

## Chapter III

### Programme of work for 2018

65. In preparing its programme of work, the Unit considered at its winter session several topics, resulting from the consultation with its partners. The programme of work adopted by the Unit in early 2018 includes seven system-wide projects and two management and administration reviews of participating organizations (see annex V).

66. The workplan for 2018 includes nine new projects (see the summaries below) and four projects carried forward from the 2017 workplan.

### Summaries of projects in the programme for work 2018

#### Managing cloud computing services in the United Nations system

67. The use of cloud computing services is growing. One of the salient potential benefits of cloud computing is the ability to add new capacities and reduce costs as there is no need to invest in each organisation's own information technology infrastructure. Cloud services are provided upon request, as needed, and paid as used. Once available, they can be accessed without further interaction with the service provider. They can be elastically provisioned, enabling applications to scale rapidly, in line with the actual demand. Computing resources are available and accessible over broad networks and the output is measured, which allows control and optimisation of their use. Nevertheless, these potential benefits may never be fully reached in the absence of proper planning, informed policies and practices, rigorous analysis and understanding of the contractual terms, assurance of the safeguards in relation to the protection of data, the integrity and security of processes, the continuity of service, the compliance of the service provider with its obligations, the occurrence of hidden and other post-contractual costs etc.

68. While most United Nations system organizations envisage migration to cloud services for their computing needs, the level of implementation varies vastly. The decisions to migrate to the cloud are sometimes made essentially at a technical level, without a comprehensive and thorough analysis of the consequences from a strategic perspective. There might be also instances of shadow IT, namely services that are not supported or formally approved by the IT central unit or equivalent. The review will provide a comparative analysis of the different cloud computing policies, frameworks, practices and processes in the United Nations system, with a view to identifying best practices and lessons learned and thereby promote effective cloud service management. Emphasis will be placed on the assurance of all existing safeguards against possible risks associated with the use of, and the migration to cloud computing services, including on legal, financial, operational, business continuity, IT security, confidentiality and privacy issues. Inter alia, the review will also assess the potential for system-wide coherence and inter-agency cooperation or

resource pooling for a more effective and cost-efficient and secure integration of the United Nations system in the global cloud architecture.

### **Organizational change management in the United Nations system: Lessons learned and strategies for the future**

69. The United Nations system organizations face change on a continuous basis as they seek to enhance their value – relevance, effectiveness, efficiency, impact, and sustainability. The extent of these change initiatives vary in scale, intensity, and complexity. A better understanding of success factors that enhance change for success is developing, although not adopted well enough. Systems such as United Nations Laboratory for Change and Knowledge (UNLOCK) have been developed to support organizations through change processes. UNLOCK has also disseminated best practices and lessons learnt on change and innovation in the United Nations system and has also identified limitations in the conceptualization and capacity of the United Nations system in change management using evidence from case studies it conducted.

70. The need to enhance the capacity of the United Nations system in managing change is now made more critical in the light of the imperatives of the 2030 Agenda and the reforms proposed by the Secretary-General in his report on repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet.

71. The review will use the systems in place for supporting change management in the United Nations system as a basis for its examination of a broad range of change initiatives including cross-organizational and system-wide initiatives, will assess the failures and successes and the capacities that organizations have to effectively manage change, and draw lessons that can be used to enhance the ongoing complex and complicated changes and reforms for system-wide coherence, collaboration and interdependent ways of working.

### **Review of oversight committees in the United Nations system**

72. Governance reforms in both the private and public sectors in recent years have seen oversight committees of varying size, scope, composition, reporting lines and independence. Since 2006, several JIU reports have spoken to the need for independent oversight committees that would advise and support legislative in carrying out their oversight functions. At the same time, many United Nations system organizations have constituted oversight committee with varying characteristics.

73. The envisaged review will examine the situation with respect to oversight committees in participating organizations. It will review their roles, composition, authority and mandates, methods of functioning, qualifications, selection process, independence, reporting relationship and mechanisms, including to the legislative body, and the scope of their responsibilities with respect to internal and external oversight bodies. The report would make recommendations needed to ensure application of good practices that provide for right roles, responsibilities and independence.

## **Strengthening the policy research uptake in service of the 2030 Agenda**

74. There is a significant demand for evidence-based research in the United Nations system. The policy research uptake relates to all activities that facilitate and contribute to the use of research evidence by policy-makers and practitioners. The research function is included in the mandates of some organizations while for others research uptake is imposed by the need to support field operations, to inform the implementation of programmes, and to assist decision-making processes. There are also several distinct institutes dedicated to research. Although many organisations spend significant resources on research, the policy research function has not been adequately reviewed at the system-wide level. Such a review is all the more necessary in the context of the 2030 Agenda, as more efficient and coherent research policies can better service the implementation of the Sustainable Development Goals.

75. The review will examine the current policies and practices in regards to the generation and uptake of research, assess collaboration with academia and think-tanks and identify mechanisms to strengthen the existing research capacities. It will also seek to improve the use of research outcomes that originate outside of the United Nations system, enhance coordination that would enable transdisciplinary research and foster interagency cooperation. The report will also explore ways to promote understanding and compatibilities between the United Nations entities and specialised research entities, universities and think-tanks, as well as to facilitate reciprocal access to data and other intellectual resources.

## **Review of the integration / mainstreaming of disaster risk reduction in the work of United Nations system entities**

76. In its resolution [71/243](#), the General Assembly refers to complementarity between development, disaster risk reduction, humanitarian action and sustaining peace. Addressing disaster risk reduction through a better coordinated and coherent action at system-wide level would enhance effectiveness and efficiency of the United Nations system and facilitate an intensive global engagement in support of implementation of the 2030 Agenda for sustainable development.

77. The CEB High-level Committee on Programmes endorsed in April 2016 the revised United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-Informed and Integrated Approach to Sustainable Development ([CEB/2016/4](#)). The report will review existing strategies put in place to mainstream disaster risk reduction as part of the activities of the United Nations system organizations in compliance with the Plan of Action mentioned above. It will identify further synergies and measures to ensure that high quality support to vulnerable countries is provided by the United Nations system entities, including disaster risk reduction as a strategic priority. The consolidation of the United Nations system work in facilitating the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030 (see General Assembly resolution [69/283](#), annex II) would have a positive impact on the most vulnerable

regions and populations of the world, in line with the overarching goal of not leaving anyone behind, as prescribed by the 2030 Agenda. The report findings and recommendations will feed into the deliberations of the Global Platform on Disaster Risk Reduction and the high-level policy forum session in July 2019.

### **Review of the United Nations system-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP)**

78. The JIU will undertake a system-wide evaluation of the effectiveness, value added and impact of the system-wide Action Plan on Gender Equality and the Empowerment of Women as a tool for performance monitoring and accountability for submission to the General Assembly as requested in resolution 67/226.

79. The United Nation system-Wide Policy on Gender Equality and the Empowerment of Women was endorsed by the Chief Executives Board for Coordination in October 2006. The CEB then called for a United Nation system-Wide Action Plan (SWAP) that includes indicators and timetables, allocation of responsibilities and accountability mechanisms and resources that is essential to make the strategy of gender mainstreaming operational. Gender SWAP was developed following a series of extensive consultations involving different stakeholders between July 2011 and February 2012.

80. The United Nations SWAP Framework set out a plan for three aligned forces of accountability for gender equality and the empowerment of women: (i) A focus on corporate processes and institutional arrangements at the individual entity level, (ii) The United Nation Country Teams (UNCT) performance indicators on joint processes and institutional arrangements within the UNCT; and (iii) Development results at country and normative levels.

### **Review of management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS)**

81. UNAIDS was established in 1994 by the Economic and Social Council in its resolution 1994/24 and launched in January 1996 to “undertake a joint and co-sponsored United Nations programme on HIV/AIDS, on the basis of co-ownership, collaborative planning and execution, and an equitable sharing of responsibility”. UNAIDS is a unique partnership with an innovative structure set up to provide global leadership in achieving universal access to HIV prevention, treatment, care and support in the response to the AIDS epidemic.

82. The review will focus on a comprehensive assessment of the management and administration of UNAIDS with a view to providing guidance for further improvement in various areas such as, among others, organizational structure and executive management; strategic planning; funding mechanism; financial framework and control; human resources management; information management and technology; operational support services; functioning of regional and country offices; and oversight.

## **Accessibility of the United Nations conferences and meetings for persons with disabilities**

83. The rights of persons with disabilities were accorded greater recognition than hitherto and a high international profile through the adoption of the United Nations Convention on the subject in 2006. The work of the related treaty body (the Committee on the rights of persons with disabilities), especially through its general comment No. 2 (2014), that of the Special Rapporteur of the Human Rights Council on the rights of persons with disabilities, and the report of the task force set up by the Human Rights Council and adopted on 15 December 2017 focused attention on the importance of accessibility and outlined several practical measures. The adoption of the 2030 Agenda for Sustainable Development gave further impetus to concerted global and national actions for the empowerment of persons with disabilities, as 5 of the 17 Sustainable Development Goals emphasize the need for paying particular attention to the rights of persons with disabilities in specific areas.

84. The review will seek to assess how effectively the organizations of the United Nations system have been implementing the related legislative decisions and conventions for improving accessibility for persons with disabilities to the United Nations conferences and meetings. The compliance aspects will be examined with regard to resolutions and decisions of the pertinent legislative bodies; including those pertaining to the human rights mechanisms related mechanisms and bodies. The review will analyze the shortcomings and challenges with regard to the existing regulatory frameworks, rules, facilities, equipment and structures. The review will analyze the shortcomings, challenges and impediments faced by the organizations in this context. The review will also seek to identify good practices among the different entities. It will aim at recommending further steps for improving performance of the organizations in this critical area, including by increased use of information and communication technologies, other technologies and proposing innovative solutions.

## **Review of management and administration in the International Civil Aviation Organization (ICAO)**

85. ICAO is a specialized agency, established in 1944 to manage the administration and governance of the Convention on International Civil Aviation (Chicago Convention). ICAO, in partnership with Member States and industry groups seeks to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector.

86. The main objective of the report will be to provide an independent review of the regulatory frameworks and related practices concerning the management and administration of ICAO. It is designated to identify opportunities for further improvements in the areas of Organization's structure and governance, executive management and administration, strategic planning, financial and human resources management, information management and technology and oversight mechanisms. The status of the recommendations contained in the previous management and administration review of the ICAO (JIU/REP/2007/5) will be taken appropriately into account.

## Annex I

### Status of implementation of the work plan for 2017 as of 31 December 2017<sup>1</sup>

<i>Project title</i>	<i>Symbol/completion date</i>
Review of management and administration in the United Nations Industrial Development Organization (UNIDO)	<a href="#">JIU/REP/2017/1</a>
Donor-led assessments of the United Nations system organizations	<a href="#">JIU/REP/2017/2</a>
Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	<a href="#">JIU/REP/2017/3</a>
Review of management and administration in the Universal Postal Union (UPU)	<a href="#">JIU/REP/2017/4</a>
Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organization	<a href="#">JIU/REP/2017/5</a>
Results-based management in the United Nations development system: analysis of progress and policy effectiveness	<a href="#">JIU/REP/2017/6</a>
Results-based management in the United Nations system: Description of a high-impact maturity model for managing for achieving results: benchmarking framework, stages of development and outcomes	<a href="#">JIU/NOTE/2017/1</a>
Review of donor reporting requirements across the United Nations system	<a href="#">JIU/REP/2017/7</a>
Review of the United Nations system – private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	<a href="#">JIU/REP/2017/8</a>
Review of mechanisms and policies addressing conflict of interest in the United Nations system	<a href="#">JIU/REP/2017/9</a>
Follow-up to “Review of enterprise resource planning (ERP) systems in United Nations organizations”	<a href="#">JIU/ML/2017/1</a>
Improving efficiency and effectiveness in administrative support service delivery through inter-agency cooperation	To be completed in 2018
Review of management and administration in the United Nations Office for Project Services (UNOPS)	To be completed in 2018
Review of whistle-blower policies and practices in the United Nations system	To be completed in 2018
Review of internship programmes in the United Nations system	To be completed in 2018

## Annex V

### Programme of work for 2018\*

<i>Project No.</i>	<i>Title</i>	<i>Type</i>
A.432	Managing cloud computing services in the United Nations system	System-wide
A.433	Organizational change management in the United Nations system: Lessons learned and strategies for the future	System-wide
A.434	Review of oversight committees in the United Nations system	System-wide
A.435	Strengthening the policy research uptake in service of the 2030 Agenda	System-wide
A.436	Review of the integration / mainstreaming of disaster risk reduction in the work of United Nations system entities	System-wide
A.437	Review of the United Nations <a href="#">system-wide Action Plan on Gender Equality and the Empowerment of Women</a> (SWAP)	System-wide
A.438	Review of management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS)	Single
A.439	Accessibility of the United Nations conferences and meetings for persons with disabilities	System-wide
A.440	Review of management and Administration in the International Civil Aviation Organization (ICAO)	Single

\* Subject to change during the year.