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Programme planning

Proposed strategic framework for the period 2014-2015

Part two: biennial programme plan

Programme 27

Jointly financed activities

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* A/67/50.

A. International Civil Service Commission

Overall orientation

27.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated, through Assembly resolutions 51/216 and 52/216, to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted (ii) Percentage of recommendations adopted by the Commission
(b) Effective remuneration and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	(b) High percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for all duty stations of the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys and of the number of duty stations reviewed for hardship and mobility classification (ii) Maintenance of the completion rate for all requests for hardship classification of field duty stations (250 per year)
(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

27.2 To accomplish its objectives, and bearing in mind the limitations imposed by Member States on their national civil services, the Commission's programme of work includes the following objectives: (a) to develop further and to strengthen the common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on the administration of such systems; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation

27.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and they provide an independent view, through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination between the organizations of the common system. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

27.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of, and shall be responsible to, the General Assembly and similarly to the competent legislative organs of the organizations of the United Nations common system.

27.5 On the basis of its statute, the Joint Inspection Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The programme of work is submitted as part of the annual report through which the Unit reports on its performance and which is assessed by the General Assembly.

27.6 In accordance with article 19 of its statute, the Unit is assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

27.7 As established in the system of follow-up to the reports of the Joint Inspection Unit, which was endorsed by the General Assembly in its resolution 54/16, in order for its reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, the recommendations contained in such reports must be: (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well supported by the facts and analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific regarding action to be taken, and those responsible for taking action, so that implementation and resulting

impact can be clearly tracked, that is, in line with SMART (specific, measurable, attainable, relevant and time-bound) guidelines. The secretariat of the Unit has an important role to play in assisting it in this regard as well as in monitoring the degree of acceptance and implementation of the recommendations after they are issued for disclosure in the Unit's annual report.

27.8 In view of the above, the present strategic framework reflects how the secretariat of the Unit supports the work of the Inspectors and focuses on measuring the performance of the secretariat. It should be recalled however that, in accordance with General Assembly resolution 63/272, oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies.

27.9 The expected accomplishments of the secretariat, set out below, have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (A/63/34, annex III), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of its resolution 63/272. In 2012, the Unit updated the strategic framework, as requested by the Assembly in its resolution 65/270 (see A/66/34, annex I). The following indicators are based on the revised long-term strategic framework.

Objective of the Organization: Improve the implementation and utilization of and follow-up to the reports, notes and management letters of the Joint Inspection Unit

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes	(a) (i) Increased rate of acceptance of system-wide recommendations by legislative organs and by participating organizations aggregated over the previous three years (ii) Increased rate of implementation of accepted system-wide recommendations by the participating organizations and by the legislative organs aggregated over the previous three years
(b) Improved capacity of participating organizations to ensure the timely and informed consideration of the Unit's reports and recommendations by their respective legislative organs	(b) Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the new online web-based tracking system
(c) Increased awareness and visibility of the Unit's reports and notes	(c) Increased number of visits to the Unit's website

Strategy

27.10 During the biennium 2014-2015, the work of the Unit is expected to benefit further from the results of the reforms implemented in previous years. As noted above, in its annual report for 2011 the Unit has presented its revised long- and medium-term strategy (A/66/34, annex I), which will determine the way the

secretariat approaches its work, including: (a) the development of a more strategic approach to the selection of issues to be covered by the programme of work by actively engaging Member States, other oversight bodies, participating organizations and the United Nations System Chief Executives Board for Coordination (CEB) in the conceptualization of the programme of work and by staying abreast of major developments in key reform areas relevant to the work of the Organization: as requested by Member States, the programme of work will continue to focus on system-wide issues, aiming for consistency in strategic priority areas, as well as the timely filling of investigations posts in order to allow the Unit to respond to requests for investigations; (b) strengthening of the follow-up system on the implementation of recommendations through the development of a web-based tracking system and more proactive follow-up by the secretariat staff and the development of key knowledge management strategies in order to ensure better use of the Unit's products; (c) the systematic and periodic review of the management and administration of participating organizations, which should allow the Unit to develop a system-wide overview and understanding of the performance of its participating organizations: such agency-specific reviews will also allow identification of system-wide and systemic issues that need to be addressed in thematic reviews and evaluations, for which secretariat staff will act as focal points by monitoring events and developments in participating organizations; (d) the development of a self-evaluation mechanism for the Unit's activities in order to ensure that the work of the Unit is based on state-of-the-art methods in the fields of evaluation, inspection and investigations, coupled with greater engagement and interaction with other oversight bodies, including the Board of Auditors, the Office of Internal Oversight Services, the Independent Audit Advisory Committee, the United Nations Evaluation Group, the representatives of Internal Audit Services and the International Conference of Investigators; and (e) the enhancement of the capabilities of evaluation staff through appropriate training programmes in relevant areas of interest to the Unit: the strategic focus for such training will be on evaluation methodologies and investigation techniques and also in key areas of reform of the work of the United Nations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

27.11 The United Nations System Chief Executives Board for Coordination is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their respective mandates and in response to the decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB has established two high-level committees to assist it: the High-level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative, management and security and safety issues with

system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits. The United Nations Development Group, which became the third pillar of CEB in 2008, is responsible for the coordination of country-level development operations. The CEB structure, with the exception of the activities of the United Nations Development Group, which is not financially supported from the budget of the CEB secretariat, is serviced and supported by a single, jointly financed secretariat.

27.12 In the biennium 2014-2015, the Board will focus on and coordinate the activities of the United Nations system to accelerate progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements. The focus of its efforts will be: deepening the understanding of and coordinating joint responses to global challenges, including those related to sustainable development, climate change, the global food security crisis, the eradication of poverty and safety and security issues, in accordance with intergovernmental mandates; achieving the inclusive, purposeful mobilization of all resources and capacities and enhancing knowledge-sharing; and helping to increase transparency and accountability. The Board will also strengthen the support of the system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. In addition, the Board will continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, inter alia, by enhancing system-wide support for an effective and unitary security management system.

27.13 Through its High-level Committee on Programmes, CEB will continue to promote joint action across a range of intergovernmental mandates with a view to further enhancing the coherence and effectiveness of the contribution of the system to advance the implementation of the internationally agreed development goals, including the Millennium Development Goals. In the same context, special attention will be given to aligning the efforts of the organizations of the United Nations system in support of intergovernmental reviews and the monitoring of progress towards these goals in the General Assembly and the Economic and Social Council and in the governing bodies of the specialized agencies, funds and programmes. At the same time, the High-level Committee on Programmes will continue to scan and identify emerging programme issues requiring a system-wide response and to develop joint approaches on such priority issues as climate change in the context of sustainable development, food security and the impact of the financial and economic crises on development and post-crisis recovery.

27.14 Through its High-level Committee on Management, CEB will continue its work for the enhancement of the United Nations system-wide security management system in order to provide improved safety and security for United Nations system personnel, premises and assets. It will work on furthering cooperation in: advancing accountability and transparency in the work of the organizations of the United Nations system; harmonizing human resource management practices, consistent with recent reforms approved by governing bodies of member organizations;

utilizing information and communications technology for better management and better programme delivery; and promoting best practices and lessons learned in the area of management through, inter alia, increasingly harmonized business practices across the United Nations system. In the area of human resources management, the focus will be on enhanced collaboration with the International Civil Service Commission and on the harmonization of human resources practices and procedures. In the financial and budgetary areas, there will be continuing emphasis on: supporting the broader implementation of the International Public Sector Accounting Standards (IPSAS) and post-implementation activities throughout the system; putting in place common treasury services that have the demonstrated potential to generate considerable savings; completing the development of an advanced database with financial statistics on the entire United Nations system; and furthering the development of financial and budgetary best practices. In the area of information and communications technology, special attention will be given to capitalizing on investments, especially through the identification of common best practices and the continued deployment of a common framework for the analysis of information and communications technology spending and usage in United Nations system organizations as well as further developments in the area of common data communications facilities. Through the High-level Committee on Management, CEB will give special attention during the biennium 2014-2015 to building on the results achieved through the High-level Committee on Management Plan of Action for the Harmonization of Business Practices. It will also seek to promote further initiatives to facilitate access to information on the United Nations system for Member States and the general public through, inter alia, the publication of the inter-agency decisions.

27.15 The work of the CEB secretariat will continue to be structured to ensure the efficient and effective provision of support services in connection with its major functions: (a) facilitate regular and structured information flow on major trends and developments in the organizations of the United Nations system of concern to the system as a whole. This service would be of particular value to smaller agencies. The CEB secretariat will continue to provide such an information-sharing service which all parties may use, supporting an enhanced capacity for knowledge-sharing system-wide, including financial statistics, personnel statistics, headcounts of field staff and policies and practices; (b) promote further initiatives to facilitate access to information on the United Nations system for Member States and the general public; (c) ensure that the strategic discussions of CEB and its clusters are supported by sound analytical material that adds scope and value to the contribution and knowledge that individual organizations bring to the table; (d) support the Board in developing the structure, content and organization of its sessions in a flexible manner, responding to evolving needs; (e) develop analysis and information to assist CEB to gain greater understanding of issues related to the duplication and overlap of activities in specific areas and assist the Board in developing a system-wide methodology for different agencies working on the same issues; and (f) strengthen the engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and the engagement of the CEB secretariat with the Committee for Programme and Coordination, including by facilitating the participation of executive heads in high-level intergovernmental forums and improving CEB reporting to intergovernmental bodies.

Objective of the Organization: To leverage the full capacity of the organizations of the United Nations system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	<p>(a) (i) Number of joint United Nations system initiatives (such as common position papers of coordinated support to Member States) developed through CEB in response to global challenges</p> <p>(ii) Number of joint or complementary activities, in the form of task forces and working groups, by the High-level Committee on Management, the High-level Committee on Programmes and their subsidiary networks in response to decisions emanating from the governing bodies of CEB member organizations</p> <p>(iii) Number of joint or complementary activities to implement the decisions of the intergovernmental organs, especially the General Assembly and the Economic and Social Council, as well as recommendations of the Committee for Programme and Coordination as approved by the Assembly</p>
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations	<p>(b) (i) Increased number of coordinated system-wide responses, under the purview of the High-level Committee on Management and its functional networks (finance and budget, human resources, information and communications technology, procurement), to initiatives of the International Civil Service Commission, staff-management issues, and financial and budgetary matters</p> <p>(ii) Number of coherence, efficiency and cost-effectiveness measures implemented following completion of system-wide coordinated activities</p>
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	<p>(c) (i) Number of actions taken to enhance system-wide knowledge-sharing through additions and enhancements to knowledge repositories and tools (web- or paper-based)</p>

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| <p>(d) Informed decision-making by Member States and the organizations of the United Nations system in relation to the implementation of IPSAS and post-implementation</p> | <p>(ii) Number of information and communications technology standards endorsed by agencies based on industry best practice and institutional requirements developed through system-wide consultation</p> <p>(d) (i) All information on IPSAS standards is provided on time for consideration by the organizations of the United Nations system for the purpose of implementation and post-implementation</p> <p>(ii) All information on the progress of IPSAS adoption and post-implementation activities by organizations of the United Nations system is reported on time to Member States</p> |
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Strategy

27.16 During the biennium 2014-2015, the two High-level Committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions for the promotion of global, regional and country-level coherence within the work of the United Nations system and on management and administrative issues to enhance the capacity of the organizations of the common system through the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system in order to enhance their overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals. The United Nations Development Group will continue to promote coherence and coordination with regard to country-level operations. As necessary, the two Committees will draw on inter-agency networks, task forces and clusters to strengthen linkages between the normative and operational work of the system and to ensure that the main horizontal policy themes, sustainable development, human rights and gender, are taken into account in decision-making. The High-level Committee on Management, through its functional networks dealing with finance and budget, security, human resources, information and communications technology, procurement and legal and medical-related issues, will continue to focus on inter-agency cooperation to reinforce measures for the security and safety of United Nations system personnel, premises and assets, including by: strengthening the United Nations system-wide security management system; promoting accountability and transparency across the system; and disseminating best practices, modern management approaches and partnerships in all areas of management, including human resources, procurement, security, finance and budget management, information and communications technology and medical issues.

27.17 With regard to the adoption of IPSAS by the United Nations system organizations, the system-wide IPSAS team will focus on: (a) developing and maintaining IPSAS guidance and addressing specific technical issues; (b) facilitating information-sharing on IPSAS implementation, including

implementation challenges, post-implementation activities and monitoring and coordination of accounting diversity, through website and e-mail communication and reports and meetings; and (c) supporting input into and understanding of developments with regard to IPSAS through the monitoring of developments, the formulation of submissions on draft standards, attendance at IPSAS Board meetings and the timely provision of information on such developments to the organizations of the common system.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238, 62/226	Joint Inspection Unit
62/246	Report of the Joint Inspection Unit for 2007 and programme of work for 2008
63/272	Report of the Joint Inspection Unit for 2008 and programme of work for 2009
64/262	Report of the Joint Inspection Unit for 2009 and programme of work for 2010
65/270	Report of the Joint Inspection Unit for 2010 and programme of work for 2011

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolutions and decision

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

57/295	Information and communications technologies for development
59/250 and 62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
62/277 and 63/311	System-wide coherence
62/224, 63/247, 64/229, 65/244 and 66/8	Programme planning
