maximum of**

efficiency **problems** identified in a particular environment and for which they project has **been formulated**; and (b) how efficiently **expertise** and technical **competence** are transferred to **nationals of the countries assisted**.

- (e) Follow-up **report** on cash management in the United Nations and four specialized agencies (FAO, ILO, UNESCO and the World Health Organization (WHO))

This follow-up **report** will determine whether the arguments **used both in favour of and against** certain recommendations in the original study (A/41/649) could prove **useful in establishing a rounder cash management system**. **Special focus** will be put **on the incentive scheme suggested for early payment of their assessed contributions by Member States to see to what extent the scheme may be broadened to cover the administration of cash from staff assessment**.

- (f) Guidelines for the administration of sick leave at the United Nations

According to the Department of Administration and Management Of the **United Nations, a great deal of time and effort** is spent in attempting to resolve certain difficulties that arise in the administration of sick leave at the United Nations. Accordingly, the assistance of the Unit has **been requested by the Administration in introducing effective operational guidelines or proposing other solutions to improve efficiency in this area**.

- (g) A review of United Nations information and public relations networks I **structure, operations, management**

The goal of the study is to analyse the overall administration and management of the information network of the United Nations Secretariat world-wide. This would include a review of the relations **between Headquarters and offices away from Headquarters, and the relations between Headquarters and those offices and the United Nations information centres**. The report will also review **the public relations and information role of the United Nations information centres in the collection and dissemination of information pertinent to United Nations activities and to development needs of the different countries, Constructive proposals will be made in an effort to assist the Department of Public Information both substantively and organizationally**.

- (h) Note on the costs of removal of household goods of staff members of the United Nations Secretariat

The cost of transporting the household goods of staff members to and from their duty stations and home countries is substantial. In the context of the economy measures now being sought throughout

the Organization, this study will attempt to suggest ways and means of meeting the conditions of this entitlement at a minimum cost to the Organization.

II, NUCLEUS OF THE WORK PROGRAMME FOR 1989-1990

1. Development co-operation

(a) Technical co-operation activities of the World Health Organization

The report on technical co-operation activities of WHO will assess the programmes and field projects of WHO implemented in collaboration with developing countries in the Eastern Mediterranean and European regions. The report will deal with aspects related to the formulation of health programmes in relation to national health plans in these countries, as well as the formulation, financing and implementation of health projects, in particular those devoted to developing health infrastructures, promoting optimum co-ordinated use of resources and strengthening national capacities to prepare and implement national strategies for health for all by the year 2000.

(b) Technical co-operation of selected agencies of the United Nations system and development finance institutions, including the World Bank and regional development banks

The aim of this study is to examine the effectiveness of the co-ordination arrangements between selected agencies and organizations of the United Nations system and the development finance institutions, including the World Bank and the regional development banks. The study will focus on such aspects as programming procedures, joint project execution, as well as co-ordination arrangements both at Headquarters and in the field. The findings and recommendations of the study will be of assistance to Member States in their endeavours to obtain greater co-ordination between agencies of the United Nations system and the finance institutions. They will also benefit the agencies and finance institutions in indicating areas where co-operation could be strengthened and the different technical assistance programmes harmonised.

(c) Interaction between organizations of the United Nations system and private/public enterprises with regard to technical co-operation

This study is directed at strengthening the co-operation between the United Nations system and private/public enterprises in both developed and developing countries in the field of technical co-operation. The focus of the study will be on means by which the managerial and technological knowledge of private and public

enterprises in developed countries can be harnessed to the benefit of developing countries. It will also examine the efficiency of technical co-operation provided by the United Nations to both private and public enterprises located in developing countries. The main beneficiaries of the study will be the secretariat of United Nations organizations and agencies as well as their governing bodies in their efforts to forge closer links with these enterprises in technical co-operation programmes for developing countries. This is particularly so as the study will benefit from work already undertaken in comparing co-operative mechanisms deployed in the various agencies, thus facilitating recommendations on the most effective forms of co-operation.

2. Management (organization and methods, budget and finance, personnel, general administration)

(a) Concluding report on the implementation of General Assembly resolution 32/197 of 20 December 1977

So far, six reports have been produced by the Joint Inspection Unit to measure to what extent General Assembly resolution 32/197 on the restructuring of the United Nations Secretariat has been put into effect at the level of major departments. The present report is a concluding report and will attempt to assess, from the global point of view, the implementation of resolution 32/197, taking into account and complementing the current work of the Special Commission of the Economic and Social Council on the In-depth Study of the United Nations Intergovernmental Structure and Function in the Economic and Social Fields and that of the Office of the Director-General for Development and International Economic Co-operation and the Department of Administration and Management to execute the recommendations of the Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations.

(b) Study on the extrabudgetary resources of the United Nations

Extrabudgetary resources of the United Nations exceed by a substantial margin regular budget resources. However, Member States are not sufficiently informed about their origin, purpose, connection with regular budget programmes or their eventual impact. The study will attempt to suggest how these deficiencies may be overcome through the budgeting and reporting processes as well as through the operational framework. Consultations will be held with the Advisory Committee on Administrative and Budgetary Questions, as necessary, throughout the preparation of the report.

(c) The use of productivity norms in organizations of the United Nations system

Given the intensified efforts throughout the system to find ways of performing tasks more efficiently and at lower cost, this study would take a census or inventory of productivity measurement processes and accomplishments in improving efficiency in the United Nations system and share this information with participating organizations. The objective would be to make managers aware of current processes and ongoing improvements, with a view to having them select and apply those processes which best suit their organization.

(d) Practices and procedures aimed at a more equitable geographical distribution of sources of procurement for technical co-operation projects

For several years, Member States have sought a wider spread in the sources of procurement of goods and services provided in technical co-operation projects. They have specifically sought to improve procurement from developing countries and from those major donor countries which supply a relatively low level of goods and services. The results, however, have fallen short of the objectives and, in this connection, the General Assembly has again addressed the issue in part V, paragraphs 27-29, of its resolution 42/196 of 11 December 1987. The study will include a comprehensive review of the policy, practices and procedures of executing agencies, with a view to determining which of these have been particularly successful and why, and, in other cases, what are the specific obstacles impeding a break through. The study's aim will be to frame a set of proposals aimed at achieving this particular objective of Member States.

(e) A review of information and communication operations at the Office of the United Nations Disaster Relief Co-ordinator (UNDRO)

By its resolution 41/201 of 8 December 1986, the General Assembly reaffirmed the mandate of UNDRO as the focal point in the United Nations system for disaster relief co-ordination, and called for the reinforcement and improvement of the capacity and effectiveness of the Office. UNDRO requires the Unit's analysis and advice in the areas of information and communications. The study will therefore analyse UNDRO activities in these areas and provide suitable advice for strengthening them, suggesting new systems where required,
