

EXTERNAL RELATIONS

(b) Joint Inspection Unit

Note by the Secretary-General

SUMMARY

<i>Executive summary:</i>	This document provides information and comments on JIU reports received since C 117
<i>Strategic direction:</i>	1.1
<i>High-level action:</i>	1.1.1
<i>Output:</i>	1.1.1.1
<i>Action to be taken:</i>	Paragraph 23
<i>Related documents:</i>	None

INTRODUCTION

1 Since the 117th session of the Council in December 2016, the Secretary-General has received seven JIU (Joint Inspection Unit of the United Nations system) reports, as shown below, which contain recommendations and information addressed to 28 United Nations system organizations including funds and programmes. Copies of the full reports are available on the JIU website at <https://www.unjiu.org/en/reports-notes/Pages/reports.aspx>

- Comprehensive review of the United Nations system support for small island developing States: final findings (JIU/REP/2016/7);
- State of the internal audit function in the United Nations system (JIU/REP/2016/8);
- Safety and security in the United Nations system (JIU/REP/2016/9);
- Knowledge management in the United Nations system (JIU/REP/2016/10);
- Administrative support services: the role of service centres in redesigning administrative service delivery (JIU/REP/2016/11);

- Review of Management and Administration in the United Nations Industrial Development Organization (UNIDO) (JIU/REP/2017/1); and
- Donor-led assessments of the United Nations system organizations (JIU/REP/2017/2)

2 Other than two reports (Administrative support services; and Review of UNIDO management) which are provided to IMO for information, rather than action, the Secretary-General and the senior management have given due consideration to the other five reports and recommendations therein that are applicable and relevant to the role and functions of the Organization.

COMPREHENSIVE REVIEW OF THE UNITED NATIONS SYSTEM SUPPORT FOR SMALL ISLAND DEVELOPING STATES: FINAL FINDINGS (JIU/REP/2016/7)

3 The objective of this review is to enhance the overall effectiveness of the support of the United Nations system organizations to the achievement of the sustainable development of small island developing States (SIDS) in implementing the SIDS Accelerated Modalities of Action (SAMOA) Pathway, taking into account its linkages with other global mandates. The SAMOA (SIDS Accelerated Modalities of Action) Pathway, which is the agreed outcome of the 3rd International Conference for small island developing states, articulates the sustainable development priority pathways for SIDS over the next 10 years, including, among others, sustainable economic growth; climate change; oceans and seas; sustainable transportation; management of chemicals and hazardous waste; gender equality and women's empowerment; invasive alien species, etc.

4 The report contains nine recommendations, eight of which are classified to be applicable to IMO. The recommendations, original full texts of which are attached at annex to this document, can be summarized as follows:

- reflect the priorities of the SAMOA Pathway in the strategic plan/work programme with sufficient and predictable resources (R.1);
- establish a set of measurable key performance indicators (R.2);
- foster the implementation of the SAMOA Pathway as the blueprint of the 2030 Agenda for Sustainable Development of SIDS (R.3);
- coordinate the planning and implementation of capacity-building activities in close consultation with SIDS (R.4);
- participate in the Inter-Agency Task Force on Financing for Development to address the specificity of SIDS with tailor-made solutions (R.5);
- allocate predictable multi-year funding to facilitate the implementation, based on needs assessments of SIDS (R.6);
- consider the specificity of SIDS in reporting on the progress of the Sustainable Development Goals (SDG) achievement (R.7); and
- coordinate, to avoid multiple reporting burden, in the monitoring and reporting on the implementation of the SAMOA Pathway and SDG mandates (R.8).

5 The Secretary-General finds that the areas of IMO's mandate with respect to the SAMOA Pathway priorities are few and limited to capacity building. In this context, the Secretary-General has practical concerns in accepting R.1 (programming with sufficient resources) and R.5 (financing for development). However, the Secretary-General fully supports other recommendations. The IMO's draft strategic plan for 2018-2023 contains a strategic direction related to the special shipping needs of SIDS as addressed by the SAMOA Pathway. IMO's technical cooperation activities on capacity building for SIDS are included in a global programme and regional programmes. There is a constant coordination with regional partners and the recipient SIDS during the planning of the technical assistance, monitoring its delivery and the impact assessment of completed activities. There is an ongoing process on establishing a linkage between IMO's work and the Agenda 2030. The Council may wish to note that the second session of the TC Intersessional Working Group (TC/ISWG 2) was held in May 2017 and established a linkage between IMO's technical assistance work and the 2030 Agenda (eight of the 17 SDGs were found to be relevant). Furthermore, the report of the TC/ISWG 2 will be considered by the sixty-seventh session of the TC Committee. Based on the outcome of the TCC deliberation and a further guidance from C 118 on this matter, the Secretary-General plans to refine the requirements of the relevant recommendations and accordingly reflect in the IMO's ITCP programmes for the coming years with adequate funding from TC Fund or any donor resources.

STATE OF THE INTERNAL AUDIT FUNCTION IN THE UNITED NATIONS SYSTEM (JIU/REP/2016/8)

6 The review aimed to enhance the internal audit function in the United Nations system organizations by assessing: the state of the internal audit function; whether the function meets the stakeholders' expectations and adds value; and the role of oversight committees. Because of the importance of oversight as an integral part of the accountability structure, JIU has produced several reports over the last decade relating to general or specific oversight functions (audit, investigation, evaluation and ethics) and two of these reports – Oversight lacunae in the United Nations system (JIU/REP/2006/2), and The audit function in the United Nations system (JIU/REP/2010/5) – were closely examined to complement the findings and recommendations. To undertake the assessment, the Institute of Internal Auditing (IIA) Standards (2012) were used as a professional yardstick throughout the review. The IIA Standards are broadly recognized guidelines for the internal audit practice in the private and public sectors, and have been recognized by the United Nations internal audit services.

7 The summary (for original full texts, see annex) of the eight recommendations classified as applicable to IMO is as follows:

- ensure the attendance of the internal audit head to the governing bodies' meetings to respond to questions raised about their respective annual reports (R.1);
- involve the oversight committees, and consult with the governing bodies, in the contract of the internal audit/oversight head (R.2);
- consolidate findings of recurring issues to systematically address them (R.4);
- ensure adequate financial and human resources are available to expand the use of IT auditing techniques, and to employ advanced data analytics and remote auditing (R.5);
- allocate adequate financial and human resources for sufficient coverage of high-risk areas (R.6);

- conduct external quality assessments of internal audit services, in line with the IIA Standards, by December 2018 and at least every five years (R.7);
- provide adequate funding for professional development for internal audit staff, including coverage of costs for maintaining professional certification (R.8); and
- ensure that the conditions for effective, independent, expert oversight committees are in place, and fully functional (R.9).

8 In IMO, being a small organization in the United Nations system, the internal audit function is carried out with other independent oversight functions, such as evaluation and investigation to maximize efficiencies and synergies across oversight functions. The Secretary-General, while agreeing that independent oversight committees can play a key role in advising and supporting internal audit activities and in assisting governing bodies by providing independent advice, is of the view that, not like any other large and medium-sized organization, it would take time for IMO to establish the committee (R.9) and involve the committee in the contract of the internal audit/oversight head (R.2), unless the Council decides otherwise with full resources made available. With regard to R.1 (attendance to the governing bodies' meetings), it is the current practice of IMO that the internal oversight head attends the regular and extraordinary sessions of the Council and the Assembly.

9 Although it is not exactly the same as that recommended in R.4 (compilation of recurring findings), the internal audit papers of IMO usually contain a list of past recommendations and their implementation status so that any continuing issues and findings can be highlighted and avoided in the future. The Secretary-General is going to further look into the current practice to find out how he can strengthen the assurance of no repetition of the same or similar errors.

10 For the implementation of those recommendations in R.5 (resources for using IT techniques), R.6 (resources for high risk areas), R.7 (external quality assessment) and R.8 (funding for staff development), provision of adequate resources is absolutely required. However, due to constraints in the funding for the regular budget programme, the Secretary-General's budget proposal for the forthcoming biennium (document C 118/5) does not include additional funding for these requirements. The Secretary-General will therefore efficiently utilize existing resources to carry out some of the required actions at least, while at the same time making efforts to seek extrabudgetary funding where necessary for the timely action as required. IMO already has a professional development policy for staff in place under the Training and Development Fund, and the enhancement of professional oversight skills will be added to the staff development catalogue.

REVIEW OF SAFETY AND SECURITY IN THE UN SYSTEM (JIU/REP/2016/9)

11 The security and safety of United Nations personnel have been persistent issues on the United Nations agenda and the subject of the United Nations reform process. High importance is attributed to personnel safety and security, and to security awareness in the field, given the number, type and severity of security incidents that have occurred in recent years, resulting in casualties and loss of life of United Nations personnel. Hence, this report aimed to: evaluate the progress made on the safety and security of United Nations personnel and premises worldwide; assess the current system's responsiveness to the foreseen and unforeseen challenges; assess its coherence, at Headquarters and field locations; assess the cost effectiveness of the system; and identify gaps and improvements required in its resourcing, governance and management.

12 The report contains eight recommendations (see annex), three of which are shown as relevant for IMO to take action, as summarized below:

- ensure that, by no later than April 2018 (R.1):
 - existing host country agreements reflect the current security threats and contain commensurate security measures necessary to protect the organizations' personnel and premises;
 - future host country agreements contain a security annex reflecting the main responsibility of the host country; and
 - existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments;
- ensure that, by no later than January 2018, a comprehensive system-wide policy for road safety is finalized and ready for implementation (R.2); and
- incorporate, by no later than January 2018, safety and security compliance indicators in the performance assessments at every management level, including senior management (R.5).

13 The Secretary-General of IMO is the Designated Official (DO) for the United Kingdom and chairs the Security Management Team (SMT). He is supported by the DO a.i., Country Security Focal Point, IMO Administrative Division, the IMO Facilities Management team and the representatives of other United Nations agencies, plans and programmes in the United Kingdom (UK). Responsibility for protection of United Nations premises and staff lies with the Metropolitan Police Parliamentary and Diplomatic Protection (PADP) in central London and local constabularies outside of central London. The UK SMT is supported by the UNDSS Office in The Hague, Netherlands. PADP participates actively in these meetings and in the interim a healthy liaison is maintained. However, the current Host Government Agreement does not include detailed provision for security measures (R.1) and in this respect, the Secretary-General will discuss the matter with the UK Government in due time.

14 In respect of R.2 (road safety policy), the Secretary-General is of the view that it is not applicable at IMO which is a Headquarter-based organization in the UK without any field presence and no fleet of vehicles, other than a few project related programmes (REMPEC and regional coordinator). On the other hand, R.5 (compliance indicators in performance assessment) is the current practice for staff with direct responsibility for security compliance as this has been factored into their appraisal process. In addition, all staff travelling abroad on mission are required to maintain currency with the UNDSS on-line advanced security in the field course, and to register using the TRIP system, while staff travelling for personal reasons are also encouraged to register on TRIP. Monitoring of compliance with these requirements is the responsibility of the IMO travel unit.

KNOWLEDGE MANAGEMENT IN THE UNITED NATIONS SYSTEM (JIU/REP/2016/10)

15 The review of knowledge management was based on the conviction that knowledge is a valuable core intangible asset for achieving the goals of the organizations. Almost a decade ago, the first review on the topic was undertaken in the report JIU/REP/2007/6, triggering significant developments in knowledge management across the system, with at the same time the advancement of knowledge management practices and theories outside the system. The main purpose of the updated review was to identify best practices to be considered, emulated and adapted. Thus the report contained: review of unimplemented previous recommendations to consider alternative ways and solutions; assessment of the

readiness to use knowledge management in decision-making and other activities; state of play with regard to knowledge management policies and practices; identification of challenges and proposed solutions; and exploration of new avenues for knowledge sharing.

16 The report contains seven recommendations (see annex), three of which are summarized below, as those are addressed to IMO:

- develop knowledge management strategies and policies by the end of 2018 (R.1);
- take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020 (R.3); and
- establish norms and procedures for the retention and transfer of knowledge from retiring, moving or departing staff, as part of the organizations' succession planning processes (R.4).

17 The Secretary-General has emphasized the importance of knowledge management, including data management, because IMO gathers and generates considerable knowledge through its work, in general, and, in particular, through its information systems and the meetings of its bodies. IMO Member States contribute significantly to the collection processes, through the fulfilment of the reporting requirements in IMO instruments. The Organization's explicit, tacit and embedded knowledge also stems from information in the form of reports and other documents, combined with the research, analysis and expertise of staff. This "knowledge" forms the primary resource that IMO uses to facilitate progress towards the achievement of its mandate. A knowledge-based environment can be conducive to better decision-making and to strengthened leverage aimed at increasing effectiveness, productivity and quality, thus improving the performance of the Organization, in its capacity as repository of know-how on unique and non-repetitive activities. IMO therefore faces the challenge to strategically, systematically and efficiently develop, organize, share and integrate its knowledge, while involving all relevant stakeholders, to achieve its goals.

18 In this respect, the Secretary-General, while fully supporting R.1 (development of strategies and policies), has already launched a project, with funding from the multi-donor trust fund (Delivering Strategy and Reform – Voyage Together Trust Fund), to conduct a review of IMO's data and knowledge management and the development of its strategy framework, the report of which is expected to be available by the end of the year. Based on the outcome of the review report, necessary follow-up measures will be considered and implemented to meet the requisites as indicated in R.1, R.3 (embedding in performance appraisal) and R.4 (knowledge retention and transfer).

DONOR-LED ASSESSMENTS OF THE UNITED NATIONS SYSTEM ORGANIZATIONS (JIU/REP/2017/2)

19 Donor funding through extrabudgetary or voluntary contributions has become increasingly essential for most United Nations system organizations to pursue their mandates. The portion of voluntary contributions amounted to about 70% of all their funding in the United Nations system organizations in 2015. Reliance on noncore resources is strongest in the case of United Nations funds and programmes, which received 77% and 79% of all their funding as noncore in 2010 and 2015 respectively, up from 58% in 2007. In some organizations such as the Office of the United Nations High Commissioner for Refugees and the World Food Programme, the percentage is significantly higher up to over 90% in recent years.

20 In transferring such funds, donors are increasingly undertaking their own assessments of programmes to ensure that funds have been used efficiently, for intended purposes and with the expected levels of accountability. Therefore, the main objectives of this JIU report were to: assess the types and defining characteristics of donor-based assessments; examine the reasons and rationale for requiring such assessments; ascertain the degree to which donor requirements could be satisfied by existing oversight processes; and explore how reviews by donors could be more effectively planned, coordinated and budgeted.

21 The report contains six recommendations, all of which are considered to be relevant to IMO:

- make donor assessments information easily available for Member States and the public in an online global repository, by not later than 2018 (R.1);
- assess the effectiveness of a new Multilateral Organization Performance Assessment Network (MOPAN) methodology in reducing the need for additional individual donor assessments (R.2);
- designate an appropriate central function for coordinating the multiplicity of donor assessments, managing the information provided to donors, standardizing communications, ensuring consistency and tracking the follow-up action on findings and recommendations (R.3);
- engage with donors to determine the key elements in assessments (R.4);
- provide adequate resources for the audit and evaluation offices to provide the required level of assurance that would help minimize the duplication and overlap with external reviews, verifications and assessments conducted by third parties (R.5); and
- develop a common position for initiating a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform to capture a collective reflection of an agency's performance and reduce the need for additional bilateral assessments (R.6).

22 The Secretary-General agrees with R.1 (global repository) and R.6 (common position) as recommended by JIU and in this regard will provide a necessary input and contribution when those are discussed at the CEB (United Nations System Chief Executives Board for Coordination) for implementation. In respect of R.2 (MOPAN methodology assessment), the Secretariat has little role as this is to be initiated by the Member States of the Network. While accepting R.3 (designation of central coordination), R.4 (engagement with donors) and R.5 (adequate resources), the Secretary-General plans to develop a policy for their implementation at the Organization-wide level, taking into account, and reflecting as necessary the outcome expected from another comparable JIU review currently taking place, that is, Review of donor-reporting requirements across the United Nations system (A.428).

ACTION REQUESTED OF THE COUNCIL

23 The Council is invited to:

- .1 take note of the information on the recent JIU reports, the associated recommendations excerpted as shown in the annex to this document and the Secretary-General's comments and actions plans thereon; and
- .2 consider and decide, as appropriate, on the recommendations and the Secretary-General's comments and action plans.

ANNEX

COMPREHENSIVE REVIEW OF UNITED NATIONS SYSTEM SUPPORT FOR SMALL ISLAND DEVELOPING STATES: FINAL FINDINGS (JIU/REP/2016/7)

Recommendation 1: The governing bodies of the United Nations system and of the multilateral environment agreements, taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations so as to ensure that the priorities of the SAMOA Pathway are mainstreamed in the strategic plans, within the realm of the organizations' mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway.

Recommendation 2: The governing bodies of the United Nations system should ensure that the strategic plans and work programmes of the system organizations include specific objectives related to the implementation of the SAMOA Pathway, within the realm of their respective mandates, to be measured against a set of established key performance indicators to monitor and report on the achievements.

Recommendation 3: The governing bodies of the United Nations system, in adopting the strategic plans and work programmes of the organizations, should encourage the organizations to ensure that the activities in support of sustainable development of SIDS, within the realm of the mandate of each organization, are aligned with the regional and national priorities identified by the Governments of those States, regional organizations and SIDS development partners, so as to foster the implementation of the SAMOA Pathway as the blueprint of the 2030 Agenda for Sustainable Development of SIDS.

Recommendation 4: The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing States and all partners for development so as to strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level.

Recommendation 5: The executive heads of the United Nations system organizations should ensure the participation of their organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that new parameters of eligibility are designed for better access to financing for development for SIDS.

Recommendation 6: The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners.

Recommendation 7: The legislative and governing bodies of the United Nations system organizations should ensure, based on the ongoing work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals, so that processes and indicators are adapted to their needs and priorities identified at the national and regional levels.

Recommendation 8: The governing bodies of the United Nations system organizations should coordinate their efforts in designing monitoring and accountability frameworks and tools adapted to the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development-related global mandates, while avoiding the burden of multiple reporting frameworks.

Recommendation 9: The Secretary-General should present to the General Assembly, as part of his report on follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, a summary of actions taken and planned to strengthen the coordination and complementarity of the work of DESA and OHRLLS in support of SIDS.

STATE OF THE INTERNAL AUDIT FUNCTION IN THE UNITED NATIONS SYSTEM (JIU/REP/2016/8)

Recommendation 1: Governing bodies should direct executive heads of United Nations system organizations to ensure that their heads of internal audit/oversight and oversight committee Chairs attend the governing bodies at least annually and are given the opportunity to respond to questions raised about their respective annual reports.

Recommendation 2: Executive heads of United Nations system organizations should involve the oversight committees and consult with the governing bodies in the hiring of the heads of internal audit/oversight, and in the termination of their tenure.

Recommendation 3: In consultation with the executive heads and the oversight committees, the heads of internal audit/oversight of United Nations system organizations should develop, if they have not yet done so, internal audit strategies in order to provide vision and direction as to how internal audit should be strategically positioned within their organizations and operationalized to achieve their mandates, no later than December 2018, with periodic updates thereafter.

Recommendation 4: Heads of internal audit/oversight of United Nations system organizations who have not yet done so should consolidate in their annual/periodic or other report findings of recurring issues emanating from individual internal audit reports that cut across various offices, units or departments so as to enable the executive heads to systematically address them.

Recommendation 5: Executive heads of United Nations system organizations should ensure that their internal audit services have adequate financial and human resources to expand the use of information technology (IT) auditing techniques, and to employ, as appropriate, advanced data analytics and remote auditing, with a view to leveraging technology to provide more economical and comprehensive audit coverage.

Recommendation 6: Executive heads of United Nations system organizations, on the advice of their oversight committees, should allocate adequate financial and human resources to the internal audit services to ensure sufficient coverage of high-risk areas and adherence to established auditing cycles, as identified by the heads of internal audit/oversight during risk-based audit planning.

Recommendation 7: Executive heads of United Nations system organizations that have not yet done so should ensure that their heads of internal audit/oversight continue to conduct external quality assessments of their internal audit services, in line with the Institute of Internal Auditors (IIA) Standards, at least every five years, or more frequently if a "generally conforms"

grade has not been achieved, and should share the results with the governing bodies and, as appropriate, by public reporting. Those internal audit services that have not yet reached a conformity rating should ensure that it is achieved by December 2018.

Recommendation 8: Executive heads of United Nations system organizations that have not yet done so should provide adequate funding for professional development, as requested by the heads of internal audit/oversight, including coverage of costs for maintaining professional certification, with key performance indicators established to monitor training and certification goals for internal audit staff; and

Recommendation 9: Governing bodies of United Nations system organizations should ensure that the conditions for effective, independent, expert oversight committees are in place, and that the committees are fully functional in line with previous Joint Inspection Unit (JIU) recommendations, as reinforced in this report.

REVIEW OF SAFETY AND SECURITY IN THE UN SYSTEM (JIU/REP/2016/9)

Recommendation 1: The Executive Heads of United Nations system organizations, through the respective designated officers and in coordination with the Department of Safety and Security and the Office of Legal Affairs, should ensure that, by no later than April 2018:

- Existing host country agreements within their respective organizations reflect the current security threats and contain commensurate security measures necessary to protect United Nations system organizations' personnel and premises
- Future host country agreements contain a security annex reflecting the main responsibility of the host country with respect to the security of United Nations system organizations' personnel and premises
- Existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments.

Recommendation 2: The Executive Heads of the United Nations system organizations, through the Inter-Agency Security Management Network and the Department of Safety and Security, should ensure that, by no later than January 2018, a comprehensive system-wide policy for road safety is finalized and ready for implementation within each of their respective organizations.

Recommendation 3: The Executive Heads of the United Nations system organizations that have not yet done so should ensure that, by no later than January 2018, appropriate security compliance mechanisms commensurate with the risk level assessed in each particular duty station are included in the individual performance appraisal systems in place for all staff within their respective organizations.

Recommendation 4: The Department of Safety and Security, in coordination with the Executive Heads of United Nations system organizations and the respective designated officers, should ensure that, by no later than January 2018, evacuation plans are available in every location where those organizations operate, distributed to staff and regularly drilled in coordination, when possible, with local authorities.

Recommendation 5: The Executive heads of the United Nations system organizations that have not yet done so should, by no later than January 2018, incorporate safety and security compliance indicators in the performance assessments at every management level, including senior management.

Recommendation 6: The Department of Safety and Security, in consultation with the Inter-Agency Security Management Network, should, by no later than January 2018, strengthen the analysis capabilities of social media and other relevant big data sources by establishing a central location tasked with the regular analysis and system-wide prompt dissemination of security related information.

Recommendation 7: The Under-Secretary-General for Safety and Security, as the Chair of the Inter-Agency Security Management Network, should, by no later than January 2018, develop a system-wide security surge policy, including the standard operating procedures necessary, with a view to clarifying surge standing resources and the roles and respective responsibilities of the different actors of the United Nations security management system.

Recommendation 8: The General Assembly should request the Secretary-General to prepare, in consultation with the High-level Committee on Management and CEB and its appropriate networks, a proposal for a safety and security funding model that would provide the Department of Safety and Security with a transparent, sustainable and predictable budget and the flexibility necessary to address unforeseen crises, to be considered during the seventy-second session of the Assembly.

KNOWLEDGE MANAGEMENT IN THE UNITED NATIONS SYSTEM (JIU/REP/2016/10)

Recommendation 1: The executive heads of the United Nations system organizations, if they have not already done so, should develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation.

Recommendation 2: The Secretary-General, in consultation with the Senior Management Group, should develop at least a minimum set of knowledge management guidelines for the United Nations Secretariat, based on best practices and experiences in departments as well as in United Nations funds, programmes and specialized agencies, and the International Atomic Energy Agency (IAEA), by the end of 2018.

Recommendation 3: The executive heads of the United Nations system organizations, if they have not already done so, should take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.

Recommendation 4: The executive heads of the United Nations system organizations, if they have not already done so, should establish norms and procedures for the retention and transfer of knowledge from retiring, moving or departing staff, as part of the organizations' succession planning processes.

Recommendation 5: The Secretary-General should take measures to optimize the potential of the United Nations System Staff College Knowledge Centre for Sustainable Development by, inter alia, requesting the United Nations Institute for Training and Research (UNITAR), the United Nations Research Institute for Social Development (UNRISD), the United Nations University (UNU) and the United Nations System Staff College Knowledge Centre for Sustainable Development to jointly design and conduct training programmes on knowledge management adapted to the holistic principles underlying the 2030 Agenda for Sustainable Development. Such training programmes should promote, in an integrated way, the management of knowledge produced and intended for use by all stakeholders interested in or associated with the activities of the United Nations system.

Recommendation 6: The executive heads of the United Nations system organizations with long-standing and comprehensive experience in knowledge management should take the lead in introducing in the agenda of the United Nations System Chief Executives Board for Coordination (CEB) an item dedicated to knowledge management so as to provide an opportunity for sharing, at a strategic level, experiences, good practices and lessons learned, with a view to gradually developing a common, system-wide knowledge management culture.

Recommendation 7: The General Assembly should include in its agenda an item or sub-item dedicated to knowledge management in the United Nations system and request that a report be submitted by the Secretary-General, with contributions from members of the United Nations System Chief Executives Board for Coordination (CEB), on system-wide best practices and initiatives in the area of knowledge management that support the holistic, integrated and collaborative approach of the 2030 Agenda for Sustainable Development.

DONOR-LED ASSESSMENTS OF THE UNITED NATIONS SYSTEM ORGANIZATIONS (JIU/REP/2017/2)

Recommendation 1: The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and exchange of information concerning donor assessments among the Member States and should, in this context, call upon the executive heads to make such assessments publicly available by uploading them in an online global repository to be established by the Secretary-General of the United Nations for that purpose not later than 2018.

Recommendation 2: Member States that are members of the Multilateral Organization Performance Assessment Network (MOPAN) should initiate an evaluation of the MOPAN 3.0 methodology to assess its rigour and utility in providing the expected levels of information, and determine its effectiveness in reducing the need for additional individual donor assessments.

Recommendation 3: The executive heads of the United Nations system organizations should designate, on the basis of the volume and variety of donor reviews, an appropriate central function in their respective organizations for coordinating the multiplicity of donor assessments, managing the information provided to donors, standardizing communications, ensuring consistency and tracking the follow-up action on findings and recommendations by the responsible organizational units.

Recommendation 4: The executive heads of the United Nations system organizations should engage with donors to determine the key elements in their assessments and should encourage their audit and evaluation bodies, with due regard for their independence, to consider taking these elements into account in their risk assessments and work plans, in order to avoid potential duplication and overlap.

Recommendation 5: The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.

Recommendation 6: The executive heads of the United Nations system organizations and the Secretary-General, in the context of the United Nations System Chief Executives Board for Coordination, should develop a common position for initiating a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform with a robust framework and methodology to capture a collective reflection of an agency's performance and reduce the need for additional bilateral assessments.