

COMMON SERVICES AT NAIROBI

Prepared by

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EXECUTIVE SUMMARY

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In the context of United Nations reform initiatives, there has been renewed interest in the potential for common services to improve coordination and coherence at the country level and yield cost savings. Against this background, the Inspectors have reviewed common services of United Nations system organizations located at Nairobi with the objective of assessing progress made and identifying any obstacles to further development.

Main findings and conclusions

Background to common services at Nairobi

- Common services have been operated at the United Nations complex at Nairobi since its inception in 1984. Following a 1993 review, the Secretary-General decided to establish common administrative and support services to replace the two separate administrations of the United Nations Environment Programme (UNEP) and the then United Nations Centre for Human Settlements (Habitat), as well as the small common services unit. There was a transfer of resources in 1996-1997 from these entities to the new United Nations Office at Nairobi (UNON).
- Among its functions, UNON provides joint and common services for organizations of the United Nations system in Kenya, as applicable. Regular budget funding for a common services coordinator was granted from 2006-2007 and a United Nations Common Services Unit (UNCSU) was set up.

Governance

- In 2006, a common services retreat was held in Mombasa for all United Nations organizations operating in or from Kenya. The objective was to collectively consider and agree on a governance framework in the context of the United Nations in Kenya that was as closely aligned as possible to the United Nations Development Group global model for the governance of common services.
- The three-tier governance structure – the Common Services Governance Framework (CSGF) – endorsed by the retreat participants comprises a Common Services Board (CSB), a Common Services Executive Committee (CSEC), and a Common Services Management Team (CSMT). Guidelines were also endorsed establishing an overall framework for the management, oversight and operation of common services in Kenya, including the functions of the UNCSU.
- The Inspector received much positive feedback about the new governance structure, with both client organizations and service providers reporting improvements. There was a greater sense of buy-in to the notion of common services and more participation by the organizations in the decision-making processes. The Inspector considers the creation of a dedicated post for the coordination of common services to be an example of best practice.
- Some organizations questioned the need for three tiers of governance and, in particular, the value added by CSEC. It was planned to review CSGF after it had

been operational for one year. The Inspector believes that CSGF should be streamlined and supports the planned review process.

- Among the client organizations, UNEP and the United Nations Human Settlements Programme (UN-Habitat) expressed clear reservations about the new governance structure. They question the Mombasa process and CSGF that was endorsed, and are reluctant to participate in its meetings. They consider that CSGF does not have the authority to make decisions that relate to the activities of UNON and that such authority resides only in the recently created Executive Services Management Board (ESMB).
- It has been suggested that UNON could represent UNEP and UN-Habitat at meetings of CSGF if it were given the necessary delegation of authority. The Inspector is of the view that the concerned parties should move forward with this process to ensure the participation of UNEP and UN-Habitat in CSGF.
- The Inspector found that CSGF had provided a significant impetus to the development of common services at Nairobi and should be retained, though in a more streamlined form. At the same time, the Inspector recognizes that ESMB is a necessary forum for the Executive Directors of UNEP and UN-Habitat to discuss primarily issues concerning their headquarters organizations. The Resident Coordinator represents the other organizations in this forum, briefing ESMB on decisions taken in CSB, and in this way the two governance structures are complementary. However, there may be areas of duplication which should be discussed in the planned review of CSGF with the objective of more closely defining respective areas of responsibility.

Common services at Nairobi

- Some existing common services – security and safety, medical services, HIV/AIDS coordination, staff counselling, and information and communication technology services – have been brought under CSGF. For the most part, the Inspector received positive feedback about these services, though some issues have been addressed in specific recommendations. A new common service for host country relations has recently been launched under CSGF, and a travel proposal is currently being negotiated.
- The modalities for bringing common premises services under CSGF are currently being considered. The Inspector is of the view that these processes should be expedited. There is also scope to develop common services in procurement.

Monitoring and evaluation

- Within CSGF, it appears that there may be some overlap in responsibilities for monitoring and evaluating the performance of common services between service-specific subcommittees that may be set up for the purpose and UNCSU. This may also be an area where duplication exists between CSGF and the ESMB since both are tasked to evaluate service performance. Given the importance of monitoring, evaluation and feedback in improving the quality of services, it is essential that respective responsibilities in this regard should be unambiguous. These questions should be resolved within the planned review of CSGF.

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ABBREVIATIONS

ACS	Advisory Committee on Space
CAC	Client Advisory Committee
COAB	Commercial Operations Advisory Board
COU	Commercial Operations Unit
CSA	Chief Security Adviser
CSB	Common Services Board
CSEC	Common Services Executive Committee
CSGF	Common Services Governance Framework
CSMT	Common Services Management Team
DAS	Division of Administrative Services
ESMB	Executive Services Management Board
Habitat	United Nations Centre for Human Settlements
HCRSU	Host Country Relations Services Unit
HRMS	Human Resources Management Service
IAACC	Inter-Agency Administrative Coordination Committee
ICT	Information and communications technology
ICTS	Information and Communications Technology Service
iMCS	internal Management Consulting Section
JIU	Joint Inspection Unit
JMS	Joint Medical Service
MOU	Memorandum of Understanding
OIOS	Office of Internal Oversight Services
SLA	Service level agreement
SMT	Security Management Team
SSS	Security and Safety Service
UNCRD	United Nations Centre for Regional Development
UNCS	United Nations Common Services Unit
UNCSU	United Nations Common Services Unit
UNCT	United Nations Country Team
UNDG	United Nations Development Group
UNEP	United Nations Environment Programme
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNON	United Nations Office at Nairobi
WFP	World Food Programme

I. INTRODUCTION

1. As part of its programme of work for 2007, the Joint Inspection Unit (JIU) conducted two reviews of the operation and development of common services by organizations of the United Nations system located at the same duty station. This review considers common services at Nairobi; a second review focuses on common services at the locations of the United Nations regional commissions. By undertaking common services reviews concurrently in 2007, the Unit benefited from certain synergies and cost efficiencies.
2. The reviews add to the series of reviews by the Unit on common services among co-located organizations of the United Nations system.¹ The Unit decided that a similar review of common services among the Nairobi-based organizations would be timely, particularly in view of the current emphasis on country-level coherence of United Nations system operations. The shared objective of these reviews is to provide impetus for the development of common services and a rational framework for their management in order to scale down overhead structures and costs and achieve more efficient and effective methods of programme delivery.
3. The United Nations Office at Nairobi (UNON) provides services to a significant number of United Nations entities located in Kenya. While the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat) are its main clients, there are at present more than 60 offices of United Nations funds, programmes and agencies in or operating from Kenya, as well as offices of other international organizations. With a combined staff of over 3,400, the co-location of these entities offers considerable opportunities for common services provision. This review of the United Nations common services project in Kenya identifies both best practices and areas for improvement, and examines the scope for further expansion.
4. The review covered the United Nations Office at Nairobi and the funds, programmes and specialized agencies located at Nairobi. In accordance with the internal standards and guidelines of JIU and its internal working procedures, the methodology followed in preparing this note included a preliminary desk review, questionnaires, interviews in Nairobi and New York, and in-depth analysis. Comments from the participating organizations on the draft note have been sought and taken into account in finalizing the note.
5. In accordance with article 11.2 of the JIU statute, this note has been finalized after consultation among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the Unit.
6. To facilitate the handling of the note and the implementation of its recommendations and the monitoring thereof, annex IV contains a table indicating whether the note is submitted to the organizations concerned for action or for information. The table identifies those recommendations relevant for each organization, specifying whether they require a decision by the organization's legislative or governing body or can be acted upon by the organization's executive head.

¹ Previous reviews in the series have examined United Nations system common premises and services in the field (JIU/REP/94/8); common services at United Nations Headquarters (JIU/REP/96/5); common services at Geneva (JIU/REP/98/4 and JIU/REP/2000/5); common and joint services at Vienna (JIU/REP/84/10 and JIU/REP/2002/12); and the issue of a common payroll for United Nations system organizations (JIU/REP/2005/4).

7. In 2007, the coordinator for the preparation of this note was the former Inspector Muhammad Yussuf, whose term of office ended on 31 December 2007. Thereafter, Inspector M. Deborah Wynes took over as coordinator, with responsibility for the final note and its recommendations. The Inspectors wish to express their appreciation to all who assisted in the preparation of this note, and particularly to those who participated in the interviews and so willingly shared their knowledge and expertise.

II. BACKGROUND

A. Policy context for common services

8. Common services have a long history in the United Nations system. In the context of the reform initiatives of the last decade, however, there has been renewed interest in the potential for common services to improve coordination and coherence at the country level and yield cost savings. The reform programme of 1997 proposed the expansion and strengthening of common services as one of eight strategies for the enhancement of support capacities.² The 2002 reform agenda emphasized “coordinating for better results” at the headquarters, regional and field levels, and advocated the concept of a joint office in countries where United Nations resources were small.³

9. In 2004, the General Assembly requested the funds, programmes and specialized agencies to take concrete steps in several areas, including implementing the joint office model and common shared support services.⁴ In the same year, the United Nations Development Group (UNDG) Management Group through the Working Group on Common Premises and Services, launched a programme to expand common services globally.⁵

10. The 2005 World Summit Outcome supported the on-going reforms aimed at a more effective, efficient, coherent, coordinated and better-performing United Nations country presence, including a common management framework.⁶ In 2006, the High-level Panel on System-wide Coherence found that United Nations system business practices, including for common services, needed to achieve full compatibility as major drivers of coherence in the United Nations system.⁷

11. This brief policy overview underlines the importance of common services as a component of the reform agenda at the country level.

B. Background to common services at Nairobi

12. Common services have been operated at the United Nations complex at Gigiri since its inception in mid-1984, when two separate organizational units of the Secretariat – UNEP and the then United Nations Centre for Human Settlements (Habitat) – as well as the regional offices of three specialized agencies, were brought together on the same site, providing the opportunity to integrate certain administrative support functions.

13. Following agreement of the interested parties, a United Nations Common Services Unit (UNCS) was established on 1 July 1984 to provide a range of common services to all

² Renewing the United Nations: a programme for reform, A/51/950, paras. 242-243.

³ Strengthening the United Nations: an agenda for further change, A/57/387, para. 120.

⁴ Triennial comprehensive policy review of operational activities for development of the United Nations system, General Assembly resolution 59/250, op. para. 36.

⁵ Available at http://www.undg.org/archive_docs/3291-Programme_for_Expansion_of_Common_Services_2004-2005.doc.

⁶ 2005 World Summit Outcome, General Assembly resolution 60/1, para. 169.

⁷ Delivering as one, A/61/583, paras. 82-83.

occupants (buildings and grounds management, utilities, security, telephone services and local transportation of some staff).⁸

14. Tenant organizations, including the extrabudgetary components of UNEP and Habitat, reimbursed the regular budget for occupancy at United Nations premises and for the services rendered by UNCS, in the form of rental of premises. That reimbursement, consisting of base rent and the common services elements of accommodation, was credited in its totality to income section 2 of the programme budget for each biennium.⁹

15. A 1993 review of administrative and general support operations of the various United Nations entities at Nairobi (UNEP/Habitat/UNCS) concluded that the streamlining of existing administrative arrangements would lead to economies of scale.¹⁰ Subsequently, measures taken by the Secretary-General to strengthen the United Nations presence in Nairobi included the establishment of common administrative and support services to replace the two separate administrations of UNEP and Habitat, as well as UNCS.¹¹ The integration of these functions entailed the transfer of resources in the 1996-1997 biennium from both regular budget and extrabudgetary resources of UNEP, Habitat and UNCS into the newly established United Nations Office at Nairobi (UNON).¹² Subsequently, a coordinating body was set up – the Inter-Agency Administrative Coordination Committee (IAACC) – comprising representatives of all offices of United Nations system organizations in or operating from Kenya, and IAACC guidelines on the provision of common services were developed.

16. The functions of UNON, which were set out in a Secretary-General's bulletin of 2000, and revised in May 2008, include, inter alia, providing administrative and other support services to UNEP and UN-Habitat; providing joint and common services to other organizations of the United Nations system in Kenya, as applicable; managing and implementing the programmes of administration, conference services and public information; and providing security and safety services for United Nations staff and facilities in the United Nations Office at Nairobi.¹³ Funding for a dedicated common services function was initially found from extrabudgetary savings, but regular budget funding for a common services coordinator was granted from the 2006-2007 biennium and a United Nations Common Services Unit (UNCSU) was set up.

17. In April 2006, a common services retreat was held in Mombasa, Kenya, a joint initiative of the co-convenors of IAACC and the Resident Coordinator in Kenya representing the United Nations Country Team (UNCT) in Kenya. The objective was to collectively consider and agree on a governance framework for common services in the context of the United Nations in Kenya that was as closely aligned as possible to the undg global model for the governance of common services.¹⁴

⁸ A distinction was made between common services, to be provided to all tenants, and joint services, to be provided to the United Nations Environment Programme (UNEP) and Habitat only (A/C.5/38/35, paras. 3-5).

⁹ A/48/6 (Sect. 25J), paras. 25J.2.

¹⁰ A/50/6 (Sect. 26H), para. 26H.1.

¹¹ A/49/336, para. 167.

¹² A/50/6 (Sect. 26H), para. 26H.2.

¹³ ST/SGB/2008/7, para. 2.1.

¹⁴ United Nations common services retreat report 26-29 April 2006, internal document, undated.

III. GOVERNANCE

A. Governance of common services

A new governance structure for common services

18. The UNDG programme on the expansion of common services advocates a governance framework in which UNCT has the overall responsibility for the coordination and oversight of common services arrangements, an operations management team has responsibility for design and implementation, and a task force on common services deals with technical work.¹⁵ This differed from the structure that was already in place at Nairobi and was an issue that needed to be resolved at the Mombasa retreat. The retreat participants recommended a new three-tier governance structure for common services, replacing the IAACC, that would be aligned to the concepts and principles embodied in the common services reform recommendations, while being inclusive of all agencies and reflecting Kenya specificities.

19. The three-tier governance structure – the Common Services Governance Framework (CSGF) – was endorsed by the retreat participants. At the top level, the Common Services Board (CSB) correlates to the collective responsibility expected of a UNCT and is equivalent to an overall supreme body in the governance structure. The middle level Common Services Executive Committee (CSEC) is comparable to the UNDG operations management team. At the lowest level, the Common Services Management Team (CSMT), replacing the IAACC, focuses solely on common services rather than on broad administrative issues yet incorporates the broad inter-agency participation that the IAACC intended.¹⁶ The broad purpose and operating modalities of each level are shown in box 1 below.

Guidelines for common services

20. The retreat participants also endorsed guidelines establishing an overall framework for the management, oversight and operation of common services in Kenya.¹⁷ Services would be available to offices of United Nations entities, funds, programmes and agencies in or operating from Kenya that have signed relevant service level agreements (SLAs) on specific services available under the common services system. Common services were to be provided by or on behalf of offices competitively selected and nominated as services providers to service users. Each separate agreement on specific services would define objective, category of service, nature and scope of service and costing mechanism.

21. Budget proposals for specific services under common services agreements would be prepared by the service providers on an annual basis in line with established United Nations regulations, rules and procedures.¹⁸ The proposed budget for a calendar year together with a cost-sharing proposal would be submitted to CSMT in the fourth quarter of the preceding calendar year. CSMT would make its proposal on the budget to CSEC, which would make its recommendation to CSB for approval. Invoices would be sent to all service users based on the budget approved by the CSB and the cost sharing mechanism.

¹⁵ Operational guidelines for the implementation of common services, para. 3.1.5, available at <http://www.undg.org/index.cfm?P=202>.

¹⁶ United Nations common services retreat report 26-29 April 2006, internal document, undated, p. 3.

¹⁷ *Ibid.*, annex 1.

¹⁸ *Ibid.*, para. 9.

Box 1

Common Services Governance Framework

	Common Services Board	Common Services Executive Committee	Common Services Management Team
Broad purpose and main functions	<p>Under the overall guidance of UNDG:</p> <p>Give policy directives within the framework of the United Nations common services guidelines and reform agenda.</p> <p>Make executive decisions on policy issues presented by CSEC.</p> <p>Provide overall guidance to CSEC.</p> <p>Review and approve work plan of CSMT.</p> <p>Ensure efficient implementation through oversight.</p>	<p>Under the guidance of CSB and within the general framework provided by UNDG:</p> <p>Deliberate on proposals and recommendations, including budgets, from CSMT.</p> <p>Make recommendations on their implementation to CSB.</p> <p>Oversee and evaluate the implementation of CSB decisions.</p> <p>Evaluate performance of services providers and UNCSU.</p> <p>Give guidance on conflict resolution.</p>	<p>Under the guidance of CSEC:</p> <p>Identify and recommend activities requiring approval for consideration as a common service.</p> <p>Assess and make recommendations on the effectiveness of existing common services.</p> <p>Plan and manage the services and activities in line with the governance framework.</p>
Membership	Heads of United Nations bodies or their designated representatives and representatives of United Nations entities, funds, programmes and agencies operating in or from Kenya.	Eight members: UNON, UNEP, UN-Habitat, UNDP, UNHCR, UNICEF, WFP and one representative of a specialized agency on a rotating basis.	All administrative focal points and operational managers of United Nations bodies, funds, programmes and agencies operating in or from Kenya.
Chairperson	Host Resident Coordinator of Kenya.	Rotational on an annual basis.	Chairperson and vice-chairperson elected on an annual and rotating basis.
Frequency of meetings	Twice a year and as needed.	Every three months.	Every month and as necessary.
Decision process	By consensus.	By consensus.	By consensus.
Quorum	Fifty per cent plus one of the member organizations.	Five organizations.	Fifty per cent plus one of the member organizations.
Secretariat support	Resident Coordinator secretariat.	Common services coordinator.	Common services coordinator.

Source: *United Nations common services retreat report 26-29 April 2006, internal document, undated, pp. 11-14.*

22. On a yearly basis, technical and financial statements relating to the operation of common services would be provided to all service users. Service users might also be required to contribute to the procurement of capital assets to establish common services based on mutually agreed apportionment.

23. In respect of accountability, the guidelines provide that heads of offices would be provided with copies of pertinent documents, and that individuals responsible for the administration and coordination of service level agreements would be identified in those agreements. Disputes that cannot be resolved would be referred to CSEC for guidance.¹⁹

United Nations Common Services Unit

24. The functions of the UNCSU established by UNON in 2006 are also set out in the guidelines. UNCSU would administratively form part of the Office of the Director of Administrative Services and have functional accountability to the Director, while maintaining close liaison with counterparts at offices of United Nations funds, programmes and agencies in or operating from Kenya and relevant Kenyan authorities.²⁰ The functions of UNCSU include the following:

- Advice and secretariat support to CSEC and CSMT;
- Coordination with the secretariat of the Resident Coordinator of Kenya;
- Advice and information on all issues related to common services to the various stakeholders;
- Preparation of proposals for potential common services, including cost implications, for discussion by CSMT;
- Coordination and submission to CSMT of financial and technical reports prepared by common services providers;
- Review of draft budgets prepared by common services providers for submission to CSMT;
- Monitoring of quality of common services and performance of service managers of specific services for review by CSMT;
- Facilitation of relevant inter-agency processes on common services.²¹

Experience with the new governance structure

25. At the time of the Inspector's mission to Nairobi in October 2007, the new governance structure had been in operation for less than one year. While this time period was too short for a systematic assessment, the Inspector received a great deal of positive feedback, with both client organizations and service providers reporting improvements under the new system. There was more discipline from the service providers in presenting budgets on time and the requirement to submit performance reports was a needed improvement. Overall, there was a greater sense of buy-in to the notion of common services and more participation by the organizations in the decision-making processes.

¹⁹ Ibid., paras. 14-15 and 18.

²⁰ Ibid., para. 3. It should be noted, however, that according to the Secretary-General's bulletin that entered into force on 1 May 2008, the Division of Administrative Services (DAS) will be headed by a Chief who will be accountable to the newly created function of Director of Operations. At the time of finalizing this note, the new organizational structure had not yet been implemented and the reporting line of the United Nations Common Services Unit (UNCSU) under the new structure had yet to be decided.

²¹ Ibid., para. 4.

26. A major improvement had been the creation of UNCSU with a dedicated post of common services coordinator. Following his appointment, the common services coordinator had moved swiftly to instigate improvements in pertinent administrative procedures and promote constructive dialogue on issues of concern. The Inspector considers the creation of a dedicated post for the coordination of common services to be an example of best practice.

27. The functions of UNCSU listed above are currently being undertaken by a common services coordinator at the P-4 level (regular budget post) supported by one general service staff member (extrabudgetary post). The general service post is cost shared by all United Nations offices in Kenya. UNCSU is located in the UNON offices at Gigiri. Under current practice, however, the common services coordinator reports to and is appraised by both the Director/Division of Administrative Services (DAS) and the Resident Coordinator. Given the importance of the coordination function for driving forward the common services initiative, it would be preferable if UNCSU were to be more centrally located on the Gigiri complex, making it more easily accessible to all. Options for strengthening the staffing of the Unit should also be reviewed in the near future.

28. Among issues raised with the Inspector, problems with the billing and collection process for common services were frequently mentioned. In the past, disputes about invoices and consequent non-payment of bills by some client organizations have led to discontinuation of services and much aggravation for all parties. A new process for billing and collection was approved by CSB in July 2007 (see annex II). While this provides a clear framework, problems remain to be resolved which will require the cooperation of all concerned.

29. Some organizations questioned the need for three tiers of governance and, in particular, the value added by CSEC. Three tiers could be cumbersome and time-consuming, slowing decision-making. For example, a draft memorandum of understanding on common premises services at Nairobi, which was endorsed by CSMT in August 2007, is still awaiting endorsement in CSEC, which meets only quarterly. Difficulties in obtaining a quorum and an inadequate level of representation at meetings were also mentioned as problems. It was planned to review CSGF after it had been operational for one year. The Inspector is of the view that the present structure should be streamlined and supports the planned review process. The review should be undertaken with immediate effect and considered at a second "Mombasa" retreat. The implementation of the following recommendation is expected to enhance the effectiveness of common services governance in Nairobi.

Recommendation 1

The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should direct the Common Services Board to initiate with immediate effect the planned review of the Common Services Governance Framework with a view to streamlining it.

30. Among the client organizations, UNEP and UN-Habitat expressed clear reservations about the new governance structure, as well as the impact that the expansion of common services under this structure might have on the services provided to them by UNON. These organizations considered CSGF to be secondary to the governance structure that was recently established for UNON.

B. Governance of the United Nations Office at Nairobi

31. In 2006, the Deputy Secretary-General requested the internal Management Consulting Section (iMCS) of the Office of Internal Oversight Services (OIOS) to undertake a study of the UNON governance structure and to identify options to enhance the UNON executive management structure. Subsequent to the iMCS internal report, the Secretary-General decided that the most senior Under-Secretary-General at Nairobi would be appointed as the Director-General of UNON.

32. Among other changes, an Executive Services Management Board (ESMB) has been established (box 2 below). While membership of ESMB comprises the Executive Directors and Deputy Executive Directors of UNEP and UN-Habitat, the Resident Coordinator participates in discussions on matters related to the United Nations system in Nairobi.

Box 2

Governance of UNON

	Executive Services Management Board
Broad purpose and main functions	<p>Policy-making and oversight role; takes decisions pertaining to administrative and support services provided by UNON to UNEP, to UN-Habitat and to other organizations of the United Nations system in Kenya, as applicable. Main responsibilities include:</p> <p>Adopting long-term policies, strategies, priorities, and setting operating principles and parameters for UNON service delivery.</p> <p>Reviewing and approving UNON budgetary submission for regular budget and extrabudgetary resources.</p> <p>Reviewing and monitoring, on a regular basis, the quality, efficiency, effectiveness and timeliness of UNON service delivery.</p> <p>Proposing and monitoring, if necessary, remedial action plans and ensuring that appropriate and timely action is taken by the relevant service to rectify areas of concern; and when necessary, making proposals for aligning the organizational structure of UNON so as to meet client needs.</p> <p>Monitoring/ensuring implementation of the recommendations of oversight bodies.</p>
Membership	Executive Directors and Deputy Executive Directors of UNEP and UN-Habitat. United Nations Resident Coordinator participates in ESMB on matters related to the United Nations system in Kenya.
Chairperson	Director-General.
Frequency of meetings	Every quarter, or more often as required.
Decision process	To be decided.
Quorum	To be decided.
Secretariat support	To be decided.

Source: Organization of the United Nations Office at Nairobi, ST/SGB/2008/7.

33. As noted above, the relevant Secretary-General's bulletin was revised in 2008. The revised bulletin does not contain terms of reference for ESMB and the Inspector was informed that these are being developed. In a 2007 internal report, iMCS/OIOS made recommendations regarding the terms of reference of ESMB, including agenda setting, the quorum and decision-making.

34. The Inspector was informed that the UNON Client Advisory Committee (CAC), a subsidiary body of the former UNON Management Board, would now report to the ESMB. CAC acts as a system through which UNEP and UN-Habitat can monitor, assess and make recommendations to ESMB about the delivery and quality of services provided by UNON.²²

C. Governance structures: issues arising

Participation of UNEP and UN-Habitat in CSGF

35. The Inspector was informed that prior to the Mombasa meeting, some tensions existed between UNON and the Resident Coordinator system concerning their respective areas of activity. The Mombasa meeting on common services was a significant event, bringing all the organizations together for the first time to discuss the issues. The intention was that the representatives of the organizations at the meeting should have the delegated authority to take decisions and that retreat recommendations would be collectively endorsed by the retreat participants. It was on this basis that the new CSGF was established. Nevertheless, while UNEP and UN-Habitat were present at Mombasa, their representatives did not have the required delegated authority. UNEP and UN-Habitat therefore question the Mombasa process and the CSGF that was endorsed, and are reluctant to participate in its meetings. They consider that CSGF does not have the authority to make decisions that relate to the activities of UNON and that such authority resides only in ESMB.

36. As noted in paragraph 15 above, the establishment of UNON in 1996 entailed the transfer of resources from UNEP and Habitat to the new entity. As a result, UNEP and UN-Habitat have a strong sense of ownership with respect to UNON. It has been suggested that UNON could represent UNEP and UN-Habitat at meetings of CSGF. The Inspector was informed that UNON is willing to do so if it is given the necessary delegation of authority. In this scenario, UNEP and UN-Habitat would be obliged to accept the decisions made within CSGF. The Inspector is of the view that the concerned parties should move forward with this process to ensure the participation of UNEP and UN-Habitat in CSGF. The implementation of the following recommendation is expected to enhance the effectiveness of common services governance in Nairobi.

Recommendation 2

The Executive Directors of UNEP and UN-Habitat should delegate authority to UNON to represent them in the Common Services Board, the Common Services Executive Committee and the Common Services Management Team.

²² Terms of reference, UNON Client Advisory Committee, UN-Habitat, May 2003.

Parallel or complementary governance structures?

37. As outlined above, the separate review processes that took place in 2006 resulted in a new governance framework for common services and a new governance structure for UNON. As UNON is the main provider of common services at Nairobi, it could be considered that parallel governance structures have been created, though this view was not shared by all those interviewed in Nairobi.

38. The Inspector found that CSGF had provided a significant impetus to the development of common services at Nairobi and should be retained, though in a more streamlined form (see Recommendation 1 above). At the same time, the Inspector recognizes the need for ESMB as a forum for the Executive Directors of UNEP and UN-Habitat primarily to discuss issues concerning their headquarters organizations.

39. The Resident Coordinator represents the other organizations in this forum, briefing ESMB on decisions taken in CSB, and in this way the two governance structures are complementary. There may, however, be cases where ESMB objects to CSB taking decisions that it considers to be in its purview. These cases highlight possible areas of duplication which should be discussed in the planned review of CSGF with the objective of more closely defining respective areas of responsibility (see Recommendation 1 above).

IV. COMMON SERVICES AT NAIROBI

40. As noted in paragraph 13 above, common services have been in place at the United Nations complex at Gigiri since it opened in mid-1984. Some of these services have been brought under the CSGF that was set up in 2006, and it is planned to continue this process, as well as launch new common services where opportunities arise.

A. Common services under the Common Services Governance Framework

Security and Safety Service

41. Security and safety services are provided by UNON through the Security and Safety Service (SSS), located at the United Nations complex. Under the new organizational structure, the Chief of SSS will be accountable to the Director of Operations, advising him or her on all matters related to the safety and security of United Nations staff and facilities in UNON.²³ The Chief of SSS may also serve as Chief Security Adviser (CSA) for Kenya and is appointed to perform this function by the Under-Secretary-General for Safety and Security. In this capacity, the Chief of SSS will be the primary security adviser to the Designated Official. A Security Management Team (SMT), comprising the heads of all agencies, is chaired by the Director-General of UNON, who is the Designated Official.

42. The CSA undertakes coordination of the security efforts of United Nations funds, programmes, agencies and associated international organizations in urban centres and frontier areas of Kenya, as well as the United Nations complex in Nairobi, including contingency plans, warden system, evacuation and re-location plans and early warning systems, as well as related communication plans. He or she also ensures the security and safety of staff members and their dependants of United Nations funds, programmes and agencies and associated international organizations through liaison with relevant United Nations offices, United Nations Headquarters, associated international organizations, embassies and local authorities. Services provided are mandatory for all and, as of 2007, are funded from the regular budget, with the exception of the Diplomatic Police Unit.

43. SSS/UNON has a staff of 122, including four at the professional level. Services are provided not only in Nairobi, but also to some 4,000 staff of funds and programmes scattered throughout Kenya, including a large World Food Programme (WFP) operation in Mombasa and refugee operations on the Somali and South Sudan borders. Nevertheless, the field-based organizations such as the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP necessarily provide their own security services to complement those of SSS. Operations undertaken by SSS are complex in relation to the available resources, particularly in view of the requirement to implement upgrades such as access control improvements at Gigiri mandated by the General Assembly.

44. The Inspector received positive feedback on the security and safety services provided. Some concerns were raised, however, about evacuation from the Gigiri complex in the event of a security incident, which need to be addressed. It is also of considerable concern that the SMT is not holding monthly meetings as is required for a Phase 1 duty station, with meetings occurring more on a quarterly basis. In the absence of the Director-General of UNON from Nairobi, the chair of the SMT should be delegated to an alternate to ensure that meetings take

²³ ST/SGB/2008/7, sect. 9.

place on at least a monthly basis and more frequently if needed. The implementation of the following recommendation is expected to enhance controls and compliance.

Recommendation 3

The Secretary-General should instruct the Director-General of the United Nations Office at Nairobi to ensure that meetings of the Security Management Team take place at least every month and more frequently if needed.

Joint Medical Service

45. Medical services are provided by UNON through the Joint Medical Service (JMS), located at the United Nations complex. Administratively, JMS forms part of the Human Resources Management Service (HRMS) of DAS/UNON. JMS is headed by a Chief/United Nations medical doctor who has functional accountability to the Medical Director at United Nations Headquarters, but undertakes day-to-day management under the supervision of the Chief of HRMS. The Chief of JMS also maintains close liaison with medical departments of United Nations funds, programmes and agencies and relevant Kenyan medical facilities and authorities.

46. Under the common services SLA, the following categories of services are provided to staff and, where applicable, the dependants of service users: occupational health; medical administration; medical examinations; travel centre; medical emergencies; and drop-in clinic. Costs under the first two categories are calculated and invoiced based on actual staff numbers of each service user, while costs under the other four are calculated and invoiced based on the actual use by each service user.

47. Some services provided by JMS are mandatory for all United Nations offices, but for the rest, client organizations can select from lists of services. For 2008, three groups of services were identified by JMS: the first offers six service-level lists as in the paragraph above, of which occupational health is mandatory; the second and third cover the staff stress counsellor and the HIV/AIDS coordinator, respectively, both mandatory services. The recently established staff stress counselling service deals with staff from all United Nations organizations, as well as the World Bank, and has a large and rising case load. For HIV/AIDS, JMS provides a one-stop clinic in conjunction with a local hospital and ensures confidentiality.

48. The Inspector received positive feedback on the services provided by JMS, although some questions were raised about the costs of some services compared with the local market and it was suggested that a thorough comparative cost analysis would be timely. One problem highlighted by JMS was the unsuitability of the office premises in which they were housed, which impacted on the efficiency of their operations. JMS accommodation should be reviewed by UNON in conjunction with current plans to expand the premises at Gigiri. The implementation of the following recommendation is expected to enhance the efficiency of common medical services at Nairobi.

Recommendation 4

The Secretary-General should request the Director-General of the United Nations Office at Nairobi to ensure that the Joint Medical Service is provided with appropriate accommodation within the current plans to expand United Nations premises at Nairobi.

Information and Communications Technology Service

49. Information and communications technology (ICT) services are provided by UNON through the ICT Service (ICTS), which administratively forms part of DAS/UNON. ICTS is headed by a Chief who has functional accountability to the head of DAS/UNON, but maintains close liaison with the Office of the Chief Information Technology Officer at United Nations Headquarters, information technology departments of United Nations funds, programmes and agencies in Kenya, and relevant Government authorities.

50. Under the common services SLA, the ICTS services offered cover office automation, e-mail support, local area network connectivity, internet, and data centre hosting facility. Service users can select specified combinations of these services. Costs under each service category are calculated and invoiced based on the actual numbers of serviced computers established by an annual survey.

51. There appears to be potential for expansion of both the range of ICT common services and the number of service users, with associated cost savings. ICTS is keen to explore the possibilities, including expansion of desktop support that could reduce duplicative help desk services in the organizations, bulk purchase of personal computers, greater use of the data centre, and training initiatives. Expansion would be easier in respect of United Nations entities since UNON can deal directly with United Nations Headquarters, but there are inhibiting factors in the case of other organizations, including insufficient delegation of authority, existing global agreements and the desire to retain autonomy. Furthermore, specific problems with some ICTS services, some resolved but others ongoing, as well as cost issues, were raised by some service users.

52. An ICT focal point network that was recently established has not been able to function effectively since representatives sent by the organizations lacked necessary seniority. ICTS was now trying to engage CSMT with proposals for new services, but recognized the need to set up a CSMT working group for this purpose. The Inspector is of the view that such a working group should be established with immediate effect, both to prepare new proposals and to review any problems with existing services. The implementation of the following recommendation is expected to enhance the efficiency of common ICT services at Nairobi.

Recommendation 5

The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should request that an ICT working group of the Common Services Management Team be established to put forward proposals for new ICT services and review any problems with existing services.

Host country relations

53. A proposal to harmonize and extend the privileges of the host country agreement of UNEP, UN-Habitat and UNON to all United Nations offices represented in Kenya was discussed by the Host Country Liaison Committee and, in July 2006, agreed to by the Government of Kenya. The implementation of this decision was dependent on the establishment by UNON of a suitable mechanism through which all documents arising from the privileges accorded by the Government of Kenya should be channelled. This was fully implemented as of 1 March 2008. A proposal for this mechanism was endorsed by CSMT and CSEC and approved by CSB.

54. Host country relations services are being provided by UNON through the Host Country Relations Services Unit (HCRSU) located at the United Nations complex. Administratively, HCRSU currently forms part of the Support Services Service of DAS/UNON. The Manager of HCRSU is supervised by the Chief of Support Services Service, who in turn has functional accountability to the Director of DAS/UNON.²⁴ The Manager maintains close liaison with the focal points of service users and relevant Kenyan authorities on issues of administrative and practical implementation.

55. Under the common services SLA, the following host country relations services have been made available: advice on administrative issues with regard to host country relations; assistance on the interpretation of the UNEP Host Country Agreement at the administrative and practical levels; identification of common problems encountered by organizations and negotiation of solutions; and preparation, forwarding and follow-up of transactions relating to privileges to relevant Government offices for processing. In this regard, a database is being created that will hold host country privileges data for each staff member.

56. The cost sharing mechanism for host country relations services is based on the actual number of eligible staff of each service user holding fixed-term or continuing appointments for one year or more, established by an annual survey.

B. Common services outside the Common Services Governance Framework

Common premises services

57. Since its establishment in 1996, UNON has been responsible for managing, contracting for and administering the common premises at the United Nations complex in Nairobi. These responsibilities were set out in an information circular issued in February 2005 by the then Director-General of UNON.²⁵ In the context of the new CSGF, a draft memorandum of understanding (MOU) has been developed concerning occupancy and use of the common premises by United Nations agencies, programmes and offices. The draft MOU was endorsed by CSMT in August 2007 and is awaiting endorsement by CSEC and approval by CSB.

58. Under the draft MOU, the responsibilities of the UNON Director-General include:²⁶

²⁴ Comments in footnote 20 above also apply here.

²⁵ UNON/IC/2005/11.

²⁶ Memorandum of understanding concerning occupancy and use of common premises by United Nations agencies, programmes and offices: occupancy and use of common premises at United Nations Gigiri complex, draft of June 2007, annex c.

- Provision of common premises services (maintenance of common premises, including common areas, maintenance of equipment, provision of utilities, miscellaneous services, and personnel required to manage these services);
- Provision of upgrades and additional services;
- Allocation, recovery and redistribution of office space (with advice from the Advisory Committee on Space (ACS));
- Repairs, remodelling and renovation work;
- Provision of safety and security services to the common premises.

It is envisaged that in exercising these responsibilities, the Director-General will seek advice from the common services governing structure.

59. There is a shortage of office space on the complex, with unmet demand from existing tenants, as well as agencies located elsewhere in Nairobi wanting to move to Gigiri. This was an issue that was raised frequently by the organizations during the interviews for the report. The Inspector was informed by UNON that space guidelines had been applied since 2005, but the space shortfall was some 6 per cent. A proposal to increase the office space by 30 per cent had been submitted to United Nations Headquarters and it was expected that accumulated rent would pay for the new construction. By 2010 there would be a significant gap, but the new capacity should be available by then.

60. Rent paid by tenants is determined by the United Nations Secretariat on the basis of an annual rental cost charged per square meter as an absolute figure with no link to expenditures incurred.²⁷ The rent collected is remitted by UNON to the Secretariat. However, the draft MOU also contains provisions for the possible eventuality that UNON is delegated authority to determine and manage the annual rental cost per square meter at Gigiri.

61. Some organizations had concerns regarding the level of rent, believing it to be close to market rates, which was considered unjustified since the ground was rent free and there were no outstanding capital costs. There was a perception that there might be a net flow of income to United Nations Headquarters, which needed to be accounted for, particularly in view of the extrabudgetary nature of the funds involved.

62. The Inspector is of the view that issues related to common premises services, including space allocation and rental charges, should be resolved within the purview of CSGF. She therefore urges the members of CSEC to proceed without delay to complete their review of the draft MOU and resolve any differences between themselves so that it can move to CSB for approval. The implementation of the following recommendation is expected to enhance the effectiveness of common services governance at Nairobi.

Recommendation 6

The executive heads of the United Nations system organizations participating in the Common Services Governance Framework at Nairobi should ensure that agreement is reached by the end of 2008, at the latest, by the Common Services Executive Committee and by the Common Services Board, on the draft memorandum of understanding on common premises services at Nairobi.

²⁷ Ibid., art. 6, para. 1.

Direct charge services

63. UNON is also responsible for the care of spaces, areas and services that may be used by the agencies on a direct charge basis (a complete list appears in annex III).²⁸

Commercial operations

64. Commercial operations services comprise the following: commissary, fuel station, gift shop, recreation centre and catering. When DAS/UNON took on the management of commercial operations in 1996 a Commercial Operations Unit (COU) was established. The services provided by COU are common in nature and most include elements of staff welfare. In 1999, a Commercial Operations Advisory Board (COAB) was set up, comprising representatives of United Nations organizations, to oversee the operations of COU and make recommendations, although in practice the role of COAB has been more consultative than advisory.

65. In 2004, a new manager with commercial operations expertise was appointed to COU, improving day-to-day management. However, the overall governance structure was no longer considered suitable for the operation of a commercial function. COU management conducted a review of commercial operations at other duty stations and found the Vienna model to be the most relevant for Nairobi. These findings were reflected in a proposal for the governance of commercial operations that was presented to CSMT in August 2007.²⁹

66. Under this proposal, COU would continue to be self-sufficient, generating income predominantly through commissions charged on fuel and three commissary product categories (alcohol, tobacco and perfumes). COU would pay for the common services it uses in line with the cost-sharing mechanisms already established, while UNON would continue to provide administrative support (finance, human resources, payroll and procurement) and would advise COU of any charges arising for this support.³⁰ UNON would take on the role of service manager for this common service, and governance would be provided through the established CSGF.³¹

67. The proposal for the governance of commercial operations at Nairobi was endorsed by CSMT and CSEC, and was approved by CSB in December 2007.

Telephony

68. Telephone services are being provided to many United Nations offices. The Inspector was informed that this was on a cost plus infrastructure cost basis and that offices were billed on usage. No formal agreement is currently in place, but this is part of the work plan of the CSMT.

Mail and pouch

69. Postal, courier and pouch services are being provided to many United Nations offices. The Inspector was informed that this was on a cost reimbursable basis. No formal agreement

²⁸ Ibid., art. 2, para. 4 and annex E.

²⁹ Proposal to Common Services Management Team: Governance of commercial operations, 11 July 2007, UNON internal document.

³⁰ Ibid., para. 2.2.

³¹ Ibid., paras. 2.3-2.4.

is currently in place, but this is part of the work plan of CSMT. It is planned to undertake a feasibility study for a mail and registry unit.

Staff transport

70. When UNEP relocated to Gigiri from the city centre, a bus service was provided for local staff from the city centre. The service was subsequently extended to other locations in Nairobi and to other agencies. As staff pay only 18 per cent of the cost of the seat, this transport is heavily subsidized. This was justified to the Inspector on security grounds as local staff cannot afford to live in the safer parts of the city. No formal common services agreement is currently in place, but this is part of the work plan of the CSMT.

Training

71. The UNON Training Section provides training mainly to UNON, UNEP and UN-Habitat, but also to other United Nations offices, as well as spouses, as space allows.

C. Other services

72. In the context of supporting programmatic delivery, the Mombasa retreat recommended that the feasibility of common services in travel and procurement should be reviewed, bearing in mind the real need also to demonstrate savings.³² The comparative advantages that individual agencies could offer in different areas of procurement should also be considered.

Travel

73. Under a system in place since 2004, UNON has negotiated discounts directly with airlines for travel by UNON, UNEP and UN-Habitat personnel and pays a lump sum management fee to a travel agent for travel services. Discussions are now taking place with the airlines on the scope for improving the discounts if other United Nations entities in Nairobi join the scheme. There is also a proposal to move to a transactions fee basis and retain two travel agents. The Inspector was informed that about half of 62 United Nations entities have expressed interest and UNON has gone out for tender on this basis, although a bigger client base would be needed for two travel agents. It would also not be a full common service as travel processing would still be done by the various agencies.

Procurement

74. UNON currently does administrative procurement for UNEP and UN-Habitat and this could possibly be extended as a common service. It should be noted, however, that these organizations have expressed reservations about the quality of procurement services currently being provided. A sub-committee of procurement officers was examining the feasibility of common procurement services, but procurement was not currently seen as a priority by the common services governance entities. The Inspector is of the view that this position should be reconsidered. A recent report by JIU on procurement practices within the United Nations system has recommended further strengthening procurement reform by establishing central procurement facilities at the various duty stations, including at Nairobi.³³

³² UN common services retreat report 26-29 April 2006, internal document, undated, annex 2, para. 7.

³³ JIU/REP/2004/9, para. 70 and recommendation 8 (e).

75. Other services under consideration as possible common services are legal services, library services and radio communications. In the latter case, WFP has been asked to act as lead agency.

Conference services

76. Conference services are provided by UNON on a cost-recovery basis. The Division of Conference Services is headed by a Chief who is currently accountable to the Director-General of UNON. Under the new organizational structure, however, the Chief will be accountable to the new Director of Operations for the implementation of policies, procedures and practices established by the Under-Secretary-General for General Assembly and Conference Management.³⁴ The core functions include coordinating and managing the provision of conference services for meetings held at UNON and other locations. The Inspector was informed that there were some 1,700 meetings a year, including two week-long Governing Council meetings, but the utilization rate was well below that of conference facilities at United Nations Headquarters or the United Nations Office at Geneva. One reason was that organizations funded from extrabudgetary resources could choose where to hold their meetings. The service aims to be client-oriented, with cost estimates provided for every meeting and follow-up evaluation by clients. There are no immediate plans to bring conference services under CSGF. While some elements, such as printing, could be proposed as common services, others were more difficult because of direct links with United Nations Headquarters.

Financial and human resources management services

77. UNON is already providing some financial and human resources management services to peace-keeping operations on a cost recovery basis and there are possibilities for such services to be opened up to other agencies in the future. Areas for consideration in human resources management include a common service in recruitment of general service staff, including common testing, and a common consultants' roster.

³⁴ ST/SGB/2008/7, sect. 10.

V. MONITORING AND EVALUATION

78. Specific SLAs on common services provide that CSGF will review on a periodic basis progress made in implementing the annual work plan and expenditures as shown in the financial statements. CSGF would periodically review relevant annual activity reports and user satisfaction with the services.

79. For JMS, a subcommittee composed of personnel managers of all service users is tasked to monitor and evaluate the performance of JMS and related user satisfaction, advise CSGF on measures to upgrade the quality and efficiency of JMS, and recommend sanctions for unsatisfactory performance. For SSS, ICTS and HCRSU, CSGF “may establish subcommittees, task forces and working groups as appropriate for the purpose of oversight”. As other services are brought within CSGF, similar arrangements will be put in place.

80. According to the guidelines on the provision of common services, UNCSU would also monitor the quality of common services, including review of the performance and performance standards to evaluate the quality and timeliness of common services and to recommend improvements and changes in performance standards to CSMT. UNCSU would also monitor the performance of service managers of specific services for review by CSMT.³⁵

81. It appears that there is some overlap in responsibilities for monitoring and evaluating the performance of common services between service-specific subcommittees and UNCSU. The Inspector is of the view that monitoring and evaluation are more properly the responsibility of the subcommittees of the users than of the common services coordination function. The implementation of the following recommendation is expected to enhance the effectiveness of monitoring and evaluation of common services at Nairobi.

Recommendation 7

The executive heads of the United Nations system organizations participating in the Common Services Governance Framework at Nairobi should ensure that monitoring and evaluation of common services is carried out by service-specific subcommittees of users that should be established for this purpose.

82. Monitoring and evaluation is also an area where duplication appears to exist between CSGF and ESMB since both are tasked to evaluate service performance. The Resident Coordinator should ensure that her briefings to ESMB include the findings of the monitoring and evaluation reports of the subcommittees of the specific common services. However, the question of potential duplication in this area should be resolved within the planned review of CSGF (see Recommendation 1 above).

³⁵ United Nations common services retreat report 26-29 April 2006, internal document, undated, annex 1, para. 4 (vii).

Annex I**DEFINITIONS**

When the United Nations Common Services Unit was established in 1984, it was envisaged that it would provide two groups of services:

- **Common services** to be provided to all tenants: utilities, security, local transportation of some staff, telephone services, and buildings and grounds management.
- **Joint services** to be provided to UNEP and Habitat only: financial, personnel including medical, computers, conference and library, contracting and procurement, legal liaison, local transportation, communications, messenger and mailroom services.³⁶

Under the guidelines that were endorsed at the Mombasa retreat in April 2006, **common services may include the following services:**

- **Shared services**, jointly financed and managed by a group of offices of United Nations entities, funds, programmes or agencies;
- **Shared services**, managed by one office of a United Nations fund, programme or agency and provided to other offices of United Nations funds, programmes or agencies;
- **Out-sourced services** to the private sector on behalf of offices of United Nations funds, programmes or agencies;
- **Pooled services**, i.e., individual participating offices of United Nations funds, programmes or agencies contribute towards the common service in kind rather than in cash.³⁷

³⁶ A/C.5/38/35, para. 5.

³⁷ United Nations common services retreat report 26-29 April 2006, internal document, undated, annex 1, preamble para. 2.

Annex II**UNON BILLING AND COLLECTION PROCESS FOR COMMON SERVICES**

1	Numbers of staff (on/off location) Numbers of computers Numbers of bus services users	To be provided to UNON by September to enable cost apportionment
2	Budgets	UNON to provide budgets for approval by CSMT (September), CSEC (October) and CSB (November), for the following year
3	Invoice	UNON to submit accurate invoices, with details and breakdown, by February
4	Statement	30 days after invoice
5	Letter to Finance contact	45 days after invoice
6	Statement Letter and phone call to Chief of Operations/Finance	60 days after invoice
7	Statement Letter giving 30 days notice of discontinuation of service to representative	90 days after invoice
8	Phone call and visit to representative	90-110 days after invoice
9	Statement Discontinuation of service to key officials (Head of Agency, Chief of Administration/Operations, Chief Finance Officer)	120 days after invoice

Source: UNON

Notes:

UNON billing and collection process for common services approved by CSB 25 July 2007.

Agencies that prefer a different collection timetable to agree this with UNON by December, for the following year.

UNON to provide final accounts and adjustments in billings for the previous year by February.

Pre 1 January 2007 balances to be followed up by UNON by way of letters, statements and visits to debtor agency representatives.

Annex III**DIRECT CHARGE SERVICES**

Conference and meeting room facilities
Videoconferencing facilities
Commercial operations
Courier services
Catering services
Banking services
Postal services
Shipping and freight forwarding services
Staff recreational services
Press Centre
Business Centre
Travel agency
Moving services
Staff transportation
Printing services
Pouch services
Telecommunications services

Source: Memorandum of understanding concerning occupancy and use of common premises by United Nations agencies, programmes and offices: occupancy and use of common premises at United Nations Gigiri complex, draft of June 2007, annex E.

Annex IV
Overview of action to be taken by participating organizations on JIU recommendations
JIU/NOTE/2008/1

		Intended impact	United Nations, its funds and programmes											Specialized agencies and IAEA												
			United Nations*	UNCTAD	UNODC	UNEP	UN-HABITAT	UNHCR	UNRWA	UNDP	UNFPA	UNICEF	WFP	UNCRD	ILO	FAO	UNESCO	ICAO	WHO	UPU	ITU	WMO	IMO	WIPO	UNIDO	UNWTO
Report	For action		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	For information		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendation 1	e	E		E	E	E	E		E	E	E	E	E	E	E	E	E				E	E		E		
Recommendation 2	e	E				E	E																			
Recommendation 3	d	E																								
Recommendation 4	g	E																								
Recommendation 5	g	E		E	E	E	E		E	E	E	E	E	E	E	E	E				E	E		E		
Recommendation 6	e	E		E	E	E	E		E	E	E	E	E	E	E	E	E				E	E		E		
Recommendation 7	e	E		E	E	E	E		E	E	E	E	E	E	E	E	E				E	E		E		

Legend: **L:** Recommendation for decision by legislative organ
E: Recommendation for action by executive head
: Recommendation does not require action by this organization

Intended impact: **a:** enhanced accountability **b:** dissemination of best practices **c:** enhanced coordination and cooperation **d:** enhanced controls and compliance
e: enhanced effectiveness **f:** significant financial savings **g:** enhanced efficiency **o:** other

* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-HABITAT, UNHCR, UNRWA.