

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 consultations 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 summaries below) and four projects carried forward from the 2017 workplan.

Summaries of projects in the programme for work for 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 organization's own information technology (IT) infrastructure. Cloud services are provided upon request, as needed, and paid for as used. Once available, they can be accessed without further interaction with the service provider. They can be elastically provisioned, enabling applications to be scaled up rapidly in line with actual demand. Computing resources are available and accessible over broad networks and the output is measured, which allows control and optimization of their use. Nevertheless, these potential benefits may never be fully realized without proper planning, informed policies and practices, rigorous analysis and understanding of the contractual terms, and without assurances with regard to safeguards in relation to the protection of data, integrity and security of processes, continuity of service, compliance of the service provider with its obligations, absence of hidden costs and clarity regarding post-contractual costs.

68. While most United Nations system organizations envisage migration to cloud services for their computing needs, the level of implementation varies vastly. 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 may also be instances of shadow IT, namely services that are not supported or formally approved by the central IT unit or its 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, 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 in terms of relevance, effectiveness, efficiency, impact and sustainability. The extent of these change initiatives varies in scale, intensity and complexity. A better understanding of the factors that enhance successful change is developing, but has not yet been sufficiently advocated. Systems such as the United Nations Laboratory for Organizational Change and Knowledge

have been developed to support organizations through change processes. The Laboratory has disseminated best practices and lessons learned 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 ([A/72/124-E/2018/3](#)) and [A/72/684-E/2018/7](#)).

71. The review will use the systems that are 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 possess to effectively manage change, and will 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 reports of the Joint Inspection Unit have spoken to the need for independent oversight committees that would advise and support legislative bodies in carrying out their oversight functions. At the same time, many United Nations system organizations have constituted oversight committees with varying characteristics.

73. The envisaged review will examine the situation with respect to oversight committees in participating organizations. It will review their roles, compositions, authority and mandates, methods of functioning, the qualifications of their members, selection processes, independence, reporting relationships and mechanisms, including with respect to their legislative bodies, and the scope of their responsibilities with respect to internal and external oversight bodies. The report will make recommendations needed to ensure application of good practices that provide for the 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 policymakers 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 organizations spend significant amounts 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 with regard to the generation and uptake of research, assess collaboration with academia and think tanks and identify mechanisms to strengthen existing research capacities. It will also seek to improve the use of research outcomes that originate outside the United Nations system, enhance coordination to enable transdisciplinary research and foster

inter-agency cooperation. The report will also explore ways to promote understanding and compatibilities between the United Nations entities and specialized 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 better coordinated and more coherent action at the system-wide level would enhance the effectiveness and efficiency of the United Nations system and facilitate an intensive global engagement in support of the implementation of the 2030 Agenda.

77. In April 2016, the CEB High-level Committee on Programmes endorsed 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](#), annex V). 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. 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 work of the United Nations system in facilitating the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 (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 for Disaster Risk Reduction and the session of the high-level political forum on sustainable development to be held in July 2019.

Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

78. The Joint Inspection Unit will undertake a system-wide evaluation of the effectiveness, value added and impact of the United Nations 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 Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact ([CEB/2006/2](#)) was endorsed by CEB in October 2006. CEB called for a United Nations system-wide action plan that included indicators, timetables, allocation of responsibilities, accountability mechanisms and resources as essential to make the strategy of gender mainstreaming operational. The System-Wide Action Plan on Gender was developed following a series of extensive consultations involving various stakeholders between July 2011 and February 2012.

80. The United Nations framework sets out a plan for three aligned forces of accountability for gender equality and the empowerment of women: (a) a focus on corporate processes and institutional arrangements at the individual entity level; (b) United Nations country team performance indicators on joint processes and institutional arrangements within the country team; and (c) development results at the country and normative levels.

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

81. UNAIDS was established by the Economic and Social Council in its resolution 1994/24 and was 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 organizational structure and executive management, strategic planning, the funding mechanism, the financial framework and control, human resources management, information management and technology, operational support services, the functioning of regional and country offices and oversight.

Accessibility of United Nations conferences and meetings for persons with disabilities

83. The rights of persons with disabilities have been 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), and that of the Special Rapporteur of the Human Rights Council on the rights of persons with disabilities, as well as the report of the task force on secretariat services, accessibility for persons with disabilities and use of information technology set up by the Human Rights Council, which was adopted on 22 March 2012, focused attention on the importance of accessibility and outlined several practical measures. The adoption of the 2030 Agenda gave further impetus to concerted global and national actions for the empowerment of persons with disabilities, as five of the 17 Sustainable Development Goals emphasize the need to pay 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 to improve accessibility for persons with disabilities to 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-related mechanisms and bodies. The review will analyse the shortcomings and challenges with regard to the existing regulatory frameworks, rules, facilities, equipment and structures, as well as 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. The report will aim at recommending further steps for improving the performance of the organizations in this critical area, including by increased use of information and communications technology and 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 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 the structure and governance of ICAO and its 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 ICAO ([JIU/REP/2007/5](#)) will be taken into account as appropriate.

Annex V

Programme of work for 2018^a

<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 System-wide Action Plan on Gender Equality and the Empowerment of Women	System-wide
A.438	Review of management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS)	Single
A.439	Accessibility of 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

^a Subject to change during the year.

