



United Nations

Report of the Joint Inspection Unit for 2021 and programme of work for 2022

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Report of the Joint Inspection Unit for 2021 and programme of work for 2022



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Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Abbreviations

CEB	United Nations System Chief Executives Board for Coordination
ECLAC	Economic Commission for Latin America and the Caribbean
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ILO	International Labour Organization
IMO	International Maritime Organization
ITC	International Trade Centre
ITU	International Telecommunication Union
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNU	United Nations University
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Message by the Chair

In accordance with article 10, paragraph 1, of the statute of the Joint Inspection Unit of the United Nations system, I have the honour to present the annual report of the Unit for the year 2021. The report contains an account of the Unit's activities for the period from 1 January to 31 December 2021 and an outline of its programme of work for 2022.

As the only independent and external oversight body with a system-wide mandate, the Unit's work over the years has brought a unique value to and perspective on a variety of topics that responded to the needs of organizations and their legislative organs and governing bodies, as attested to by the executive heads of organizations and the legislative organs with which the Unit engaged over the course of the year.

Against the backdrop of the continuing coronavirus disease (COVID-19) global pandemic, in 2021, the Unit's working methods remained disrupted, and some planned activities, such as on-site interviews and inspection missions, had to be curtailed or cancelled. Nevertheless, the Unit managed to adjust its work to meet the challenges and constraints it faced, thereby enabling it to complete five system-wide reviews, conduct one single organization review and issue one management letter. Four more projects launched in 2021 will be completed in the coming months. Aside from continuing its internal reform process, the Unit carried out a number of other activities such as strengthening its outreach and enhancing its engagement with various management and oversight forums.

The Unit's programme of work for 2022 consists of six new projects, carefully selected through a consultative process. Five projects cover system-wide issues of importance and seek to address them from a strategic and risk-based perspective. The projects include reviews of: flexible working arrangements; mental health and well-being policies and practices; the acceptance and implementation of recommendations made by the Unit and the process by which its reports are handled by the Unit's participating organizations and considered by their legislative organs and governing bodies; the quality, effectiveness, efficiency and sustainability of health insurance schemes; and the use of non-staff personnel and related contractual modalities. The programme of work also includes a management and administration review of a single organization, UNFPA.

Other focus areas for the Unit in 2022 include an internal self-assessment of the Unit's work and operations, which will be used to inform changes to its strategic framework and other substantive, procedural or organizational aspects; and the enhancement of the Unit's system to track and monitor the status of the acceptance and implementation of its recommendations.

While inspectors are responsible for the reports that are published under their names, they do not work alone. We greatly appreciate the dedication, support and contributions of the Unit's executive secretary and secretariat staff, who adapted very well to the new working methods and schedules imposed by the continuing pandemic. The Unit's focal points in each of its participating organizations also deserve special recognition for their continued support in 2021.

I should like to thank inspector Jorge Flores Callejas (Honduras), who left the Unit at the end of 2021 after completing two terms, for his contribution and dedication to the Unit, and to extend a warm welcome to his successor, Carolina María Fernández Opazo (Mexico). The new composition has also significantly restored the gender balance within the Unit, as 5 of the 11 inspectors are women.

(Signed) Gopinathan Achamkulangare
Chair
Geneva, 21 January 2022

Chapter I

Overview of activities in 2021

1. The Joint Inspection Unit started 2021 with 11 reviews in its work plan, which comprised four reviews carried over from 2020 and seven reviews added for the 2021 programme of work.
2. The reviews carried over from 2020 – namely: review of management and administration in WMO; cybersecurity in the United Nations system organizations; review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action; and review of the ethics function in the United Nations system – were all completed in 2021.
3. Of the seven reviews in the programme of work for 2021, the following two were started and completed within the year: business continuity management in United Nations system organizations, and review of the management of implementing partners in United Nations system organizations.
4. The remaining reviews in the programme of work for 2021 were all started midyear and will be carried forward for completion under the workplan for 2022. They were the following: review of management and administration in UN-Habitat; measures and mechanisms for preventing and addressing racism and racial discrimination in United Nations system organizations; review of the internal pre-tribunal-stage appeal mechanisms available to staff members in the United Nations system organizations; and review of accountability frameworks in the United Nations system organizations.
5. The Unit draws the attention of legislative organs to the review of management and administration in FAO, which had been included in the programme of work for 2021. Subsequent to the initiation of work on the review, the Director General of FAO requested that the review be deferred to spring 2024. Following consultation with FAO to examine other options, and after consideration of the request by the inspectors, the Unit decided to suspend the review with immediate effect. The Director General of FAO was informed that the Unit was unable to commit to his proposed date for the review but would consider the resumption thereof in future work programmes.
6. The status of implementation of the workplan for 2021 is included in annex I to the present report, and the summaries of the reviews that were completed are set out in section C below.

A. Strategic framework of the Joint Inspection Unit for the period 2020–2029

7. The General Assembly, in its resolution [75/270](#), welcomed the implementation of the Unit's strategic framework for the period 2020–2029 and stressed the need to continuously update and improve the strategic framework. The Assembly also emphasized engagement with the leadership of participating organizations on key issues. The Assembly noted with appreciation the performance plan established to monitor and assess the implementation of the strategic framework and encouraged the Unit to consider improving the framework's individual performance measures.
8. The Unit reflected on an effective approach to re-evaluating the strategic framework's performance plan and measures as provided at the guidance and direction by the General Assembly. In that context, the Unit's inspectors committed to conducting a structured internal self-assessment to inform, among other things, the expected results, criteria, targets and measurements in the strategic framework. The internal self-assessment is a comprehensive effort that has already commenced and is planned for completion by November 2022. Following its completion, decisions will

be taken by inspectors regarding the changes and amendments to be made to the Unit's strategic framework and the improvement of its procedures, methods, resources, products and overall performance.

9. All the changes to the strategic framework, and the associated performance plan and measures, as well as actions emerging from the internal self-assessment, will be reported in conjunction with the activities of the Unit for 2022.

B. Engagement with legislative, oversight and coordinating bodies and senior leadership in the United Nations system organizations

10. The Unit met with the Board of Auditors and the Office of Internal Oversight Services, within the framework of the established tripartite meeting format, in March and September 2021. The tripartite meetings provide a constructive forum for the three oversight bodies to share updates on their workplans, emerging risks, operating challenges resulting from the coronavirus disease (COVID-19) pandemic, and the experiences and impact of remote working on oversight work. The meetings also enabled participants to discuss trends in the acceptance and implementation of recommendations and tools and actions to improve the rate of implementation.

11. Both tripartite meetings in 2021 were chaired by the Unit. In 2022, the meetings will be chaired by the Office of Internal Oversight Services.

12. The Unit is now a regular participant in the annual meeting of the Chairs of the audit and oversight committees of the United Nations system organizations. The most recent meeting, held in early December 2021, was very constructive, as was the Unit's standing annual engagement with the Independent Audit Advisory Committee. Meetings with the oversight committees provide a useful opportunity for members of the Unit and the committees to discuss emerging risks from the perspective of oversight committees, and for the Unit to share highlights from its work and any concerns relating to the acceptance and implementation of its recommendations. The oversight committees have proved to be useful interlocutors who have a role to play in monitoring the status of implementation of oversight recommendations, including those of the Unit.

13. The Unit accelerated its engagement with the executive heads and senior management of its participating organizations. In 2021, the Unit engaged with 16 executive heads of participating organizations, as well as with their senior management and internal oversight entities. The meetings served as valuable opportunities for the Unit to hear from the leadership about the specific risks and challenges faced by the organizations, to highlight the Unit's work in progress and to discuss the organizations' status of implementation of the Unit's recommendations. The reception received was overwhelmingly positive, with all the organizations expressing appreciation for the reports of the Unit. Meetings with the internal oversight entities of the organizations were also productive and provided an opportunity to validate some of the experiences and challenges that oversight bodies faced, in general, despite variations in scope and mandate.

14. The Unit's reports are typically submitted to the General Assembly, under the programme of work of the relevant Main Committee and in conjunction with an agenda item that is thematically associated, or under the agenda item on the Joint Inspection Unit allocated to the Fifth Committee. In the case of other participating organizations, different approaches are taken; the reports may be listed and brought to the attention of the legislative organ or governing body by the respective secretariat or there may be a separate agenda item under which the reports are duly considered. Several organizations, such as FAO, ILO, UNAIDS, UNESCO, WFP, WHO and WMO, now invite the Unit to be present at its meetings. Other organizations notify

the Unit that the legislative organ or governing body will consider the Unit's reports and the management's response and keep the Unit informed of the outcome.

15. Improvements in terms of compliance with the time frames for submitting reports to the competent organs and, consequently, the latter's consideration of the Unit's reports, have been noted following a letter sent by the Chair of the Unit to the executive heads of all participating organizations drawing attention to the provisions of the statute of the Unit. Under article 11, paragraph 4, it is stated that, the report, together with the joint comments and any comments of the respective executive heads on matters that concern their particular organizations, should be ready for submission to the competent organs of the organizations not later than six months after receipt of the Unit's report for consideration at the next meeting of the competent organs concerned. Should, in exceptional cases, more than six months be required for consultations, with the result that comments would not be ready for submission to competent organs at the next meeting following the six-month period, an interim submission should be made to the competent organs concerned explaining the reasons for the delay and setting a firm date for the submission of the definitive comments. It is also stated that the executive heads of the organizations concerned should inform the Unit of all decisions taken by the competent organs of their organizations on reports of the Unit.

16. In 2021, the Unit held its biennial meeting with its focal points in participating organizations. The meeting, usually held as a two-day in-person event, was held in a virtual format and was reduced to two afternoon sessions to accommodate participants in different time zones. The meeting was nevertheless a success, with focal points being given the opportunity to provide the Unit with critical feedback on key issues with regard to the review management process. The focal points corroborated some of the COVID-19-related challenges that members of the Unit had themselves observed and experienced. Examples included the increased volume of questionnaires, questions and data, as well as the increased number of requests for virtual meetings, all of which contributed to delays in responses to the Unit and frequent requests for the extension of deadlines for providing information.

17. Another critical piece of information communicated by the focal points was the need for the Unit's web-based tracking system to be enhanced with an improved user interface and enhanced data extraction and reporting functionality.

C. Reports issued in 2021

18. In 2021, the Unit completed five system-wide reports, one single organization report and one management letter. Four more projects launched in 2021 will be completed in 2022. For each completed report and for the management letter, the respective inspectors have provided a summary of the salient aspects, as presented below. The recommendations addressed to the General Assembly or to the legislative organs and governing bodies of other participating organizations are listed in annex II to the present report.

19. All the system-wide reports listed below will be available for presentation to the legislative organs and governing bodies of the Unit's participating organizations in 2022.

Summaries of key findings and recommendations of reports completed in 2021

Review of management and administration in the World Meteorological Organization (JIU/REP/2021/1)

20. The objective of the review was to assess the progress of the ongoing constituent bodies reform and the associated restructuring of the secretariat of WMO and to provide an independent assessment of management and administration, highlighting areas of concern and those in need of improvement, as well as good practices of WMO.

21. According to the results of a survey carried out by the Unit seeking the views of WMO member States, there was general appreciation with regard to the reform of the WMO constituent bodies for the changes being made and the results expected. It was considered that the reform process, including communication thereon and the engagement of member States, required further modification to achieve optimal results. The reform effort should be continuously adjusted to ensure that it met its stated objectives and assessed for lessons learned and good practices.

22. In the review, it was found that a comprehensive master plan and risk assessment were essential for the ongoing restructuring of the secretariat. Critical functions, such as Director of Finance and Administration, Chief Information Officer and Chief Security Officer, were missing. Qualified senior officials should be recruited or designated to fulfil those roles. More comprehensive internal control and accountability frameworks were vital to provide an enabling environment for the organization. Strategies for key management areas, such as human and financial resources management, should be developed and progress on them should be regularly reported to the Executive Council.

23. Re-establishing trust and partnership between management and staff would be crucial going forward. A coalition of line managers and staff with a full appreciation of the actual work carried out at ground level could be formed to conduct a structural and process review of the overall secretariat restructuring. A staff survey, designed jointly by management and the Staff Committee, should be conducted to gather data on the experiences and suggestions of staff.

24. Four formal recommendations were made in the review, one addressed to the Executive Council and three to the Secretary-General of WMO, as well as 27 informal recommendations aimed at complementing the four recommendations. The report was presented to the Council at its seventy-third session in June 2021. The Council requested the Secretary-General to implement all four formal recommendations and to address the 27 informal recommendations.

Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action (JIU/REP/2021/2)

25. In 2014, the General Assembly adopted the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 to address the special development needs and challenges faced by 32 landlocked developing countries characterized by their lack of access to the sea, remoteness and isolation from internal markets. The Vienna Programme of Action is a holistic development framework that seeks to galvanize coherent support and enhance the rate of sustainable and inclusive growth of landlocked developing countries. The review was aimed at strengthening the effectiveness, efficiency, coherence and comparative value of United Nations system support for implementing the Vienna Programme of Action, with a view to enhancing the capacity of landlocked developing countries to respond to their needs and challenges.

26. The objectives of the review were to assess the scope of United Nations system entities' support for landlocked developing countries, under the Vienna Programme of Action, in terms of capacity and the areas under their mandates; identify and assess the measures taken to address the challenges and constraints faced by United Nations system entities supporting landlocked developing countries in relation to the Vienna Programme of Action; examine the individual viewpoints of landlocked developing countries regarding the relevance of the Vienna Programme of Action, the adequacy of United Nations system entities' support, and the nature of coordination and collaboration between national Governments and United Nations system entities in its implementation.

27. According to the review, United Nations system entities covered all six priorities of the Vienna Programme of Action to varying degrees and in ways that were complementary to their mandates and capacities. They did so with a focus on soft assistance, through measures that tapped into their expertise in normative work, knowledge development, capacity development and convening power. However, successful support has been impacted by internal and external challenges, such as limited data and resources; a lack of central coordination, advocacy and promotion; an inability to generate political will; a lack of cohesion and coordination among landlocked developing countries; governance constraints; the inadequate engagement of the private sector, donors and development partners; the limited engagement of transit countries; and inadequacies in efforts to explicitly linking the Vienna Programme of Action with other global development agendas.

28. The review contained nine recommendations addressed to legislative organs and executive heads and a range of informal recommendations covering 14 key areas and outlining suggestions for improvements.

Cybersecurity in the United Nations system organizations (JIU/REP/2021/3)

29. In the light of the increasing dependency in today's digitalized world on information and communications technology and cyber-enabled solutions, and the constantly growing sophistication and disruptive potential of cyberthreats globally, the review was aimed at identifying and analysing the common cybersecurity challenges and risks facing the United Nations system organizations, individually and collectively. It was also aimed at examining current inter-agency dynamics and the potential for shared solutions for a system-wide approach to cybersecurity.

30. In the review, significant differences were found with regard to the approaches taken by the participating organizations in their responses to cyberthreats, as well as in the maturity of their cybersecurity frameworks. The inspectors proposed a series of elements likely to improve the cybersecurity posture of the United Nations system organizations, promoting a multifaceted whole-of-organization approach that involved all levels of the organization: legislative organs and governing bodies, oversight mechanisms, executive management, administrative and business units, and the workforce at large. In addition, viewing cybersecurity through the restrictive lens of information and communications technology alone no longer appeared to be viable, and the inspectors suggested embedding cybersecurity in broader organizational frameworks, such as enterprise risk management and business continuity planning, to build on the convergence between physical security and cybersecurity, and to mainstream the issue across the organization. The executive heads of the United Nations system organizations were requested to submit a report covering those components to their legislative organs and governing bodies on their cybersecurity frameworks.

31. At a system-wide level, despite long-standing aspirational statements on prioritizing deeper coordination and collaboration on cybersecurity, more progress was needed towards establishing agreed minimum defence requirements, since weak protection against cyberthreats in one organization made the whole system more vulnerable. Opportunities had yet to be seized to improve the dynamics between inter-agency coordination mechanisms, such as the Digital and Technology Network and its Information Security Special Interest Group, and the United Nations International Computing Centre, with its sizeable portfolio of cybersecurity services. To overcome some of the operational challenges identified in the review, a trust fund should be established by the United Nations International Computing Centre, thereby complementing existing funding mechanisms with voluntary contributions earmarked for shared cybersecurity solutions benefiting the system as a whole. It was recommended in the report that the General Assembly invite those States Members of

the United Nations wishing to reinforce the cybersecurity posture of the United Nations system to contribute to the trust fund.

Management letter on securing the integrity of documents, records and archives of the United Nations system organizations (JIU/ML/2021/1)

32. The management letter was prepared in conjunction with the report on cybersecurity in the United Nations system organizations (JIU/REP/2021/3). It aimed to draw attention to the critical need for organizations of the United Nations system to devise and apply appropriate safeguards to secure their current and historical documents, records and archives, with a particular emphasis on protecting the integrity thereof. Executive heads were invited to revisit, if necessary, the security parameters applied to the storage and access of such documents in both the physical and cyber environments, with a view to protecting them from tampering. Appropriate controls ensuring not only the completeness, accuracy, consistency and reliability of information but also its authenticity and integrity should be implemented according to the level of protection required to match each organization's own situation, based on a dedicated risk assessment.

Review of the management of implementing partners in United Nations system organizations (JIU/REP/2021/4)

33. The Unit reviewed the management of implementing partners in United Nations system organizations by assessing the progress achieved since the previous review (JIU/REP/2013/4) and recent developments and trends. It looked at ways of improving the implementing partner modality and management in the coming years; it also drew up an illustrative list of good practices of United Nations entities.

34. It was recommended that, in order to further improve implementing partner management, most United Nations organizations needed to ensure coherence in the implementation of policies and procedures, which constituted a challenge in view of the dispersed responsibilities for implementing partners within most entities; sustain a strategic and risk-based approach to implementing partner management, aligned with the entity's strategic framework; and further strengthen managerial oversight and risk-based monitoring of partner performance in line with a results-based methodology. The report contains suggested measures for strengthening governance, accountability and oversight related to implementing partner management. Specific areas were identified with a view to strengthening due-diligence checks of implementing partners and addressing challenges concerning their selection and management. The importance of promoting organizational learning and knowledge-sharing based on evaluations of implementing partner performance and management was also underscored.

35. Considerable progress has been made in strengthening and enhancing inter-agency coordination related to implementing partners, notably in terms of the harmonized approach to cash transfers and the United Nations Partner Portal, which serve to demonstrate the impressive results of such efforts. However, more could be done to foster cooperation and information-sharing with regard to implementing partner management at the country, regional and headquarters levels. In that context, organizations would benefit from agreeing on a common system-wide definition of and a set of guiding principles and standards for implementing partner management.

36. To address the various challenges and shortcomings identified, especially in the areas of selection, due diligence, risk management, capacity-building, performance monitoring, oversight and enhanced inter-agency coordination, the report provided 10 formal recommendations, 2 for action by the legislative organs and governing bodies and 8 by the executive heads of the United Nations system organizations.

Those formal recommendations were complemented by 17 informal recommendations, in which suggestions were made to the executive heads with a view to effecting further improvements.

Review of the ethics function in the United Nations system (JIU/REP/2021/5)

37. The review assessed the current state of the ethics function in the United Nations system organizations and the progress made since the previous report of the Unit (JIU/REP/2010/3). Among other things, the adequacy of the establishment and organizational arrangements of the ethics function; its independence, mandate and resourcing; the obligations of executive management; and inter-agency cooperation were examined, and new standards for a dedicated and fully effective ethics function were proposed. Based on the findings, the inspector made the following four formal recommendations: to support organizations in strengthening their ethics function, in particular its independence; to include ethics in the mandate of the audit and oversight committees of the United Nations system organizations; to introduce mandatory ethics refresher courses for all staff and non-staff; and to evaluate the effectiveness and efficiency, including value for money of the financial disclosure and declaration of interest programmes. One recommendation was addressed to the legislative organs and three to the executive heads of participating organizations. The formal recommendations were complemented by 30 informal recommendations, which contained additional suggestions for further improvements of the ethics function.

38. In the review, it was found that substantial progress had been made in implementing the related standards and recommendations contained in the Unit's report of 2010. However, many organizations still needed to address the shortcomings and gaps identified in the review. Serious shortcomings were found regarding the independence of the ethics function, such as dual-function arrangements, or in the application of term limits, including the splitting of a term into several subsequent contracts, and the lack of post-employment restrictions for heads of ethics. Over the past decade, the ethics function had been charged with new responsibilities; thus, the terms of reference of the ethics functions concerned needed to be updated. The number of requests for services and advice from the ethics functions had increased considerably while the resource levels had not kept pace. An adequate level of resources for the ethics function was, however, a prerequisite for fulfilling all mandated responsibilities.

39. With regard to fostering a culture of ethics, there was a high degree of compliance with the Unit's standards of 2010. The review found that little progress had been made in the revision of financial disclosure programmes. There were challenges, new demands and ethical dilemmas, such as with regard to teleworking, artificial intelligence, the use of social media, and public-private partnerships, that needed to be addressed by the ethics function. The review also served to confirm earlier findings that strengthening inter-agency cooperation and promoting exchange among organizations was crucial for achieving an equally independent and professional ethics function in all organizations. Overall, in the review, it was found essential to further strengthen the ethics function to ensure the expected levels of accountability and integrity of all personnel of the United Nations system.

Business continuity management in United Nations system organizations (JIU/REP/2021/6)

40. A decade ago, the Unit completed its first review on business continuity in United Nations system organizations (JIU/REP/2011/6), in which it had found that practices were nascent and that only a handful of organizations had policies or business continuity plans in place. The present review of business continuity management was aimed at analysing the current policy frameworks, capacities and

practices in United Nations system organizations. It was found that, while most organizations now had business continuity frameworks and plans in place, participating organizations often did not capitalize on opportunities to capture lessons learned after disruptive incidents, which would contribute to organizational resilience. Regular and substantive interactions with the enterprise risk management function was also lacking in most organizations. Those complementary interactions were to be encouraged as they could be beneficial to both functions in identifying and responding to risks. At the operational level, the coordination and implementation capacity for business continuity processes was uneven, and most organizations relied on a network of focal points, who would benefit from training, clearer accountability and more defined roles and responsibilities. It was also found that the maintenance, exercise and review practices for business continuity plans, which served to prepare staff for disruptive events and embed business continuity management in operations, often lacked rigour and discipline, resulting in ineffective and sometimes overly complicated business continuity plans.

41. The COVID-19 pandemic had provided a real-time stress test for business continuity management and had provided many organizations with an opportunity to refine their practices, including by expanding remote-working modalities, developing more agile human resources policies and digitizing related administrative procedures. Conversely, the prolonged disruptions had exacerbated occupational safety and health risks. The COVID-19 case study, which was included in the report on the review, pointed to the importance of assessing lessons learned and good practices during the pandemic in order to strengthen business continuity management and better prepare for and respond to future disruptive incidents.

42. According to the review, 11 core elements were proposed covering high-level areas on the promulgation of policies, as well as elements related to business continuity plans. Those elements, which executive heads were advised to review against their frameworks, would support a comprehensive approach to business continuity management. The review contained six formal recommendations aimed at enhancing business continuity management and organizational resilience within the United Nations system. The formal recommendations were complemented by 19 informal recommendations that would lead to and/or inform the formal recommendation and further enhance business continuity management within the United Nations system.

D. Investigations

43. The Joint Inspection Unit focuses on alleged violations of regulations and rules and other established procedures by executive heads, heads of internal oversight bodies, officials of the organizations other than staff members and, on an exceptional basis, by staff of organizations that do not have an in-house investigation capacity. In the course of 2021, the Unit received five complaints.

E. Acceptance and implementation of the recommendations of the Joint Inspection Unit

Web-based tracking system

44. The web-based tracking system was developed and implemented by the Unit in 2012 and has become a critical application both for the Unit and for participating organizations. It has proved to be an essential online tool for monitoring and updating the status of recommendations and for reporting on their acceptance and implementation. In addition to the Unit and its participating organizations, the

oversight committees and Member State delegations are increasingly accessing the system and its reports.

45. Pursuant to General Assembly resolutions [70/247](#), paragraph 107, and [70/257](#), paragraph 13, the Office of Information and Communications Technology of the Secretariat has been providing hosting and maintenance services for the web-based tracking system since 2018. While the system was operational throughout 2021 and no major disruptions in its operation were experienced, challenges relating to the quality of the support services remain. The process of resolving technical issues continues to take longer than it used to, and users have made several complaints to the Unit in this regard.

46. The Unit does acknowledge that, after more than 10 years of operation, the application appears to have become less than optimal in its operation and that the expertise of the maintenance and support service provider (Office of Information and Communications Technology) with the underlying software and database may not be at the level required, given that the Office took over the support from the developer (external provider).

47. The maintenance challenges, the age of the system, and several unaddressed requests for enhanced functionality and access that could not be implemented, have made the review of the system a priority for the Unit. The Unit commissioned the United Nations International Computing Centre to study the feasibility of the current web-based tracking system to continue to operate effectively for the Joint Inspection Unit and its stakeholders. As a part of the study, the Centre conducted a technical and functional assessment to evaluate the existing system platform, reviewed documentation and access to the platform and conducted structured interviews with a cross-section of stakeholders.

48. After careful consideration of the report of the Centre, the Unit is convinced that without action taken to replace the system, the system runs the risk of becoming increasingly prone to failure and of no utility to the Unit and the stakeholders that rely on it. Several options for a replacement system have been studied by the Centre. The option to replace the system with an application that is successfully and widely used by several large oversight entities in the United Nations system has merit. The advantages are that the technical support and application maintenance are built into the licensing costs; the software is built especially for oversight work; and, in addition to the module for tracking, monitoring and reporting on recommendations, the software includes a review workflow capability. With many other United Nations entities using the same system, the opportunity to learn from them and share information is a distinct advantage.

49. On the basis of discussions with the software vendor and with the United Nations oversight entities that use the software, the Centre estimates that the costs for initial set-up configuration, training and data migration will amount to approximately \$100,000, with a recurring annual cost of \$30,000 for licensing and support. The other option, which is a bespoke application based on the existing system application architecture will cost approximately \$550,000 to develop. Although the development costs are a one-time outlay and the current arrangements for hosting and maintenance will continue to be provided by the United Nations Secretariat, the solution will not eliminate the risks associated with the current system. The Unit will seek to further evaluate the options, including a thorough review, to be conducted in the first quarter of 2022, of the functionalities offered by the specialized software. Pending the availability of funding, the Unit intends to proceed with the selected option before the end of the second quarter of 2022.

50. The Joint Inspection Unit therefore requests the approval of the General Assembly to seek extrabudgetary funding from Member States that may be willing to

fund the initial costs and the licensing and support costs for the first three years under the first option; or the cost of development under the second option. Approval is also sought for the Unit to include the cost of the annualized licensing and support in its annual budget proposal as from 2024, should the first option be selected by inspectors.

Number of recommendations

51. The table below indicates the average number of recommendations by report, note and management letter, which stands at 5.3 in 2021.

Number of Joint Inspection Unit reports, notes and management letters and recommendations, 2015–2021

	2015	2016	2017	2018	2019	2020	2021	Total
Reports, notes and management letters								
System-wide and several organizations	5	11	9	6	7	7	6	51
Single organization	6	25	2	1	3	1	1	39
Total, reports, notes and management letters	11	36	11	7	10	8	7	90
Recommendations								
System-wide and several organizations	33	74	56	49	44	56	33	343
Single organization	16	26	20	3	14	4	4	87
Total, recommendations	49	100	76	52	58	60	37	432
Average number of recommendations by output	4.5	2.8	6.9	7.4	5.8	7.5	5.3	4.8

Source: Web-based tracking system, January 2022.

Acceptance and implementation rates of system-wide and single organization recommendations

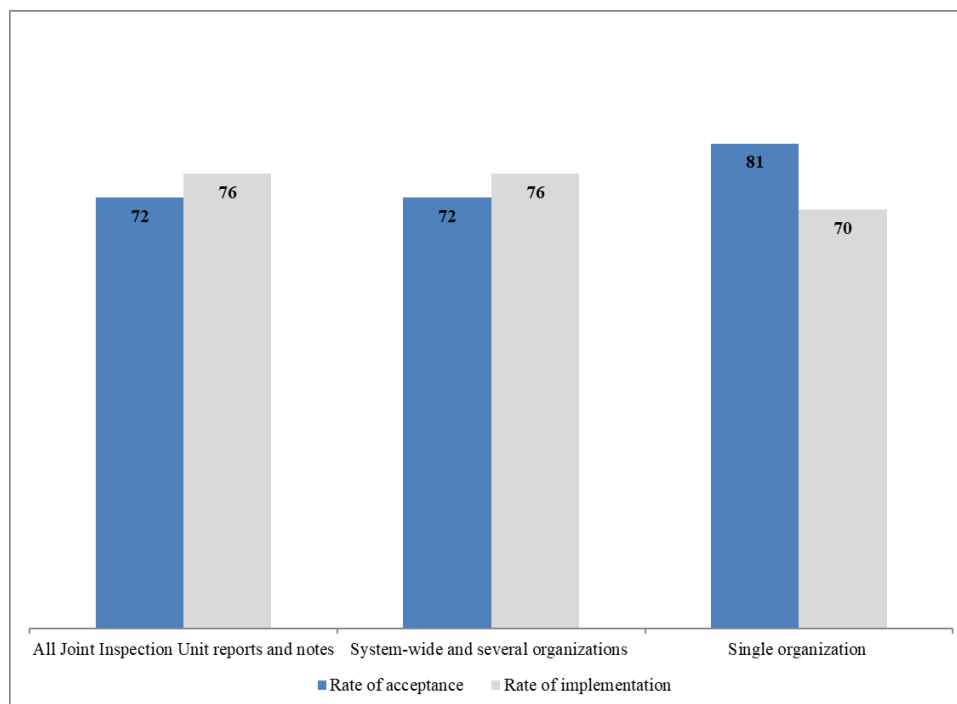
52. The average rate of acceptance of recommendations made between 2013 and 2020 was 81 per cent for single organization reports and notes, and 72 per cent for system-wide reports (see figure below).¹ During the same period, the implementation rate of recommendations that had been accepted in in single organization reports and notes was 70 per cent, while slightly higher in system-wide reports and notes, with 76 per cent.

53. The Unit commends the organizations for the action taken to implement its recommendations. Annex III to the present report shows the status of acceptance of Joint Inspection Unit recommendations and of the implementation of accepted recommendations by participating organizations in the period 2013–2020.

¹ As at January 2022, no input for 2020 had been provided by UNDP, UNEP and UNODC. The postponement of the meetings of the governing bodies owing to the COVID-19 pandemic may explain the lower rate of input by some organizations in 2021.

Average rate of acceptance of the Joint Inspection Unit recommendations and rate of implementation of accepted recommendations (2013–2020)

(Percentage)



Source: Web-based tracking system, January 2022.

Intended impact

54. In its resolution [75/270](#), the General Assembly requested the Unit to include in the annex to its annual report yearly statistics on the status of acceptance and implementation by participating organizations, according to the intended impact categories as defined in the web-based tracking system. In compliance with the request, the Unit prepared statistics on the average rate of acceptance and rate of implementation of accepted Unit recommendations by intended impact category (see annex IV). The highest rates in terms of both recommendations and their implementation are the recommendations with a focus on management improvement through enhanced controls and compliance. The Unit draws attention to the rate of acceptance and implementation of the recommendations that are intended to enhance coordination and cooperation among participating organizations, strengthened coherence and harmonization, and achieve significant one-time or recurrent financial savings.

55. The Unit will continue its follow-up with the participating organizations on the reasons for the lower acceptance and implementation of the above-mentioned recommendations. However, the Unit also encourages legislative organs and governing bodies as well as oversight committees to challenge the management in their respective organizations to follow up similarly on the issue.

Chapter II

Outlook for 2022

56. The continuing global COVID-19 pandemic led to the cancellation or curtailment of many of the project-related travel missions and activities planned for 2021; it is likely that the trend will persist in 2022. In that regard, the reviews will continue to be conducted through alternative methods, particularly in the critical phase of collecting data.

57. In line with the good practices prevailing currently in the oversight community, the Unit will undertake a self-assessment exercise in 2022 on its overall performance since the 2013 self-evaluation. It will seek to identify gaps or shortcomings, both internal and external, that could be removed or addressed in order to be better able to discharge its mandate in accordance with its statute. The self-assessment will explore ways of further strengthening the Unit in terms of preserving its independence and improving its functioning in such areas as its regulatory framework and other resources, planning processes, practices and methodologies, and the quality and usefulness of its products. The exercise will consider ways of enhancing the Unit's engagement and interaction with Member States in the legislative organs and governing bodies and the executive heads of participating organizations. It will also provide a basis for revising the Unit's strategic framework, particularly the performance plan and the specific indicators of performance and measures against which the Unit's performance can be reported.

58. Other internal efforts will continue to be directed at the efficiency of the review process and the quality of the reports, with consistent adherence to the Unit's norms and standards and its internal working procedures. Training and skills enhancement for staff and inspectors will also form a feature of this exercise.

59. As part of its outreach strategy, the Unit will continue to endeavour to improving its communication products with a view to making the salient features of its reports available to its diverse stakeholders in user-friendly summaries. The Unit will look at ways to better integrate the preparation of these products into the life cycle of the review and to provide the tools and training to staff to develop the products.

60. In 2022, the Unit also will plan to proceed with the improvements to its web-based tracking system for tracking, monitoring and reporting on the status of acceptance and implementation of its recommendations. Pending approval from the General Assembly (see para. 50 above), the Unit will seek to initiate actions early in the year with a view to securing the resources and commencing development and training within the reporting period.

61. The externally focused initiatives for 2022 will be directed at engaging with the executive heads of the participating organizations, the legislative organs and governing bodies and other oversight bodies. The message directed at the executive heads will be to encourage signals from them in reinforcing the work of the Unit, drawing attention to the importance of accepting and implementing the recommendations. Executive heads will also be encouraged to be more forthcoming in their interaction with the Unit, particularly in bringing forward subjects for review that are relevant, important and a high priority for their organization and other organizations in the United Nations system. Owing to the tangible progress it has achieved in that important area in recent years, the Unit will persist in its efforts to improve consideration of its reports and the recommendations therein by the legislative organs and governing bodies of the participating organizations. In these exercises, the Unit will draw upon the useful insights gathered during the meeting with the Unit's focal points held in September 2021, as well as during the meetings with other oversight bodies and coordination mechanisms.

Chapter III

Programme of work for 2022

62. In preparing its programme of work, the Unit considered proposals for reviews submitted by its participating organizations as well as oversight and coordination bodies of the United Nations system and the inspectors themselves. The final programme of work adopted by the Unit at its session in January 2022 includes five system-wide projects and one management and administration review (see annex VII).

63. The workplan of the Unit for 2022 comprises six new projects, which are summarized below, as well as the projects carried over from 2021.

Summaries of projects in the programme of work for 2022

Flexible working arrangements in the United Nations system organizations

64. Flexible working arrangements are voluntary adjustments to the normal working hours and/or locations, agreed between personnel and their managers in accordance with the applicable internal policies of the organizations. The working arrangements are part of the larger context of work-life balance and are aimed at promoting, inter alia, the overall well-being, motivation and productivity of United Nations personnel.

65. In 2012, the Unit conducted a review of flexible working arrangements in United Nations system organizations (JIU/NOTE/2012/4), in which it examined the existence of flexible working arrangements and sought to assess their pitfalls and good practices. The review found that there was no uniformity across the United Nations system and that various terms were used to describe identical and sometimes different arrangements.

66. The review to be conducted in 2022 will provide an assessment of current policies and practices covering flexible work arrangements. It will serve to examine how participating organizations have applied and refined their flexible working arrangements, in particular remote work flexibilities, including against the backdrop of the COVID-19 pandemic. It will also serve to identify the challenges, lessons learned, good practices and opportunities in efforts to fully leverage the potential of such working arrangements in terms of organizational efficiency and effectiveness in all relevant dimensions.

Review of mental health and well-being policies and practices in the United Nations system organizations

67. The area of mental health and well-being has its roots in the United Nations system through the legal concept of staff duty of care and more practically through occupational health and safety policies and practices at both the organizational and system-wide levels. The system-wide efforts have increased in recent years and include the United Nations System Mental Health and Well-being Strategy (2018–2023), which provides a comprehensive approach to addressing the needs of United Nations personnel, and professional networks accessed through the CEB High-level Committee on Management, such as the Occupational Health and Safety Forum. The strategy provides an outline of how United Nations system organizations can: (a) create workplaces that enhance mental and physical health and well-being; (b) develop, deliver and evaluate high quality psychosocial services; (c) support staff with mental health challenges; and (d) ensure adequate resources for services. Participating organizations have also focused resources on addressing mental health and well-being initiatives in the context of the COVID-19 pandemic, further amplifying the need in some for additional resources.

68. The Unit's reviews have covered aspects of duty of care and occupational safety and health, such as reviews on medical services (JIU/REP/2011/1), staff management relations (JIU/REP/2011/10), sick leave (JIU/REP/2012/2) and the recent review of business continuity management (JIU/REP/2021/6). The current review will be the first to focus primarily on mental health and well-being policies and practices in the United Nations system organizations.

69. The review will provide an assessment of current policies and practices covering mental health and well-being as well as those that have been specifically put in place to address the impact of the pandemic. It will also include an assessment of existing staff functions and services that support wellness initiatives, and good practices and lessons learned from across the United Nations system and in other comparable organizations and sectors outside the system.

Review of management and administration in the United Nations Population Fund

70. UNFPA came into operation in 1969 as the primary United Nations entity dedicated to sexual and reproductive health. It is a subsidiary organ of the General Assembly that also addresses population and development issues, and gender equality. It collaborates with other United Nations system organizations, in particular in the areas of development and humanitarian work (UNAIDS, UNDP, UNICEF and WHO).

71. In terms of its governance, UNFPA receives overall policy guidance from the General Assembly and the Economic and Social Council. It reports to its governing body, the UNDP/UNFPA Executive Board, on administrative, financial and programme matters.

72. UNFPA is exclusively funded by voluntary contributions from Governments and contributions from private sector groups, foundations and individuals. Since it does not receive support from the United Nations regular budget, it faces the challenge of trying to establish a more predictable and flexible funding mechanism.

73. In its first management and administration review of UNFPA, the Unit will examine organizational arrangements within the Fund to support the achievement of the Fund's mandate and mission. In accordance with the usual conduct of management and administration reviews, the Unit will examine the following areas: governance; organizational structure and management; strategic planning; oversight, accountability, risk management and ethics; the financial/budgetary framework; human resources management; information technology management and inter-agency collaboration.

Review of the acceptance and implementation of Joint Inspection Unit recommendations by the United Nations system organizations, the process of handling the Unit reports by the Unit's participating organizations and consideration of the reports by their legislative organs and governing bodies

74. The value and impact of the Unit's reports and recommendations depend on effective follow-up by the participating organizations. Such follow-up entails serious consideration of the reports by the governing bodies of participating organizations, implementation of the recommendations, and action to be taken to monitor the accepted recommendations. It is therefore essential that the Unit conduct regular reviews of the status of the recommendations. The scope of the review will include the Unit's reports issued to participating organizations in the period 2012–2021, and the acceptance and implementation of the recommendations in those reports.

75. The Unit undertook a similar review in 2015, which covered the period 2006–2012. In the 2015 review, the Unit highlighted the need to enhance the verification,

monitoring and reporting process regarding the implementation of its recommendations in view of the lack of action by some organizations on the reports and recommendations. The findings and recommendations in the 2015 review will serve as an important basis for the review to be conducted in 2022.

76. The 2022 review will be aimed at analysing the rates of acceptance and implementation by the organizations as a whole and by the executive head and legislative organ at each organization; identifying recommendations outstanding for five years or more; and examining recommendations considered “non-relevant” by organizations. It will also include an analysis of the process of consideration of reports by the legislative organs and governing bodies of the organizations. The review will be focused in particular on the identification and analysis of the underlying causes for considering recommendations non-relevant, and on the low implementation rates of JIU recommendations in some organizations.

Review of quality, effectiveness, efficiency, and sustainability of health insurance schemes in the United Nations system organizations

77. Health insurance is an item that has remained persistently on the agenda of the United Nations system organizations and Governments around the world, as it is subject to permanent pressure stemming from increasing costs due to demographic trends, changing lifestyles, accelerated technological innovation and advances, and other developments, including disruptive events such as the COVID-19 pandemic, all of which have a bearing on both the insured population and its management and long-term financial sustainability.

78. The topic of health insurance schemes has already been studied by the Unit, which issued a note in 1977 (JIU/NOTE/77/2) and a report in 2007 (JIU/REP/2007/2), in which it revealed a growing concern about the costs and diversity of health insurance schemes and stressed the urgency for disclosing end-of-service benefit liabilities. In that regard, the Secretary-General established in 2014 the inter-agency Working Group on After-Service Health Insurance to explore efficiency and cost containment options, pursuant to General Assembly resolution 68/244. Health insurance management and financial sustainability issues and weaknesses have also been repeatedly reported by the Board of Auditors and the Office of Internal Oversight Services over time.

79. The review will provide a system-wide, independent assessment of the active and retired personnel health insurance schemes of the participating organizations, focusing on their coverage and quality, effectiveness, efficiency and financial sustainability. For that purpose, the review will follow up on previous recommendations, assess management and internal control mechanisms, explore financial perspectives and evaluate the need for harmonization that could help staff mobility, among other things. It would also identify good practices and provide conclusions and recommendations to improve the service and its long-term sustainability.

Review of the use of non-staff personnel and related contractual modalities in the United Nations system

80. The concept of non-staff personnel is a very broad one, comprising several categories in each organization. The use of non-staff personnel, including for core functions, even in the headquarters-centric organizations with significant normative and consultative functions, has increased in recent years. Some reports indicate that around 45 per cent of the total United Nations workforce is formed by non-staff categories. Cost effectiveness, budgetary restrictions, lack of resources, unpredictable funding and the need for flexibility are among the main reasons for hiring non-staff personnel.

81. The review will be a follow-up to the Unit's report of 2014 (JIU/REP/2014/8) on non-staff personnel. It is primarily intended for legislative organs and/or governing bodies and executive heads and senior management of participating organizations.

82. The review will fit into the context of the current debate on the future of work and "new ways of working".² In 2019, the High-level Committee on Management launched a workstream to reflect on the future of work for the United Nations workforce in a comprehensive and integrated way. The Committee established a Task Force on the Future of the United Nations System Workforce, which organized its work around main areas, including, new contractual modalities aimed at developing a proposal to pilot a sustainable contract modality to enable a more agile and diverse United Nations workforce while considering the needs of a future workforce. In this connection, the International Civil Service Commission has recently called on the Unit to provide inputs on the adequacy of contractual modalities, proposing a review on the topic.

² See <https://unsceb.org/united-nations-system-strategy-future-work>.

Annex I

Status of implementation of the workplan of the Joint Inspection Unit for 2021, as at 31 December 2021

<i>Project title</i>	<i>Symbol/completion date</i>
Review of management and administration in the World Meteorological Organization	JIU/REP/2021/1
Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action	JIU/REP/2021/2
Cybersecurity in the United Nations system organizations	JIU/REP/2021/3
Review of the management of implementing partners in United Nations system organizations	JIU/REP/2021/4
Review of the ethics function in the United Nations system	JIU/REP/2021/5
Business continuity management in United Nations system organizations	JIU/REP/2021/6
Management letter on securing the integrity of documents, records and archives of the United Nations system organizations	JIU/ML/2021/1
Review of management and administration in the Food and Agriculture Organization of the United Nations	Suspended
Review of management and administration in the United Nations Human Settlements Programme	To be completed in 2022
Measures and mechanisms for preventing and addressing racism and racial discrimination in the institutions of the United Nations system	To be completed in 2022
Review of the internal pre-tribunal stage appeal mechanisms available to staff members in the United Nations system organizations	To be completed in 2022
Review of accountability frameworks in the United Nations system organizations	To be completed in 2022

Annex II

Joint Inspection Unit reports issued in 2021: recommendations addressed to legislative organs and governing bodies of participating organizations

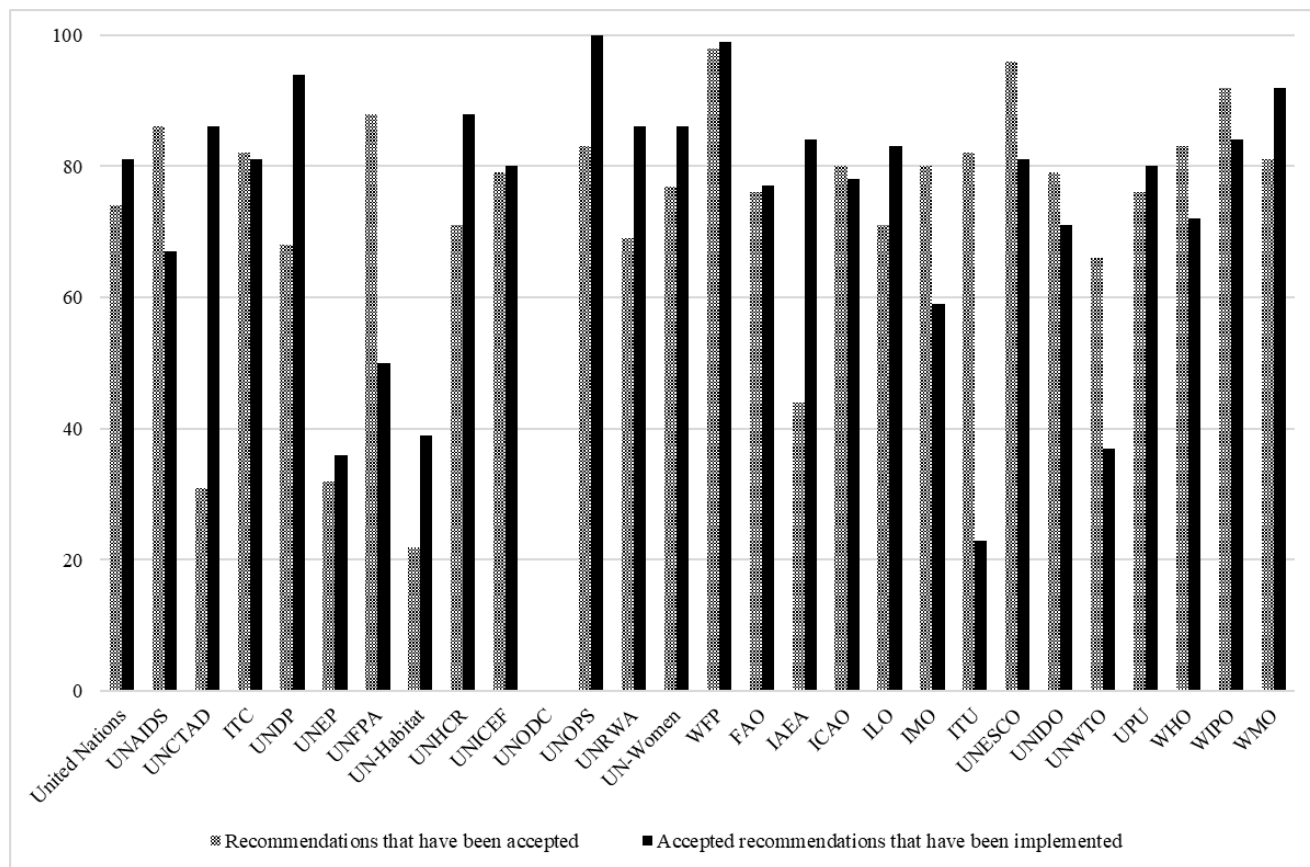
<i>Report title and symbol</i>	<i>Text of recommendation</i>
Review of management and administration in the World Meteorological Organization (JIU/REP/2021/1)	By the end of 2022, the Executive Council should commission an independent evaluation of the constituent bodies reform to review the process used to implement the reform and its substantive results, including the alignment of the restructured secretariat, as well as good practices and lessons learned (recommendation 1).
Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action (JIU/REP/2021/2)	The legislative organs and governing bodies of the United Nations system organizations should issue directives, if they have not already done so, by the end of 2022, for their organizations to mainstream the priorities of the Vienna Programme of Action for Landlocked Developing Countries that are pertinent to their mandated work and request that their organizations report periodically on its implementation (recommendation 7).
Cybersecurity in the United Nations system organizations: a review of policies and practices (JIU/REP/2021/3)	<p>The legislative organs and governing bodies of the United Nations system organizations should consider the reports on the elements contributing to an improved cyberresilience prepared by the executive heads and provide strategic guidance on further improvements to be implemented in their respective organizations, as necessary (recommendation 2).</p> <p>The General Assembly of the United Nations should, no later than at its seventy-seventh session, take note of the recommendation addressed to the Director of the United Nations International Computing Centre to establish a trust fund for shared cybersecurity solutions and invite Member States wishing to reinforce the cybersecurity posture of the United Nations system organizations to contribute to the trust fund (recommendation 4).</p>
Review of the management of implementing partners in the United Nations system organizations (JIU/REP/2021/4)	<p>The legislative organs and governing bodies of the United Nations system organizations should, beginning in 2024 and based on reports submitted to them annually by their respective executive heads, provide overall strategic guidance and legislative oversight to the management of their implementing partners, including in the framework of the quadrennial comprehensive policy review, especially with regard to capacity-building, inter-agency coordination and information-sharing (recommendation 3).</p> <p>The legislative organs and governing bodies of the United Nations system organizations should, beginning 2023, assess their approaches to the capacity-building of implementing partners and strengthening national capacities and ownership, in the framework of the quadrennial comprehensive policy review, including the effectiveness of such efforts since 2013, progress made, and lessons learned, based on reports prepared by their respective secretariats, and adopt specific measures to strengthen national capacities and ownership and build capacities of their implementing partners (recommendation 9).</p>

<i>Report title and symbol</i>	<i>Text of recommendation</i>
Review of the ethics function in the United Nations system (JIU/REP/2021/5)	The legislative organs and governing 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 2023 to include, where necessary, provisions for ethics, and ethics as a desirable area of expertise for new committee members (recommendation 2).
Business continuity management in United Nations system organizations (JIU/REP/2021/6)	The legislative organs and governing bodies of the United Nations system organizations should consider, at the earliest opportunity, the conclusions of the internal management assessment on the continuity of operations during the coronavirus disease (COVID-19) pandemic prepared by the executive heads of their respective organizations and, on that basis, take appropriate decisions to address the identified gaps and risks and to ensure the continuity of business operations (recommendation 6).

Annex III

Status of acceptance of Joint Inspection Unit recommendations and of the implementation of accepted recommendations by participating organizations, 2013–2020

(Percentage)



Annex IV

**Average rate of acceptance and rate of implementation of
accepted Joint Inspection Unit recommendations by
intended impact category, 2013–2020**

(Percentage)

<i>Impact category</i>	<i>Acceptance</i>					<i>Implementation^a</i>			
	<i>Accepted</i>	<i>Not accepted</i>	<i>Not relevant</i>	<i>Under consideration</i>	<i>Not available</i>	<i>Implemented</i>	<i>In progress</i>	<i>Not started</i>	<i>Not available</i>
Management improvement through enhanced controls and compliance	81	3	7	2	7	82	15	2	1
Management improvement through enhanced effectiveness	73	3	8	3	12	78	16	3	2
Enhanced transparency and accountability	73	5	8	3	11	76	18	4	1
Management improvement through the dissemination of good/best practices	73	4	6	6	11	74	20	4	3
Other	70	8	4	4	14	77	20	–	3
Management improvement through enhanced efficiency	70	4	7	3	16	72	18	5	5
Enhanced coordination and cooperation among participating organizations	66	4	12	6	12	77	16	5	3
Strengthened coherence and harmonization	62	5	9	6	17	63	21	10	5
Significant one-time or recurrent financial savings	19	4	67	–	11	80	20	–	–

^a The implementation rate is shown as a percentage of the recommendations that have been accepted.

Annex V

List of contributing organizations and their percentage share in the costs of the Joint Inspection Unit for 2021

<i>Organization</i>	<i>Percentage</i>
FAO	3.82
IAEA	1.53
ICAO	0.56
ILO	1.70
IMO	0.15
ITU	0.60
UNAIDS	0.46
UNDP	11.86
UNESCO	1.54
UNFPA	2.72
UNHCR	10.25
UNICEF	14.94
UNIDO	0.70
United Nations	16.33
UNOPS	2.87
UNRWA	2.82
UN-Women	1.01
UNWTO	0.05
UPU	0.20
WFP	17.28
WHO	7.44
WIPO	0.93
WMO	0.24

Source: CEB.

Note: The United Nations entry includes the United Nations Secretariat, UNITAR, UNU, ITC, ICSC, the International Court of Justice and the United Nations Joint Staff Pension Fund. It excludes tribunals, special political missions and peacekeeping operations.

Annex VI

Composition of the Joint Inspection Unit

1. The composition of the Joint Inspection Unit for 2021 was as follows (each inspector's term of office expires on 31 December of the year indicated in parentheses):

Gopinathan Achamkulangare (India) (2022)
Jean Wesley Cazeau (Haiti) (2022)
Eileen A. Cronin (United States) (2021)
Jorge T. Flores Callejas (Honduras) (2021)
Keiko Kamioka (Japan) (2024)
Nikolay Lozinskiy (Russian Federation) (2022)
Jesús Miranda Hita (Spain) (2025)
Victor Moraru (Republic of Moldova) (2025)
Sukai Elie Prom-Jackson (Gambia) (2022)
Gönke Roscher (Germany) (2025)
Tesfa Alem Seyoum (Eritrea) (2025)

2. As at 1 January 2022, the composition of the Joint Inspection Unit was as follows:

Gopinathan Achamkulangare (India) (2022)
Jean Wesley Cazeau (Haiti) (2022)
Eileen A. Cronin (United States) (2026)
Carolina María Fernández Opazo (Mexico) (2026)
Keiko Kamioka (Japan) (2024)
Nikolay Lozinskiy (Russian Federation) (2022)
Jesús Miranda Hita (Spain) (2025)
Victor Moraru (Republic of Moldova) (2025)
Sukai Elie Prom-Jackson (Gambia) (2022)
Gönke Roscher (Germany) (2025)
Tesfa Alem Seyoum (Eritrea) (2025)

3. In accordance with article 18 of the statute of the Joint Inspection Unit, which provides that each year the Unit shall elect from among the inspectors a chair and a vice-chair, the Bureau of the Unit for 2022 is as follows:

Gopinathan Achamkulangare (India), Chair
Tesfa Alem Seyoum (Eritrea), Vice-Chair

Annex VII

Programme of work of the Joint Inspection Unit for 2022*

<i>Project No.</i>	<i>Title</i>	<i>Type</i>
A.463	Flexible working arrangements in United Nations system organizations	System-wide
A.464	Review of mental health and well-being policies and practices in United Nations system organizations	System-wide
A.465	Review of management and administration in the United Nations Population Fund	Single
A.466	Review of the acceptance and implementation of Joint Inspection Unit recommendations by the United Nations system organizations, the process of handling the Joint Inspection Unit reports by the Joint Inspection Unit participating organizations and their consideration by their legislative organs and governing bodies	System-wide
A.467	Review of the quality, effectiveness, efficiency and sustainability of health insurance schemes in the United Nations system organizations	System-wide
A.468	Review of the use of non-staff personnel and related contractual modalities in the United Nations system	System-wide

* Subject to change during the year.

