



**United Nations Development
Programme, the United Nations
Population Fund and the
United Nations Office for
Project Services**

Distr.: General
25 April 2023

Original: English

Annual session 2023

5 to 9 June 2023, New York

Item 6 of the provisional agenda

Annual report of the Administrator

**Report of UNDP on the recommendations of the Joint Inspection
Unit in 2022**

Summary

In line with the General Assembly resolution 59/267 of 23 December 2004, and as reiterated in General Assembly resolution 62/246 of 3 April 2008, this report provides a synopsis of UNDP management responses to the recommendations of the Joint Inspection Unit and draws attention to the recommendations directed to the legislative bodies of United Nations system organizations.

The report focuses on the three Joint Inspection Unit reviews relevant to UNDP publicly issued subsequent to the Report of UNDP on the recommendations of the Joint Inspection Unit in 2021 (DP/2022/17/Add.1), which UNDP presented to the Executive Board at its annual session 2022. All 20 recommendations issued in the three Joint Inspection Unit reviews discussed herein are addressed to UNDP: 16 are addressed to UNDP management and four to the Executive Board, as the legislative body of UNDP. This report provides UNDP management responses to the 20 recommendations and includes an update on the implementation status of the recommendations contained in the reviews issued by the Joint Inspection Unit in 2021 and 2020.

Elements of a decision

The Executive Board may wish to take note of the present report (DP/2023/14/Add.1), including the management responses to the four recommendations of the Joint Inspection Unit addressed to the Executive Board.



I. Overview of Joint Inspection Unit reports issued in 2022

1. In 2022, the Joint Inspection Unit issued four reports, one of which was specific to the United Nations Human Settlements Programme; the remaining three were system-wide reviews. The present report provides a summary of the three system-wide reports issued by the Joint Inspection Unit at the time of the writing of this report¹, which are of relevance to UNDP. This report includes the UNDP management responses to all 20 recommendations in the reports directed to UNDP, as well as the implementation status of relevant recommendations contained in the reports issued by the Joint Inspection Unit in 2021 and 2020. The complete Joint Inspection Unit reports, additional annexes and comments of the United Nations System Chief Executives Board for Coordination may be obtained by accessing the Joint Inspection Unit website (<http://www.unjiu.org>) or by clicking the hyperlinks of each report in chapter II. Comments of the United Nations System Chief Executives Board for Coordination that were available at the time of drafting of this report are also included.

2. The three reports are: (a) Review of the management of implementing partners in United Nations system organizations (JIU/REP/2021/4); (b) Review of the ethics function in the United Nations system (JIU/REP/2021/5); and (c) Business continuity management in United Nations system organizations (JIU/REP/2021/6).

II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations in 2022

3. The management responses to the relevant recommendations in the reports of the Joint Inspection Unit, including the recommendations for consideration by the legislative body, are provided below. Annex I contains a statistical summary of the implementation status of the recommendations relevant to UNDP issued in the Joint Inspection Unit reports in 2022. Annex II contains an overview of the recommendations pertaining to the Joint Inspection Unit reports included in this report that are relevant to UNDP and directed to the Executive Board as the legislative body of UNDP. Annexes III and IV provide a statistical summary of the implementation status of relevant recommendations contained in the reports issued by the Joint Inspection Unit in 2021 and 2020.

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

4. This Joint Inspection Unit review provides an analysis of the methods and practices used by United Nations organizations system-wide to manage implementing partners for programme and project delivery. It explores areas to further improve the effective and efficient management of implementing partners. Ten recommendations of the review are directed to UNDP. Among these, recommendations 1, 2, 4, 5, 6, 7, 8 and 10 are directed to the UNDP Administrator. Recommendations 3 and 9 are directed to the Executive Board for consideration and are discussed further and commented on in Annex II.

5. **Recommendation 1. The executive heads of United Nations system organizations should, by the end of 2024, develop, through consultations in the appropriate inter-agency mechanisms, a common system-wide definition and a set of agreed guiding principles and standards for implementing partners that is informed by a risk-based and strategic approach to partnerships and results-based management methodology.** UNDP aligns with the general comments of the United Nations System Chief Executives Board for Coordination in the Note by the Secretary-General to this review (A/77/317/Add.1, paragraph 3), as well as with the comments this recommendation, contained in paragraphs 9 and 10 of the Note.

¹ The Joint Inspection Unit review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations (JIU/NOTE/2022/1/Rev.1) was published outside the deadlines for preparing this report. UNDP will address the Joint Inspection Unit review of measures and mechanisms in United Nations system organizations in its report to the Executive Board at the annual session 2024.

6. UNDP supports the notion of system-wide coherence in the frameworks that govern implementing partners and continues to engage in the various informal inter-agency networks and initiatives of relevance to its implementing partners. However, UNDP cautions that it will be a challenge for United Nations system organizations to develop a common, system-wide definition and policy framework on implementing partners. The terms of engagement for implementing partners are defined in individual organizations' financial rules and regulations, which are not common among organizations, due to diverse programming frameworks, operating modalities and contexts. However, it is important to recognize that individual organizations can continue learning from one another through the appropriate inter-agency mechanisms and exchanges, and that this Joint Inspection Unit review can help facilitate the identification of further complementarities of the practices and experiences of organizations. Bearing in mind the United Nations system-wide nature of this recommendation, which is not of the sole remit of UNDP, UNDP will continue to be guided by system-wide processes and decisions. Hence, it does not consider the recommendation relevant to UNDP.

7. **Recommendation 2. The executive heads of organizations of the United Nations system should, by the end of 2023, include in their annual reports on the work of the organization a section on the engagement and management of their implementing partners, including important details useful to the legislative organs and governing bodies.** UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination in the Note by the Secretary-General to this review (A/77/317/Add.1, paragraphs 11 and 12). Detailed information on all projects, including the names of implementing partners, the types of institutions (government entity, non-governmental organization, civil society organization, etc.), the results achieved, expenditures, project descriptions and other key information are publicly available on the UNDP transparency portal (www.open.undp.org). Country programme documents are publicly available on the UNDP corporate website (undp.org). UNDP project audit reports capture UNDP engagements and the management of implementing partners and are also publicly available on the UNDP corporate website. Furthermore, the annual report of the UNDP Administrator is UNDP's highest-level executive results report. It includes the report card of the UNDP integrated results and resources framework that translates the UNDP Strategic Plan, 2022-2025, into a set of development and organizational results. The integrated results and resources framework reflects country-level results that are aligned with national priorities and with the joint response of the United Nations system that has been agreed upon with the Government in the United Nations Sustainable Development Cooperation Framework. Considering its established reporting practices and modalities in regard to the engagement and management of implementing partners, UNDP notes that it is compliant with the recommendation and considers it implemented.

8. **Recommendation 4. The executive heads of United Nations system organizations should, by the end of 2023, update as necessary and implement their implementing partner policies and related guidance, including standard operating procedures for the selection, engagement, management, oversight and evaluation of implementing partners, to sustain a strategic and risk-based approach to implementing partner management, aligned to the entity's strategic framework.** UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination in the Note by the Secretary-General pertinent to this review (A/77/317/Add.1, paragraph 17). UNDP regularly and continuously develops, reviews and updates its policies, tools and guidance to manage its implementing partners, in order to adapt to emerging partner needs, align with its strategic plan, further advance inter-agency harmonization, and improve effectiveness and efficiency. These policies and tools include those for existing capacity assessment mechanisms, such as the partner capacity assessment tool and the United Nations harmonized approach to cash transfers. UNDP now employs cutting-edge technologies, systems and processes to enable innovation by digitally transforming both its external service offerings and its internal management systems. Recognizing that implementing partner policies and procedures are in place and are continuously evolving, UNDP accepts this recommendation and considers it to be implemented.

9. **Recommendation 5. The executive heads of United Nations system organizations that have not yet done so should, on the basis of a cost-benefit analysis, establish an implementing partner**

unit or designate, by the end of 2024, a focal point for the management of implementing partners to support the coordination of implementing partner policies and activities within the organization, including by providing policy guidance and backstopping and by facilitating liaison and information-sharing, under terms of reference that clearly define its role and responsibilities. UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination contained in the Note by the Secretary-General to this review ([A/77/317/Add.1](#), paragraph 22), and favours continuing with its existing organizational structure on the provision of policy guidance for implementing partners. This function in UNDP is discharged by the Effectiveness Group in the Bureau for Policy and Programme Support. The Effectiveness Group is the policy “owner” and policy “lead” for the [programme and project management](#) chapter of the [Programme and Operations Policies and Procedures](#) of UNDP, as well as for the policies and procedures of [select implementing partners](#). Bearing this in mind, UNDP accepts this recommendation and considers it to be implemented.

10. Recommendation 6. The executive heads of the United Nations system should incorporate implementing partner risks into their organization’s risk management frameworks by the end of 2023. UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination contained in the Note by the Secretary-General to this review ([A/77/317/Add.1](#), paragraph 23). The UNDP [partner capacity assessment tool](#) and the [harmonized approach to cash transfers](#) capture risks related to implementing partner capacity and are linked at the [enterprise risk management](#) policy level with the UNDP risk management framework. In January 2023, UNDP transitioned to a new, cloud-based enterprise resource management system, [Quantum](#), replacing the previous ATLAS system. UNDP is in the process of digitally transitioning its [partner capacity assessment tool](#) and the [harmonized approach to cash transfers](#) application tool in order to integrate these with the Quantum+ corporate planning system module. Quantum+ is part of the new UNDP integrated corporate management solution, which is designed to strengthen how UNDP monitors its strategic plan results, as well as improve how UNDP manages its engagement with donors and partners. In addition, it enables the functioning of UNDP enterprise risk registers and risk management tools. Bearing this in mind, UNDP accepts this recommendation and notes that it has been implemented.

11. Recommendation 7. The executive heads of United Nations system organizations should develop, by the end of 2024, key performance indicators for the management of implementing partners and establish systems to collect, monitor and report the performance data. UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination in the Note by the Secretary-General to this review ([A/77/317/Add.1](#), paragraph 27). The comments state that organizations collect, monitor and report data for several key performance indicators related to implementing partners, including in the context of the monitoring framework, 2021–2024, of the quadrennial comprehensive policy review of operational activities for development of the United Nations system. Per the commitment in the monitoring framework, 2021-2024, of the quadrennial comprehensive policy review (capacity to adapt and respond), UNDP recalls the established inter-agency protocols for spot checks of implementing partners under the harmonized approach to cash transfers. The spot checks enable the United Nations system to collect, monitor and report on the performance of implementing partners. In addition, the UNDP integrated results and resources framework has two organizational-level indicators that capture the results achieved by implementing partners. The indicators track: (a) the implementation rate of management actions in response to evaluations; and (b) the implementation rate of audit recommendations. Noting the established UNDP practice of results-based, key performance indicators and the systems to collect, monitor and report on performance data, UNDP considers this recommendation to be implemented.

12. Recommendation 8. The executive heads of United Nations system organizations should, by the end of 2023, share among themselves, through existing inter-agency mechanisms/forums, their specialized training materials and modules for the management of implementing partners, including due diligence, risk and capacity assessments of partners, results based and risk-based performance monitoring, fraud prevention, prevention of sexual exploitation and abuse,

capacity-building, working with local non-governmental organizations and civil society organizations, the harmonized approach to cash transfers and the United Nations Partner Portal. UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination in the Note by the Secretary-General to this review (A/77/317/Add.1, paragraphs 29 and 30). UNDP will continue to engage in the implementing partners inter-agency management meetings to exchange information and approaches on managing implementing partners and to consider the feasibility of sharing specialized training materials and modules for the management of implementing partners that are publicly available. include private sector due diligence, risk and capacity assessments of partners, fraud prevention, prevention of sexual exploitation and abuse, and Harmonized Approach to Cash Transfer. Bearing this in mind, UNDP accepts this recommendation and notes that it has been implemented.

13. Recommendation 10. The executive heads of the United Nations system organizations should, by the end of 2024 and with the support of the Development Coordination Office, resident coordinator offices and the United Nations country team mechanisms, agree upon specific measures to further strengthen inter-agency coordination for improving implementing partner management at the country level and report on the implementation to their respective legislative organs and governing bodies from 2025. UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination in the Note by the Secretary-General to this review (A/77/317/Add.1, paragraph 36), which state that efforts to strengthen inter-agency coordination should adhere to the commitments made in the monitoring framework, 2021-2024, of the quadrennial comprehensive policy review. Under the new management and accountability framework, the United Nations Development Coordination Office, resident coordinator offices and, in most cases, United Nations country teams, do not have an implementation mandate, as this rests with the responsible United Nations entities. At the same time, UNDP recalls that the implementation of the harmonized approach to cash transfers is the primary framework and system-wide agreed instrument to further strengthen inter-agency coordination to improve implementing partner management at the country level and its reporting. Bearing this mind, UNDP considers this recommendation not relevant.

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

14. This Joint Inspection Unit review analyses the current state of the ethics function throughout the United Nations system. It identifies good practices and lessons learned in order to support organizations in validating and, where necessary, strengthening their ethics function. UNDP welcomes the review and aligns with the general comments of the United Nations System Chief Executives Board for Coordination contained in the Note by the Secretary-General to this review (A/77/258/Add.1, paragraph 2). The review contains comprehensive and comparative information that systematizes key features of the ethics functions within the United Nations system. All four recommendations of the review are directed to UNDP. Recommendations 1, 3 and 4 are directed to the Administrator. Recommendation 2 is directed to the Executive Board for its consideration.

15. Recommendation 1. The executive heads of United Nations system organizations who have not yet done so should with immediate effect ensure that the contracts of newly appointed heads of Ethics Offices are issued for a full term. The UNDP Ethics Office was established in 2007, pursuant to the Secretary-General's bulletin on United Nations system-wide application of ethics: separately administered organs and programmes (ST/SGB/2007/11) as an independent business unit separate from the Executive Office of the Administrator. The Ethics Office is headed by a director who reports to the Administrator, with a maximum office tenure of two terms of five years each – a five-year initial term, exceptionally renewable once for another five years. Upon expiration of the office tenure, the incumbent is ineligible to hold any other post in UNDP, in view of their unique functional role as former Director of the Ethics Office. UNDP supports this recommendation and notes that the contract of the newly appointed Director of the UNDP Ethics Office is for a full term of five

years (including the standard one-year probation period, introduced for all staff in 2021). UNDP accepts this recommendation and notes that it has been implemented.

16. Recommendation 3. The executive heads of the United Nations system organizations who have not yet done so should ensure that periodic refresher courses in ethics are introduced as mandatory for all staff and non-staff of their respective organization, irrespective of seniority, category and level, every three years, from 2023 onwards. UNDP has established a mandatory, online ethics training course designed to promote awareness of UNDP standards of conduct. The course is to be completed within the first 30 days of the UNDP personnel's tenure. Tailored training and outreach programmes are conducted on an ongoing basis by the UNDP Ethics Office. These programmes strengthen the understanding of UNDP personnel about integrity and ethics; they include customized ethics training modules and materials for UNDP personnel with particular functions in procurement, human resources management and finance. UNDP does not have a mandatory ethics refresher course for personnel; however, refresher course options are currently being assessed for development and implementation. UNDP notes this recommendation is under consideration.

17. Recommendation 4. The executive heads of the United Nations system organizations who have not yet done so, supported by the ethics functions of their respective organizations, should, at the latest by 2025, evaluate the effectiveness and efficiency, including "value for money", of their financial disclosure and declaration of interest programmes and, on the basis of the findings, propose changes to the relevant policies where appropriate. UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination on this recommendation in the Note by the Secretary-General to this review ([A/77/258/Add.1](#), paragraphs 17 and 18). The comments state that entities (whose financial disclosure requirements fall under the Staff Regulations and Rules of the United Nations) note that they would not be in a position to unilaterally propose changes to mandatory filing obligations stipulated under such rules. While UNDP does not disagree with the spirit of the recommendation, it specifies that the current requirements of the [UNDP Financial Disclosure Programme](#) are mandated under the Staff Regulations and Rules of the United Nations. In the interests of organizational coherence, the UNDP Financial Disclosure Programme adheres to the best practices and standards established in the Secretary-General's bulletin, [Financial disclosure and declaration of interest statements \(ST/SGB/2006/6\)](#). UNDP cannot therefore unilaterally remove mandatory filing obligations stipulated under the Staff Regulations and Rules of the United Nations. If the effectiveness and efficiency of financial disclosure programmes of United Nations organizations bound by the Staff Regulations and Rules of the United Nations are to be assessed, that assessment should be conducted at the level of the United Nations Secretariat. This should be done by taking into consideration current obligations and stipulations under both the Staff Regulations and Rules of the United Nations and the Secretary-General's bulletin on financial disclosure and declaration of interest statements ([ST/SGB/2006/6](#)). Bearing in mind that this recommendation is not of the sole remit of UNDP, UNDP considers this recommendation not relevant.

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

18. This Joint Inspection Unit review provides an analysis of the status of the use and integration of business continuity policies, plans, processes and practices among United Nations system organizations. The review identifies good practices and lessons learned to guide the decisions of United Nations system organizations concerning ongoing and future initiatives.

19. UNDP aligns with the general comments of the United Nations System Chief Executives Board for Coordination in the Note by the Secretary-General to this review ([A/77/256/Add.1](#), paragraph 2). UNDP welcomes the review, and notes that it is comprehensive and offers a good assessment of the status of the utilization and integration of business continuity management policies, plans, processes and practices among United Nations system organizations. The review identifies good practices and lessons learned to guide ongoing and future initiatives. UNDP supports the review findings and agrees with the essence of the review's six recommendations, which contribute to adding value in terms of

systems enhancement. Many of the recommendations are already established practices in UNDP as a matter of policy.

20. The six recommendations in the review are directed to UNDP. Recommendations 1, 2, 3, 4 and 5 are directed to the Administrator. Recommendation 6 is directed to the Executive Board for its consideration.

21. **Recommendation 1. The executive heads of the United Nations system organizations should, by the end of 2023, review their business continuity management framework and ensure that the core elements identified in the present report are established and owned by relevant stakeholders to enable effective coordination of business continuity processes and practices, build coherence in their implementation and promote accountability at all levels.** UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination regarding this recommendation, contained in the Note by the Secretary-General pertinent to this review ([A/77/256/Add.1](#), paragraph 7). UNDP notes that the core elements of the business continuity management framework identified by the Joint Inspection Unit are fully established and embedded in the policies, processes and structural arrangement of the UNDP business continuity management framework. The framework is aligned with the standards of the International Organization for Standardization and with the United Nations organizational resilience management system. UNDP supports this recommendation and notes that it has been implemented.

22. **Recommendation 2. The executive heads of the United Nations system organizations should, by the end of 2023, ensure that the maintenance, exercise and review components of their business continuity plans are applied through a consistent and disciplined approach to confirm that the plans remain relevant and effective.** UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination to this specific recommendation in the Note by the Secretary-General to this review ([A/77/256/Add.1](#), paragraph 9). UNDP notes that in accordance with its [business continuity management](#) policy, UNDP business continuity plans are required to be reviewed, tested at least annually and maintained, to ensure they are valid and effective. Bearing this in mind, UNDP accepts this recommendation and notes that it has been implemented.

23. **Recommendation 3. The executive heads of the United Nations system organizations should, by the end of 2023, strengthen their learning mechanisms to contribute to organizational resilience by requiring after-action reviews following disruptive incidents and periodic internal management reviews of their business continuity management frameworks.** UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination to this specific recommendation in the Note by the Secretary-General to this review ([A/77/256/Add.1](#), paragraph 10). UNDP notes that the UNDP business continuity exercise report/after-action reviews are required to be prepared annually by all business units as a matter of policy. Compliance is monitored real-time via a dedicated corporate dashboard. The UNDP after-action review of its COVID-19 operational response is a recent example of an after-action review, following disruptive incidents and business continuity plan activation. Bearing this in mind, UNDP accepts this recommendation and notes that it has been implemented.

24. **Recommendation 4. The executive heads of the United Nations system organizations should, by the end of 2024, report to their legislative organs and governing bodies on progress towards the implementation of the policy on the organizational resilience management system and its revised performance indicators, and highlight good practices and lessons learned, especially in the area of business continuity management.** UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination to this specific recommendation in the Note by the Secretary-General to this review ([A/77/256/Add.1](#), paragraph 12). UNDP notes that there is an established, consistent and coherent engagement approach with Member States with regard to the organizational resilience management system at the United Nations system level, through the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination. The United Nations system (including UNDP) already engages with Member States through the reports of the Secretary-General on progress in implementing the organizational resilience management system. UNDP is an active member of the organizational resilience management system network. As such, it considers that its regular input to the reports of the Secretary-General on the

implementation of the organizational resilience management system meets the action required by this recommendation, and that additional reporting would be duplicative. Bearing this in mind, UNDP considers this recommendation not relevant.

25. Recommendation 5. In 2023, the executive heads of the United Nations system organizations should conduct an internal management assessment of the continuity of business operations during the COVID-19 pandemic to identify gaps, enablers, good practices and lessons learned and adjust policies, processes and procedures, in particular in areas such as human resources, information and communications technology management and occupational safety and health, and indicate necessary measures to better prepare for and respond to future disruptive incidents. UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination to this specific recommendation in the Note by the Secretary-General to this review ([A/77/256/Add.1](#), paragraph 15). UNDP notes that it has already conducted an after-action review of its COVID-19 operational response to help facilitate real-time learning within UNDP, allow exchanges on the organizational response to date, and receive insights for enhancing UNDP performance going forward. Bearing this in mind, UNDP accepts this recommendation and notes that it has been implemented.

III. Status of UNDP implementation of Joint Inspection Unit recommendations

26. Of the recommendations contained in the three Joint Inspection Unit reports issued in 2022, 20 recommendations were directed to UNDP. Of these, 15 were accepted and implemented (75 per cent); one is under consideration (5 per cent); and four were not relevant (20 per cent). Of the 15 accepted and implemented recommendations, four were addressed to the Executive Board (remarks are provided in annex II of this report). The four recommendations addressed to the Executive Board include: (a) recommendations 3 and 9 on the review of the management of implementing partners in United Nations system organizations ([JIU/REP/2021/4](#)); (b) recommendation 2 on the review of the ethics function in the United Nations system ([JIU/REP/2021/5](#)); and (c) recommendation 6 on business continuity management in United Nations system organizations ([JIU/REP/2021/6](#)).

27. Recommendation 3 contained in the Joint Inspection Unit review of the ethics function in the United Nations system ([JIU/REP/2021/5](#)) is addressed to the Administrator as the Executive Head and is under consideration. The four recommendations that are not relevant are addressed to the Administrator as the Executive Head and include: (a) recommendations 1 and 10 on the review of the management of implementing partners in United Nations system organizations ([JIU/REP/2021/4](#)); (b) recommendation 4 on the review of the ethics function in the United Nations system ([JIU/REP/2021/5](#)); and (c) recommendation 4 on business continuity management in United Nations system organizations ([JIU/REP/2021/6](#)). Remarks are provided in chapter II of this report.

28. General Assembly resolution 60/258 requests the Joint Inspection Unit to enhance dialogue with participating organizations and strengthen the implementation of its recommendations. In accordance with that resolution, UNDP presents, in annexes III and IV of this report, a summary of the implementation status of relevant recommendations contained in the reports issued by the Joint Inspection Unit in 2021 and 2020. Full narrative updates are provided in the web-based Joint Inspection Unit follow-up system accessible to Member States.

29. Of the six recommendations directed to UNDP by the Joint Inspection Unit in its reports and in its management letter issued in 2021 (annex III), UNDP has accepted and implemented five recommendations (83 per cent) and not accepted one recommendation (17 per cent).

30. Of the 44 recommendations directed to UNDP by the Joint Inspection Unit in its reports issued in 2020 (annex IV), UNDP has accepted and implemented 27 recommendations (61 per cent), not accepted three recommendations (7 per cent) and considered 14 recommendations (32 per cent) as not relevant.

31. UNDP is committed to following up on the implementation of the recommendations it considers relevant to the organization as well as continuing its contribution to various future initiatives of the Joint Inspection Unit.

Annex I

Summary of reports issued by the Joint Inspection Unit in 2022 of relevance to UNDP, as at 28 February 2023

Document symbol	Title	Total recommendations	Directed at UNDP	Of which recommendations directed to the Executive Board	Implementation status of recommendations directed to UNDP				
					Accepted		Under consideration	Not accepted	Not relevant
					Implemented	In progress			
JIU/REP/2021/4	Review of the management of implementing partners in United Nations system organizations	10	10	2	8	-	-	-	2
JIU/REP/2021/5	Review of the current state of the ethics function in the United Nations system	4	4	1	2	-	1	-	1
JIU/REP/2021/6	Business continuity management in United Nations system organizations	6	6	1	5	-	-	-	1
Total		20	20	4	15	-	1	-	4

Reports of the Joint Inspection Unit issued outside the preparation timeline of the present report:

[JIU/NOTE/2022/1/Rev.1](#): Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations

Reports of the Joint Inspection Unit issued in 2022 not relevant to UNDP:

[JIU/REP/2022/1](#): Review of management and administration in the United Nations Human Settlements Programme (UN-HABITAT)

Annex II

Review of relevant Joint Inspection Unit recommendations in 2022 for consideration by the Executive Board

Recommendations	Remarks
Review of the management of implementing partners in United Nations system organizations (JIU/REP/2021/4)	
<p>Recommendation 3</p> <p>The legislative organs and governing bodies of organizations of the United Nations system should, starting in 2024 and on the basis of 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.</p>	<p>UNDP aligns with the comments of the United Nations System Chief Executives Board for Coordination in the Note by the Secretary-General to this review (A/77/317/Add.1, paragraph 15). UNDP notes that this recommendation may be revisited in the light of the monitoring framework, 2021-2024, of the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The monitoring framework has dedicated indicators to track United Nations system engagement with national and international partners at the country level, with reporting done within existing reporting modalities. UNDP has integrated the indicators of the quadrennial comprehensive policy review into its integrated results and resources framework. UNDP reports annually to its Executive Board on the implementation of the quadrennial comprehensive policy review. In addition, UNDP provides an annual update to the Executive Board on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review. Noting that this recommendation is addressed to the legislative bodies, and in view of the established reporting modalities, UNDP management considers this recommendation to be implemented.</p>
<p>Recommendation 9</p> <p>The legislative organs and governing bodies of United Nations system organizations should, beginning in 2023, assess their approaches to 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 the capacities of their implementing partners.</p>	<p>The UNDP Executive Board approves all UNDP country programmes, which contribute to the United Nations Sustainable Development Cooperation Framework. The objective of the Cooperation Framework is to contribute to national development goals including through strengthening national capacities and ownership by building capacities of implementing partners. Noting that this recommendation is addressed to the legislative bodies, UNDP management considers this recommendation to be implemented.</p>

Review of the ethics function in the United Nations system (JIU/REP/2021/5)	
<p>Recommendation 2</p> <p>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.</p>	<p>The terms of reference of the UNDP Audit and Evaluation Advisory Committee already incorporate a comprehensive mandate for ethics. The Committee was established to advise the Administrator in fulfilling his or her responsibilities regarding oversight, financial management and reporting, internal audit and investigation, external audit, risk management, evaluation and ethics functions, and systems of internal control and accountability. The mandate of the Committee, per article 8(b) and 8(o) of its terms of reference, is to review and advise the Administrator on the ethics function, including the code of ethics and the whistle-blower policy; the fraud and corruption prevention policy; the appointment, performance evaluation, extension and dismissal of the Director of the Ethics Office; the status of implementation by management of the recommendations of the Ethics Office; the consideration of the implication of reports of the Ethics Office and management letters/responses, and highlight, as appropriate, issues that may need further examination.</p> <p>Per article 13 of the terms of reference of the UNDP Audit and Evaluation Advisory Committee, with regard to membership, the Administrator, in appointing members, shall ensure that the Committee as a whole is made up of people with working knowledge and familiarity of finance, accounting, governance, internal audit and investigation, external audit, internal control, evaluation, ethics, and risk management practices and principles.</p> <p>Noting that this recommendation is addressed to the legislative bodies, and in view of the established provisions for ethics, including as an area of expertise of Committee members, in accordance with the Committee's terms of reference, UNDP management considers this recommendation to be implemented.</p>
Business continuity management in United Nations system organizations (JIU/REP/2021/6)	
<p>Recommendation 6</p> <p>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 of the continuity of operations during the 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 continuity of business operations.</p>	<p>UNDP reported on the after-action review of its operational response to the coronavirus disease (COVID-19) pandemic at the annual session of the Executive Board in 2021. The Executive Board commended UNDP for its ability to adapt to the extraordinary circumstances created by COVID-19) pandemic and noted the organization's agile mobilization to respond to the pandemic. Noting that this recommendation is addressed to the legislative bodies, UNDP management considers this recommendation to be implemented.</p>

Annex III

Status of implementation of Joint Inspection Unit recommendations relevant to UNDP issued in JIU reports and management letter in 2021, as at 28 February 2023²

Document symbol	Title	Total recommendations	Directed at UNDP	Of which recommendations directed to the Executive Board	Implementation status of recommendations directed to UNDP				
					Accepted		Under consideration	Not accepted	Not relevant
					Implemented	In progress			
JIU/ML/2021/1	Management letter on securing the integrity of documents, records and archives of the United Nations system organizations	1	1	-	1	-	-	-	-
JIU/REP/2021/2	Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action	9	3	1	2	-	-	1	-
JIU/REP/2021/3	Cybersecurity in the United Nations system organizations	5	2	1	2	-	-	-	-
Total		15	6	2	5	-	-	1	-

Reports of the Joint Inspection Unit issued in 2021 not relevant to UNDP

[JIU/REP/2021/1](#): Review of management and administration in the World Meteorological Organization (WMO)

² The management responses narratives to: (a) [JIU/REP/2021/3](#): Cybersecurity in United Nations system organizations; (b) the accompanying [JIU/ML/2021/1](#): Management letter on securing the integrity of documents, records and archives of the United Nations system organizations; and (c) [JIU/REP/2021/2](#): Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action, which were issued in 2021, were included in the report of UNDP on the recommendations of the Joint Inspection Unit in 2021 ([DP/2022/17/Add.1](#)). Updates to the management response narratives to recommendation 1 of [JIU/REP/2021/3](#) and to recommendation 1 of [JIU/ML/2021/1](#) as implemented are provided in the Joint Inspection Unit web-based tracking system, which is accessible to Member States.

Annex IV

Status of implementation of Joint Inspection Unit recommendations relevant to UNDP issued in JIU reports in 2020, as at 28 February 2023³

Document symbol	Title	Total recommendations	Directed at UNDP	Of which recommendations directed to the Executive Board	Implementation status of recommendations directed to UNDP				
					Accepted		Under consideration	Not accepted	Not relevant
					Implemented	In progress			
JIU/REP/2020/1	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	10	7	6	6	-	-	1	-
JIU/REP/2020/2	Policies and platforms in support of learning: towards more coherence, coordination and convergence	9	6	1	5	-	-	-	1
JIU/REP/2020/3	Common premises in the United Nations system: current practices and future prospects	8	7	1	1	-	-	1	5
JIU/REP/2020/5	Enterprise risk management: approaches and uses in United Nations system organizations	4	4	2	3	-	-	1	-
JIU/REP/2020/6	Multilingualism in the United Nations system	7	6	3	1	-	-	-	5

DP/2023/14/Add.1

JIU/REP/2020/7	Blockchain applications in the United Nations system: towards a state of readiness	8	6	2	3	-	-	-	3
JIU/REP/2020/8	Review of mainstreaming environmental sustainability across organizations of the United Nations system	10	8	1	8	-	-		
Total		56	44	16	27	-	-	3	14

Reports of the Joint Inspection Unit issued in 2020 not relevant to UNDP

JIU/REP/2020/4: Review of management and administration in the Economic Commission for Latin America and the Caribbean

³ The management response update narratives to all JIU reviews are provided in the JIU web-based tracking system accessible to Member States.