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**REPORTS BY THE JOINT INSPECTION UNIT (JIU) OF INTEREST TO UNESCO
AND THE STATUS OF IMPLEMENTATION OF APPROVED/ACCEPTED
RECOMMENDATIONS OF JOINT INSPECTION UNIT REPORTS**

SUMMARY

In accordance with Article 11 of the Statute of the Joint Inspection Unit (JIU), the Director-General transmits the following JIU reports to the Executive Board for consideration, accompanied by his own comments and observations: Procurement practices within the United Nations system (JIU/REP/2004/9 and Corr. (English only)), Harmonization of the conditions of travel throughout the United Nations system (JIU/REP/2004/10), Some measures to improve the overall performance of the United Nations system at the country level (JIU/REP/2005/2, Parts I and II), Policies of United Nations system organizations towards the use of open-source software (OSS) in the Secretariats (JIU/REP/2005/3 and Corr.), A common payroll for United Nations system organizations (JIU/REP/2005/4) and Policies of United Nations system organizations towards the use of open-source software (OSS) for development (JIU/REP/2005/7). The full text of these reports is available upon request (English and French only). These reports are also available on the web at <http://www.unsystem.org/jiu/>.

In addition, the Director-General was invited by the Executive Board (169 EX/Decision 7.2 and 171 EX/Decision 48) to submit to it a status report on the implementation of the JIU recommendations. The attached updated report (Annex) incorporates the recommendations of nine previous reports relevant to UNESCO with the status of implementation and the Director-General's commitments on further action to be taken on those recommendations.

Decision proposed: paragraph 52.

Procurement practices within the United Nations system (JIU/REP/2004/9 and Corr. (English only))

1. The objective of the report is to identify opportunities for increasing procurement efficiency and effectiveness in the United Nations system, especially through productivity enhancement, improved cooperation and coordination and technological innovations.
2. The report is based on visits to and documentation requested from 19 United Nations organizations and programmes and provides an overview of comparative procurement volumes and cost-effectiveness.
3. The Director-General fully recognizes the change of the procurement function from a traditionally administrative activity into a financially high-profile and high-risk task. With the ongoing decentralization process, such risk might considerably increase. UNESCO will therefore have to consider strengthening its procurement capacities at both Headquarters and field level, undertake efforts to streamline procedures and secure strict adherence to applicable rules and regulations.
4. Though many recommendations are addressed primarily to the United Nations organs and programmes, the Director-General agrees with Recommendation 2 on rationalization of procurement processes, as well as a need for increased cooperation and even consolidation of procurement. However, if the ultimate purpose of this recommendation is to centralize all United Nations procurement including those from the specialized agencies, UNESCO strongly objects, due to differences in applicable rules, staffing, major items procured, funding sources, etc. UNESCO also disagrees with the conclusion that no technical specialization in frequently purchased items is needed among procurement staff. Such special knowledge is exactly the basis for procurement of quality products and services and can only be acquired through daily work in the particular technical field. In practice, the merging of procurement activities within the United Nations system would most probably result in a loss of this specialized knowledge.
5. The requirement for procurement personnel with adequate training in legal aspects and contract design as mentioned in Recommendation 4 is fully supported. In practice two staff members within the Procurement Service at Headquarters have undergone legal training and possess the relevant experience. Moreover, the Procurement Service can also rely on the Office of the Legal Adviser, which is required to approve any new or non-standard document prior to its dissemination.
6. The Director-General welcomes the “Common Procurement Training Initiative for the United Nations” and the implementation of a certification system for procurement personnel as per Recommendation 5. One staff member has already been sent to the respective training of trainers’ workshop in 2005. The preparation of the first candidates for the certification will start in 2006.
7. The Director-General fully agrees with Recommendation 6 on harmonization of procurement policies, procedures and practices in recognizing that that they should be valid throughout the entire United Nations system regardless of who procures what from where and for whom. UNESCO supports the recommendation for the development of a common Manual. It should, however, be as generic as possible and leave room for each entity to slightly modify it according to specific internal rules.
8. The Director-General endorses Recommendation 7 regarding the role and mandate of the Inter-Agency Procurement Working Group (IAPWG). UNESCO, as one of the six foundation members of the IAPWG, has always received guidance, ideas and support from this group.

UNESCO is however much concerned that this forum of practitioners will disappear if its work is formalized and its level brought up to just policy-making and reporting.

9. UNESCO is convinced that this working group, being the oldest informal forum within the United Nations, should retain its special character of informality to foster open exchange of experiences, results and ideas among the practitioners in procurement. Therefore, annual reporting to the General Assembly through CEB would be welcomed, whereas a need for the CEB to provide policy guidance to the IAPWG or even integrate it into its structure is not supported.

10. The Director-General concurs with the request for an extended use of cooperative agreements as stated in this recommendation. The respective part of the Administrative Manual has already been revised in order to include the use of contracts made by other United Nations entities for common user products and services as justification for application of the Direct Single-Source Procurement Method.

11. The Director-General supports Recommendation 8 on common procurement services as it highlights the importance of consolidation of procurement activities undertaken by entities within the same location (e.g. field offices) and their concentration in a joint service. Thus, the efficiency of the process will increase, the financial and technical risk be reduced and the application of rules secured.

12. UNESCO highly appreciates the contribution of UNOPS and IAPSO in support to the United Nations organs, programmes and specialized agencies. UNOPS has become a reliable partner for the implementation of complex projects, in crisis and post-conflict areas in particular. Although IAPSO has never been contracted as a supply source, UNESCO has taken the benefit of advice provided by this entity (e.g. for motor vehicles), but also related to their efforts for standardization and harmonization. If these two entities merge, as proposed in this recommendation, they should maintain a similar range of support to the United Nations system.

13. UNESCO agrees that procurement is a key function in public fund management and should be handled by staff possessing specialized expertise and absolutely loyalty to the Organization. In recognition that procurement is a strategic function (rather than an ancillary support activity), UNESCO agrees with the inspectors that it is not wise to outsource strategic and core functions (Recommendation 8). Outsourcing is not an efficient option for small and low value procurement within a decentralized environment (e.g. at field office level) nor for highly complex procurement requiring specialized technical expertise, to secure a result-oriented procurement, shorten delivery times and securing high quality and cost-effectiveness.

14. The Director-General agrees with Recommendation 9 on electronic procurement methods. Various simplified contract management systems based on Internet applications are in use to support project procurement. However, there is no efficient solution covering the requisition process for UNESCO's typical range of contracts for professional services and specialized equipment, including the requirement for geographical distribution and variety of suppliers. Therefore, the SAP technical solutions will have to be studied and adapted and further included in the roll-out of FABS to offices away from Headquarters, thus ensuring that the same electronic tool for procurement is used throughout the entire Organization, procedures are harmonized and control and reporting includes all UNESCO's expenditures for procurement of supplies, equipment, works and professional services.

15. With regard to a need for training of procurement staff in recipient countries as stated in Recommendation 10, it has to be noted that this request is beyond the mandate and resources of UNESCO. The recommendation to incorporate capacity-building in target countries as part of the

Organization's procurement activities is therefore not supported. However, with increasing procurement from those countries, opportunities are sought to teach the local and regional business community on how to do business with UNESCO.

Harmonization of the conditions of travel throughout the United Nations system (JIU/REP/2004/10)

16. The objective of this JIU report is to analyse the various elements of travel – categories, class and means of travel, stopovers, subsistence allowances, terminal expenses, lump sum options – of officials travelling at the expense of the United Nations, and propose measures aimed at harmonizing travel policies and practices throughout the organizations of the United Nations system.

17. The Director-General agrees with Recommendation 1 addressed to the Secretary-General to review, within the framework of the CEB, the criteria used to determine the class of travel of staff members, with a view to adopting a common policy at the United Nations system level in particular with regard to the minimum travel time for entitlement to business class. However, it is considered that the cost implications of recommendations which could result in a budgetary increase should be a major criteria for their consideration. Some agencies are better placed than others to implement such recommendations and at a time when the Organization is hard pressed to live within its existing budget it will be difficult to take up recommendations that will increase the cost base unless the related benefits far outweigh the costs.

18. In respect of the standard of accommodation for air travel in business class, it should be noted that a growing number of air carriers, such as British Airways, are now introducing premium economy class or deluxe economy class. This class provides more legroom and comfort which is the main purpose of recommending travel in business class. In the Director-General's view the "class above the regular economy class" should be considered instead of "class immediately below first class". This would result in a significant saving to the organizations but still achieve the main objectives.

19. The Director-General agrees in principle with Recommendation 3 to use as a benchmark 75% of the full economy fare for the lump sum amount for home leave, family visit and education grant. It is UNESCO's intention to increase the lump sum amount – in a gradual and phased way – to arrive at 75% as recommended by the JIU (a first increase took place in November 2001, from 50% to 60%). However, UNESCO has already estimated that the cost of moving from 60% to 75% would result in a negative impact of approximately US \$1 million on the Organization's budget. Such financial implications would need to be taken into account before introducing such a change.

20. In respect of Recommendation 6 to enforce the use of alternative modes of transportation, UNESCO's rules and regulations make clear reference to the choice of route and mode of travel by all means of transportation (air, sea, rail and private car) and the decision regarding the mode of travel is based on economy and cost-effectiveness criteria. In the majority of cases travel is undertaken by air, but in case of travel for particular itineraries such as Geneva, London and Brussels, quotations are provided also for travel by rail and this mode of transportation is usually chosen.

21. In regard to Recommendation 7 concerning the use of rented cars, for the time being UNESCO does not have specific regulations governing the use of rented cars but plans to establish such guidelines. It should be noted that such costs are insignificant within the context of the overall travel budget.

22. While recognizing the merits of Recommendation 9, concerning the payment of a full advance of subsistence allowance, the Director-General takes the view that, before implementing this recommendation, it is necessary to consider the implications for the financial controls associated with official travel, and the cost and implications of redesigning the IT systems in place (SAP) for paying full advance of DSA.

23. In respect of Recommendation 10 concerning stopovers, UNESCO is planning to revisit the policy on stopovers and time off before being required to return to work after long flights for staff travelling business class, in the context of the new business class travel policy.

Some measures to improve the overall performance of the United Nations system at the country level (JIU/REP/2005/2, Parts I and II)

24. This report comprises two parts, the first of which deals with the history of reform of the United Nations, with special emphasis on operational activities and the second part addresses the following issues and formulates recommendations to improve them:

- fostering a culture of partnership for improved analysis, planning, programme implementation and results;
- simplification and harmonization of procedures;
- rationalizing field presence;
- monitoring progress in operational activities for development;
- measures to improve transparency.

25. All the proposals contained in Recommendation 1, which aim to improve analysis, planning, programme implementation and results, constitute a consistent framework for progress fully in line with UNESCO's approach. The Director-General endorses this framework, and information meetings and training courses have already been held to ensure that the Secretariat as a whole will place its action within a framework consistent with this approach.

26. The Director-General has no objection to Recommendation 2, which proposes that the General Assembly mandate the governing bodies of the United Nations system organizations to consider measures aimed at fostering a culture of partnership, but would qualify the phrase "wherever possible" used in paragraph (a) of the recommendation. It should be noted, however, that as UNESCO's mandate is global in scope, its action may not be confined to a host of operations conducted individually to match priorities defined by countries, at the risk of actually undermining its distinguishing feature, namely the strengthening of relations among peoples and the promotion of international commitments over and above prevailing local priorities. It nevertheless remains desirable that even this wider ranging action should in practice be in line with those priorities "wherever possible".

27. Recommendation 3 proposes that the Secretary-General task the resident coordinators and/or sectoral lead agencies to ensure involvement of all the members of the United Nations Development Group (UNDG) in the work of the United Nations Country Teams. This proposal is too restrictive, and should be extended to all the agencies, whether members of UNDG or not. The Director-General can only welcome action by the resident coordinators to ensure that all agencies, whether represented in a given country or not, cooperate actively in all procedures arising from Recommendation 1. Steps will be taken to ensure that UNESCO is always able to take up

invitations to participate which must be extended to it for all the activities involving the formation of a country team.

28. In Recommendation 4 it is recommended that a single core country analysis and a single, country-level, comprehensive implementation plan be achieved over time. UNESCO fully supports the analysis on which this recommendation rests and is ready to collaborate in its fields of competence, in particular through its Institute for Statistics and its field offices, in achieving a “single core country analysis” and a single “comprehensive implementation plan” for each country, in cooperation with the respective National Commissions for UNESCO.

29. Recommendation 5 urges all executive heads of United Nations system organizations to foster a spirit of inter-agency cooperation among their staff. The Director-General has urged UNESCO’s sectors and services, and the field offices in particular, to act systematically in close cooperation with the United Nations system in the field, and training was provided to that end in 2005, particularly on country programming processes. The design of the Programme and Budget for the next biennium will be marked by this line of emphasis. He personally plays a very active role within the United Nations System Chief Executives Board for Coordination (CEB) to promote such a spirit. The instructions received by the heads of field units are fully consistent with this approach.

30. In Recommendation 6 it is recommended that common training opportunities be increased and optimal use be made of the United Nations System Staff College. The Director-General is open to this proposal, and staff have already been sent on training courses of interest to the various agencies’ staff, while representatives from other agencies have taken part in training provided in the field (offices and National Commissions) by UNESCO. Under its training policy, which has been strengthened considerably since the last biennium, this move towards common training opportunities and better use of the United Nations System Staff College is expected to become increasingly important.

31. In Recommendations 7 and 8 it is proposed that the governing bodies of the United Nations undertake to study the obstacles to staff mobility within the United Nations system. This recommendation has not yet been placed on the agenda of the governing bodies.

32. Recommendation 18 requests UNDG organizations to ensure that each resident coordinator set up a public website so that their activities may be followed up. The Director-General is in favour of this initiative, as long as the site, in addition to providing all desirable links to those of the specialized agencies and other operators, includes full details on all activities and all stakeholders and not on UNDG organizations only. On a more general note, such a distinction, relevant in regard to improving UNDG’s internal cohesion, is inappropriate if it implies that UNDG will have a pre-eminent core mission while non-UNDG agencies will be on the periphery. There is always a risk that such a manifestly flawed vision might arise from measures aimed at giving UNDG a high profile. The United Nations system must stand as an integrated whole, with all its component parts being held in equal dignity.

33. Recommendation 19 requests the United Nations System Chief Executives Board for Coordination (CEB) to set up an inter-agency task force to examine extrabudgetary fundraising. Greater consistency in extrabudgetary fundraising is a just cause, in particular from the standpoint of predictability and sustainability, both mentioned in paragraph (b) of this recommendation. The Director-General has no objection to proceeding along these lines, particularly in respect of major causes and coalitions, such as Education for All. Nevertheless, this initiative has its limitations, since donors do prefer one organization or the other, for their own individual reasons and, quite rightly so no doubt, to guard against the idea of a single identified contractor within the United Nations system.

Policies of United Nations system organizations towards the use of open-source software (OSS) in the Secretariats (JIU/REP/2005/3 and Corr.)

34. The objective of this report is to contribute in raising awareness on the increasing use of open-source software (OSS) by public administrations worldwide and to highlight some of the requirements to be met by United Nations system organizations in creating an enabling environment if they intend to make more use of OSS as indicated in the new United Nations system-wide information and communication technology (ICT) strategy.

35. The Director-General welcomes Recommendation 1 addressed to the General Assembly to guarantee universal access to information and to foster knowledge-sharing. The principle and the right to universal access to public information without obligation of the interested parties to acquire particular software has to be ensured by the use of openly available, appropriate, established and mature standards for public information. As regards the interoperability of the ICT systems of different organizations and permanence of public records, practical considerations mean that it is ensured by the capability to exchange archived data using the same appropriate standards.

36. In respect of Recommendation 2 addressed to the Secretary-General to take stock of the experiences of Member States and undertake the necessary consultations within CEB in order to establish a United Nations system-wide Interoperability Framework (UNIF), the Director-General considers that the establishment of such an Interoperability Framework may not be cost-effective, and the risks of enforcing outdated, limiting or confusing standards has to be considered. The proposed framework as suggested might impose unreasonable restrictions to the choice or design of ICT systems and increased implementation costs that may only be justified in cases where there is real need for interoperability or interchange of information. The recommendation should concentrate on giving equal consideration to all appropriate solutions available on the market including Open Source solutions, and make decisions based on value for money.

37. The Director-General agrees with Recommendation 3 that executive heads of United Nations organizations should submit, after consideration by the General Assembly, the proposed system-wide ICT strategy to the governing bodies, along with the implications for aligning existing ICT strategies with this new system-wide strategy.

38. In regard to Recommendation 4 addressed to the Secretary-General as Chairman of CEB to take the necessary measures to establish a data repository of mature OSS solutions used by United Nations system organizations which could be accessed by all interested parties, it should be noted that an inventory of OSS applications used by United Nations organizations was made by the ICT Network. Open Source inventories are also maintained by several organizations including the Open Source Observatory maintained by the EU Commission and the UNESCO/FSF directory (<http://fsd.unesco.org/directory/>).

39. The Director-General welcomes Recommendation 5 that executive heads of United Nations organizations should assess the total cost of ownership (TCO) of their current platforms and they should implement processes measuring the total economic impact of their IT investments, including their use of OSS as well as the implications for Member States. This assessment should be undertaken after the adoption of the United Nations System ICT Strategy Framework.

40. In respect of Recommendation 6 addressed to the General Assembly in relation to the proposed United Nations Interoperability Framework referred to above in Recommendation 2, the Director-General considers that the option to concentrate on this Interoperability Framework instead of enforcing the overall ICT coordination inside CEB, somehow limits the possibilities of synergy and cooperation between organizations which would be much more beneficial than treating the

issues of interoperability and use of OSS alone. The interoperability framework should be part of the United Nations ICT Strategy, and not be competing with it. Enforcing ICT coordination inside CEB seems more consistent with the JIU recommendations to bring ICT coordination to higher levels in the organizations.

A common payroll for United Nations system organizations (JIU/REP/2005/4)

41. This report examines payroll service delivery in different organizations in order to identify major obstacles and to develop recommendations for future improvement of payroll systems and processes. The analysis and recommendations are intended to provide a starting point for a future cost-effective solution for payroll delivery across United Nations organizations.

42. There can be little doubt that a common United Nations payroll system could bring many benefits to United Nations organizations, including financial, efficiency, harmonization and simplification of procedures. The solution is technically feasible and there are many examples of payroll services being supplied by specialist internal agencies or by outsourced suppliers. Clearly, the service would need to be customized for individual agencies, but this should not be an insurmountable problem.

43. In terms of savings and benefits, although the data presented in the report is very approximate (e.g. the current and benchmark payroll costs per employee are very tentative and there are no estimates of the potential installation and customization costs for an organization of a new system), there are likely to be significant financial advantages: cheaper services, shared maintenance costs, more efficient procedures and processes, etc.

44. The JIU analysis is less persuasive if judged from the perspective of individual agencies. In UNESCO's case the payroll system is now 35 years old and seriously hinders the introduction of streamlined, efficient processes and services. Payroll development is long overdue and there would be high risks to wait for the availability of a common service provided by an internal or outsourced supplier. But given the similar poor condition of the supporting post and personnel systems, it is clearly cost-effective to change all these systems at the same time. While accepting that the process streamlining resulting from these changes should make it easier to migrate to a different system in the future, the economics suggest that UNESCO is unlikely to want to switch system suppliers in the time-frames envisaged in the JIU paper.

45. In this respect, it would have been useful if the JIU had provided a detailed analysis of the practical issues and financial implications that will confront United Nations organizations, who will find themselves at different stages of payroll development, in migrating to new systems. It is of course understood that such developments will not be compulsory: organizations will only consider migrating to another system supplier if, and when, the circumstances are right to do so.

46. The JIU analysis is also quiet on the question of system suppliers. While we could imagine that there will be a number of external suppliers only too keen to get involved in providing common IT services across the United Nations system, it would be very useful to know whether in fact there are any internal organizations who will be able and willing to provide a common payroll service to all other United Nations agencies, which are expected to be a cheaper option than outsourcing. This will of course require a massive commitment to ensure continuity of service.

47. Turning to the specific recommendations, it is clear that there is already broad HLCM support for this development: indeed, HLCM agreed last year that future work should focus on governance and organizational constraints, and on proposals for a prioritized and coordinated implementation plan. Therefore, the Director-General welcomes the two recommendations addressed to the General

Assembly and the Secretary-General to endorse the development of a common payroll system as the first step towards a common ERP for the United Nations system as a whole, and in particular Recommendation 2(b) proposing to start work to harmonize, simplify and standardize the application of payroll and allowances across the United Nations common system.

Policies of United Nations system organizations towards the use of open-source software (OSS) for development (JIU/REP/2005/7)

48. The main focus of this report is to examine the extent to which, in the wider framework of using information and communication technologies (ICT) for development, the use of open-source software can foster the achievement of specific objectives set in the Millennium Development Goals (MDGs) and the Plan of Action adopted in 2003 by the World Summit on the Information Society (WSIS).

49. The Director-General welcomes the recommendations of this report addressed to the General Assembly, the Secretary-General and the United Nations system organizations, namely to provide their full support to Member States opting to develop initiatives for using OSS to reach the MDGs targets; to encourage Member States to promote access to low-cost hardware and software including those based on OSS and to foster capacity-building programmes and providing incentives for ongoing local OSS development and support; and to develop software applications under OSS licences whenever possible and make them readily accessible online to various stakeholders.

50. In this context UNESCO is managing several projects that contribute to the implementation of these recommendations, and the following activities are particularly noteworthy:

- (i) From worldwide libraries and documentation centres to science labs, universities and administrative offices, UNESCO has been a pioneer in supporting the development of advanced multilingual software distributed free of charge around the world for more than two decades. Starting with the development of a generalized information storage and retrieval system for bibliographic information in the 1980s, activities have now been expanded to include support for the development of free and open-source software with the launch of UNESCO's free and open software portal in 2001 (www.unesco.org/webworld/portal_freesoft). The focus of all these programmes, available in many languages and including the documentation and training material, is to allow Member States to access and use new IT technologies while being active and equitable partners in its development. Of all the software tools developed by UNESCO, the most popular has been the CDS/ISIS software (www.unesco.org/isis) for creating, updating and searching textual databases. While project managers have an official register of 100,000 institutions and individuals using this software, the real number of beneficiaries can be multiplied exponentially. The CDS/ISIS software for Windows (WINISIS) is provided free of charge by UNESCO and is regularly updated;
- (ii) The Internationally Developed Data Analysis and Management Software (IDAMS) (www.unesco.org/idams) is another software package developed by UNESCO to serve as a powerful professional tool for scientific, educational and administrative environments in handling and analysing numerical data. More than 12,000 users (institutions and individuals) have been registered so far, but these are conservative estimates of the real reach of the software;
- (iii) Since the launch of its free and open-source software portal in 2001, UNESCO has also been both a practical and ideological leader in supporting the Free Open-source Software (FOSS) development model. The development philosophy of FOSS

encourages solidarity, collaboration and voluntary community work among programmers, librarians, scientists, researchers and computer users. The portal gives access to local and remote documents as well as to websites which are hosting the most popular and useful FOSS software packages in UNESCO's fields of competence, notably the public sector, higher education and research environment (www.unesco.org/webworld/portal_freesoft);

- (iv) The CDS/ISIS and IDAMS software are developed using the FOSS model and UNESCO supports the development of the popular open-source Greenstone Digital Library system (www.greenstone.org), which is helping educational, cultural and scientific institutions worldwide to build and share compatible digital libraries of open access and public domain information.

Status report on the implementation of recommendations

51. The Annex analyses the status of implementation for nine previous JIU reports, using the common format suggested by the JIU for all organizations. This analysis is based on a tracking system introduced by IOS in autumn 2002.

Proposed draft decision

52. The Executive Board may wish to consider a decision along the following lines:

The Executive Board,

1. Recalling 169 EX/Decision 7.2 and 171 EX/Decision 48,
2. Having examined document 174 EX/33, containing the comments by the Director-General and the status of implementation of recommendations of previous JIU reports,
3. Thanks the Joint Inspection Unit for its reports entitled Procurement practices within the United Nations system (JIU/REP/2004/9 and Corr. (English only)), Harmonization of the conditions of travel throughout the United Nations system (JIU/REP/2004/10), Some measures to improve the overall performance of the United Nations system at the country level (JIU/REP/2005/2, Parts I and II), Policies of United Nations system organizations towards the use of open-source software (OSS) in the Secretariats (JIU/REP/2005/3 and Corr.), A common payroll for United Nations system organizations (JIU/REP/2005/4) and Policies of United Nations system organizations towards the use of open-source software (OSS) for development (JIU/REP/2005/7);
4. Requests the Director-General to ensure the follow-up of implementation of approved/accepted recommendations of JIU reports, and to report to it at its 176th session on the status of implementation of those recommendations.

ANNEX

STATUS REPORT ON THE IMPLEMENTATION OF APPROVED/ACCEPTED JIU RECOMMENDATIONS

**JIU/REP/2001/1: MANAGEMENT OF BUILDINGS: PRACTICES OF SELECTED UNITED NATIONS SYSTEM ORGANIZATIONS
RELEVANT TO THE RENOVATION OF THE UNITED NATIONS HEADQUARTERS**

SECTOR/OFFICE RESPONSIBLE FOR IMPLEMENTATION: ADM/HQD

RECOMMENDATION NUMBER	APPROVED ¹ or ACCEPTED ²	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
<p>Recommendation 1 In the context of the capital master plan, the General Assembly should review the practice and establish a policy on the management and maintenance of United Nations buildings on the basis of the proposal submitted by the Secretary-General.</p>	Accepted	While the capital master plan issues are being successfully resolved in UNESCO in the Fontenoy site, a comprehensive maintenance policy has yet to be developed. Sufficient funding is a precondition for establishing a sound maintenance policy intended to replace the reactive approach consisting in handling emergency situations. The Miollis/Bonvin site is not covered by the ongoing renovation plan.	Is being implemented	Ongoing	Available resources continue to be insufficient
<p>Recommendation 2 The United Nations Secretariat should take measures aimed at full compliance of its buildings with the local building codes, with a view to ensuring safety, security and a sound working environment in the United Nations Headquarters.</p>	Accepted	For a long time now, this recommendation has been continually implemented, to the extent possible, by UNESCO. The JIU report cites UNESCO as one of the good examples. However, available resources are not always sufficient to comply immediately with the evolving regulations and norms.	Is being implemented	Ongoing	Available resources continue to be insufficient
<p>Recommendation 3 Financial and non-financial support from the host government and the local authorities needs to be solicited and encouraged in the implementation of the current project for renovating and improving the United Nations Headquarters buildings.</p>	Accepted	This recommendation has always been implemented by UNESCO. The JIU report cites UNESCO as one of the good examples.	Is being implemented	Ongoing	Support from the host country constitutes one of the major factors in the implementation of the renovation projects

¹ Recommendations approved by legislative organs.

² Recommendations accepted by executive heads without legislative action.

RECOMMENDATION NUMBER	APPROVED or ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
<p>Recommendation 4 The Secretary-General should ensure that the Facilities Management Division of the Office of Central Support Services has sufficient staff with the required professional capability to supervise the implementation of the capital master plan.</p>	Accepted	The system established in UNESCO (including the participation of the external project management team) is sufficient for supervising the implementation of the Renovation Plan.	Has been implemented	Completed	
<p>Recommendation 5 The General Assembly should request the Secretary-General to prepare a feasibility study for establishing a building/real estate fund for the purpose of covering the costs of major repairs, renovation, upgrading and replacement of equipment.</p>	Accepted	A feasibility study should be prepared for establishing a special building/real estate fund for the purpose of covering the costs of major repairs, renovation, upgrading and replacement of equipment.	Action to be taken	To be prepared	Available budgetary resources remaining insufficient
<p>Recommendation 6 The Secretary-General should report to the General Assembly on the use of modern management tools such as information technology and a cost measurement system, that measure the operating costs of office space by organizational unit of the Secretariat.</p>	Accepted	The experience in the United Nations system has to be examined, adapted to UNESCO conditions; software and hardware to be purchased.	Is being implemented	Ongoing	INFM-6 meeting (6 February 2006) will provide some necessary elements for this undertaking
<p>Recommendation 7 In the context of the capital master plan, the Secretary-General should report on office space management, indicating the need for possible changes in office space standards.</p>	Accepted	Within the framework of Phase 2 of the Renovation Plan, office space standards have to be revised, premises allocated to sectors and services redistributed.	Has been implemented	Completed	
<p>Recommendation 8 The Secretary-General should revise and enforce norms and standards for office space allocation at the United Nations Headquarters and other duty stations, in order to avoid discrimination and disputes.</p>	Accepted	Within the framework of Phase 2 of the Renovation Plan, office space standards have to be revised, premises allocated to sectors and services redistributed.	Has been implemented	Completed	

JIU/REP/2001/2: UNITED NATIONS SYSTEM SUPPORT FOR SCIENCE AND TECHNOLOGY IN LATIN AMERICA AND THE CARIBBEAN

SECTOR/OFFICE RESPONSIBLE FOR IMPLEMENTATION: SCIENCE SECTOR AND UNESCO OFFICE IN MONTEVIDEO

RECOMMENDATION NUMBER	APPROVED or ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
Recommendation 1	Not relevant to UNESCO				
<p>Recommendation 2 Capacity-building in information technology (IT)</p> <p>(a) ECLAC should further expand its use of information technology as a cross-sectoral and cross-programme tool in order to enhance programmatic coordination and internal work-process efficiencies, and to assist its member countries more effectively in the implementation of the Declaration of Florianopolis (Brazil) of 21 June 2000.</p> <p>(b) The United Nations Development Group and specialized agencies should study IDB's policy and operational approaches to IT capacity-building in Latin America and the Caribbean, in order to derive lessons that could be applied in other developing regions.</p>	2(a) Accepted	Suggest the creation of an inter-agency working group to design a regional and subregional strategy for ICTs for development, including the conceptualization of a comprehensive document defining the respective roles and schedules for each United Nations agency. At regional level both UNESCO Montevideo and Quito Offices should work together to prepare this strategy.	<ul style="list-style-type: none"> ▪ E-LAC 2007 of CEPAL (the action plan discussed at Quito meeting – organized by Ecuador and UNESCO – was updated during WSIS Tunis, November 2005); ▪ the Telework courses given to tele-entrepreneurs and teleworkers (several distance learning courses for ca. 250 participants); ▪ workshop on ICT for visually impaired people (held in Buenos Aires, attended by 20 participants from MERCOSUR countries and Chile); ▪ training for the Iberian American and the Caribbean Global Heritage Portal (Cartagena, Colombia, 40 people from 19 LAC countries); ▪ four workshops on digital heritage preservation (Nicaragua, Brazil, Jamaica and Colombia, attended by ca. 300 participants in total); ▪ workshop for indigenous Telecentre administrators Part I (held in Quito, 37 participants from Chile, Bolivia, Ecuador, Colombia, Venezuela, Peru, Mexico); ▪ Part II for the rest of the Latin American countries was held in Mexico organized by the Institute of Connectivity for the Americas (ICA) in coordination with UNESCO Quito; 	Completed	

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			<ul style="list-style-type: none"> ▪ LACFREE 2005 conference in Recife on Free and Open Source Software in Latin America and the Caribbean with support of Brazilian Authorities (www.lacfree2005.org); ▪ Capacity-Building on Virtual Libraries (training on Greenstone) with workshops in Fortaleza (Brazil) and Montevideo (Uruguay) 90 participants mostly from MERCOSUR countries, Bolivia and Chile; ▪ ICT Capacity-building for people with special needs e.g. the blind, Foro Montevideo 2005; ▪ Network of FLOSS telecentres for IT capacity-building in Argentina, Uruguay, Brazil, Paraguay, Chile. 		
<p>Recommendation 3 Latin American Economic System (SELA) Pursuant to several General Assembly resolutions, in particular A/RES/54/8 of 18 November 1999, United Nations system organizations active in Latin America and the Caribbean should intensify their cooperation with SELA's science and technology initiatives, especially in TCDC.</p>	Accepted	It would be valuable to receive updated information regarding SELA STI main programmes and projects in Latin America.	No document has been received from SELA regarding this recommendation.		

RECOMMENDATION NUMBER	APPROVED or ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
<p>Recommendation 4 Science and technology networks United Nations system organizations should assess the viability, benefits and experiences of the numerous science and technology networks in Latin America and the Caribbean, in order to identify possible areas for strengthening South-South cooperation, and for extending lessons learned to other developing regions in line with the Declaration of the Group of 77 and China 2000 South Summit. Particular emphasis should be placed on linking the research programmes in universities and other tertiary institutions to the priority economic and social needs of the population, and the best research programmes should be encouraged with funding from the public and private sectors.</p>	Accepted	<p>Three major regional and subregional science networks have been created in recent years:</p> <p>(a) Red-FaC Network of Science faculties in Latin America and the Caribbean;</p> <p>(b) Cari Science Network of University Teaching and Research Programmes in Science in the Caribbean;</p> <p>(c) Red-Cienci A Network of University Teaching and Research Programmes in Central America.</p>	<p>(a) Latin America and the Caribbean: Cooperation Programme of Science Faculties in LAC (Red-FaC Network of Science Faculties in Latin America and the Caribbean);</p> <p>(b) English Caribbean: 2003-2004 Cooperation Programme of the Network of University Teaching and Research Programmes in Science in the Caribbean;</p> <p>(c) Central America: 2003-2004 Cooperation Programme of the Network of University Teaching and Research Programmes in Science in Central America</p>	<p>(a) Being actively implemented. A (regional) Science Portal (www.redfac.org) has been created (at Universidade de São Paulo), and studies are being carried out in key scientific areas;</p> <p>(b) Being actively implemented. There have been subregional cooperation programmes for each of the past four years;</p> <p>(c) Being modestly implemented. There have been some subregional cooperation activities, mainly in the fields of biology and chemistry.</p>	<p>(a) As institutional interest is quite strong and implementation very active, it is expected to continue in the short, medium and long term;</p> <p>(b) As institutional interest is quite strong and implementation very active, it is expected to continue in the short, medium and long term;</p> <p>(c) Activities are expected to continue through 2005-2006.</p>
<p>Recommendations 5 and 6</p>	Not relevant to UNESCO				
<p>Recommendation 7 Biotechnology in Latin America and the Caribbean In view of the multiple potential benefits of biotechnology in the health, agricultural, mineral and other sectors, FAO, UNESCO, UNU, WHO and other relevant agencies should continue to monitor the practical results of biotechnology research and development institutions in the region. They should assist these institutions in:</p> <p>(a) building synergies for the pursuit of clear-sighted objectives centred on UNU's Biotechnology Programme for Latin America and the Caribbean (UNU/BIOLAC) in Caracas, and the Plant Biotechnology Network for Latin America and the Caribbean (REDBIO); and (b) in the strengthening of their organization, management and resource mobilization capabilities.</p>	Accepted	Monitoring of the practical results of biotechnology research and development institutions in the region.	<p>1. Support to the setting of basis of a National Biotechnology Programme at the national level</p> <p>2. At the subregional level, support to monitoring projects on knowledge about tumoral biology</p> <p>3. Continuous cooperation with MIRCEN, ICRO-EMBO</p>	<p>1. Completed</p> <p>2. Completed</p> <p>3. Completed</p>	
<p>Recommendation 8 The Caribbean Food and Nutrition Institute (CFNI) (a) CFNI should consider the feasibility of developing a more cost-effective system of priorities and modalities for the execution of its programmes, for example by concentrating on fewer courses and other activities to be delivered or financed directly; outsourcing some courses to partner institutions under formal agreements; and focusing more intensely on the preparation of teaching and training materials and methodologies to promote the incorporation of nutrition courses in school curricula at various levels. (b) WHO/PAHO should assist CFNI in tapping extrabudgetary funding possibilities so as to enable the institute to modernize its information and printing technologies and realize more fully its South-South technical cooperation potential.</p>	Accepted	Support through existing relations with engineering schools and faculties on technology of food with the faculties of sciences (basic sciences and their applications), specially in teaching and training activities, as well as institutional capacity-building.	This action could be addressed during the current Cooperation Programme of Science Faculties in LAC (Red-FaC Network of Science Faculties in Latin America and the Caribbean).	This action will be addressed during the present biennium (2006-2007)	During the 2006-2007 biennium

JIU/REP/2002/1: INVOLVEMENT OF CIVIL SOCIETY ORGANIZATIONS OTHER THAN NGOs AND THE PRIVATE SECTOR IN TECHNICAL COOPERATION ACTIVITIES: EXPERIENCES AND PROSPECTS OF THE UNITED NATIONS SYSTEM

SECTOR/OFFICE RESPONSIBLE FOR IMPLEMENTATION: ERC

RECOMMENDATION NUMBER	APPROVED or ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
<p>Recommendation 1 CSOs should be involved in technical cooperation activities during all stages of programme planning, which includes design, sustainability, implementation/ execution, monitoring and evaluation as well as follow-up.</p>	<p>Accepted</p>	<p>Organize regular meetings to allow CSOs participation in the planning processes of UNESCO's programme. Increase involvement in international cooperation at every level, from the local to the global. Create a working group to review past and current practices and recommend improvements for the future in order to create a better interaction between CSOs and UNESCO. Improve coordination and work under solid basis (best practices).</p>	<p>At the sidelines of the 33rd session of the General Conference, UNESCO organized an Inter-parliamentary meeting on EFA, with a view to increase the involvement of elected representatives of the civil society. More than 60 parliamentarians assisted in this meeting. In order to create a better interaction with CSOs, UNESCO created a "NGO House" within its premises, which now serves as a window and open house for all CSOs wishing to cooperate with the Organisation. UNESCO is to submit to the next session of the Executive Board a document on the "improvement of the methods of work of the Committee on International NGOs" – with a view to review the modalities and methods of this Executive Board's committee.</p>	<p>Ongoing</p>	<p>The expanding worldwide networks of CSOs embrace virtually every level of the Organization, from local communities to global summits.</p>

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<p>Recommendation 2</p> <p>(a) A standard framework, which is sufficiently flexible, could be usefully established to be adapted to the different situations and needs of United Nations organizations. This should include the assessment of the legitimacy of representation of any particular CSO, as has been provided for through the guidelines and selection criteria of NGOs, but specific to the nature of CSOs;</p> <p>(b) Organizations particularly active in technical cooperation without a focal point for CSOs should consider appointing one as part of the existing structure;</p> <p>(c) In connection with meetings of the United Nations System Chief Executives Board (CEB) for Coordination (formerly the Administrative Committee on Coordination (ACC)), consultations among focal points, either directly or through the existing network of the United Nations Non-Governmental Liaison Service (UNGLS) as appropriate, could be envisaged when relevant issues on sustainable development are examined.</p>	Accepted	Create formal accreditation processes: definition of clear standards and procedures (consultative status among others). UNESCO/NGO Liaison Committee be encouraged to be focal point for CSOs. Reduction of cost having a single focal point unit for UNESCO's cooperation and engagement vis-à-vis CSOs. Increase in free flow of information among CSOs.	The Sector for External Relations and Cooperation will, in the future, be restructured to regroup in a single focal point unit (division) UNESCO's cooperation and engagement vis-à-vis CSOs, such as International NGOs, but also UNESCO Clubs, parliamentarians, regional, municipal and local authorities. The new division will be called Division of Relations with Organizations and New Partnerships (ERC/RPO). UNESCO will continue exploring ways of encouraging UNESCO/NGO Liaison Committee to be focal point for CSOs.	Ongoing	The restructuring of the ERC Sector will have effect as of 1 January 2006.
<p>Recommendation 3</p> <p>(a) Accountability and reporting procedures must be taken into account in the partnership between the United Nations system organizations and CSOs;</p> <p>(b) Even in cases where such a requirement is already pragmatically satisfied in existing agreements, contracts and Staff Rules and Regulations, a policy should be recommended by the legislative organs to develop a common set of principles to guide United Nations system engagement with CSOs.</p>	Accepted	Instigate a policy in order to develop a set of principles and a guide for the cooperation between UNESCO and CSOs. Increase in transparency and accountability.	UNESCO and the Inter-Parliamentary Union published a guide to parliamentary practice, a handbook providing basic information on the role of parliaments and avenues of cooperation. Similarly, UNESCO produced a handbook on relations with UNESCO's Clubs, Centres and Associations.	Ongoing	On a continuing basis

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<p>Recommendation 4</p> <p>(a) Recognize and institutionalize such cooperation to be reflected permanently in its agenda of work and periodically report the results to the Economic and Social Council;</p> <p>(b) Sensitize its High-Level Committee on Programmes (HLCP) in order that, when economic and social issues are considered, the role of CSOs is taken into account.</p>	Accepted	<p>Regroup in a unique unit the staff responsible for the cooperation with CSOs (instead of a spread across several units in the Secretariat). Increase in coordination, transparency and reduction of costs.</p> <p>Define the terms and conditions governing the accreditation and participation of CSOs.</p> <p>Improve diffusion of information and increase communication (interaction).</p> <p>Create a reporting mechanism on a regular basis and organize frequent appointments.</p> <p>Development of networking.</p>	<p>With a view to having a single focal point unit for UNESCO's cooperation and engagement vis-à-vis CSOs, the General Conference approved the restructuring of the Sector for External Relations and Cooperation. In the future, this Sector will have one division in charge of relations with International Organizations and New Partnerships, including International NGOs, but also UNESCO Clubs, parliamentarians, regional, municipal and local authorities.</p>	Completed	
<p>Recommendation 5</p> <p>(a) In order to enable national CSOs to assume further their increasing roles as partners of the system, each organization should make it part of their objective to train and empower CSOs as well as strengthen their organizational structures in terms of legal and managerial capacity, and inform the legislative organs as appropriate;</p> <p>(b) The United Nations system organizations should assist women in general, and those in the developing countries in particular, with appropriate action on training and resource mobilization to enhance their organizational and managerial skills including information technology. Member States and donors should provide financial resources intended for this purpose.</p>	Accepted	<p>Pursue the policy to improve collaboration between National Commissions and CSOs. Increase participation of the CSOs representatives. More cooperation between National Commissions and local CSOs.</p>	<p>The renovation/modernization of the National Commissions' Database now facilitates self-entry of relevant activities. Thus, cooperation with local CSOs may be reported directly in this manner. Since this cooperation with CSOs could be extensive, periodic monitoring of entries can be undertaken to assess scope and impact.</p>	Ongoing	<p>The renovated Database will be operational in 2006. The monitoring schedule is to be decided for its frequency.</p>

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<p>Recommendation 6</p> <p>(a) The prevailing informal and pragmatic cooperation with CSOs should be better structured through the definition of policy guidelines. This development will give further input to ongoing initiatives by the secretariats and should be translated into policy actions by legislative organs;</p> <p>(b) The financial autonomy of CSOs and their entities, including access to credit, should be encouraged by donors and recipient countries to reduce their dependence on sporadic donations and contributions which undermine their sustainability and potential effectiveness of action.</p>	Accepted	Define policy guidelines and policy actions. Encourage financial autonomy of CSOs. Improvement and clarification of the function of CSOs.	Policies are reviewed and updated biannually, at each session of the Executive Board (Committee for International NGOs). In 2006, UNESCO will perform a sexennial review of the 1991 Directives on UNESCO's cooperation with Non-Governmental Organizations.	Ongoing	During the 2006-2007 biennium
<p>Recommendation 7</p> <p>(a) Specific staff training is required in development programmes to be approved and implemented at the national level involving CSOs. The responsibility of training the trainers could also be envisaged;</p> <p>(b) For improvements in United Nations staff training, the United Nations System Staff College in Turin could be one appropriate structure.</p>	Accepted	Invite national trainers for CSOs in the National Commissions planned trainings. Encourage National Commissions to spread UNESCO's information and material through CSOs. Involvement of National Commissions for UNESCO. Creation of strong links between CSOs and National Commissions and between CSOs and UNESCO. Development of skills of staff of National Commissions.	Specific workshops and information sessions involving representatives of partners from the civil society have been included in the training seminars for National Commission new Secretaries-General and new staff that were held at interregional, regional and subregional levels in 2004 and 2005. The World Federation of UNESCO Clubs and Associations (WFUCA) was rejuvenated and the two-year partnership has been approved by UNESCO's governing bodies, with support of National Commissions.	Completed	
<p>Recommendation 8</p> <p>The existing mechanism at the country level has to be revised and amplified, shifting from limited and sporadic consultations to involvement of CSOs during the planning and execution process of technical cooperation activities in synergy with governments.</p>	Accepted	ERC/NCP and BFC are preparing draft guidelines for improving the cooperation between National Commissions and CSOs. Encourage the implementation of joint activities between governments and national CSOs. Improve coordination and cooperation between Member States and CSOs.	Partnerships with the International Federation of Business and Professional Women (IFBPW), Junior Chamber International (JCI) and Rotary have been established with these entities, which were encouraged to interact with the network of National Commissions for UNESCO at country level. Specific guidelines have been developed by NCP and BFC on field cooperation between UNESCO field offices and National Commissions for UNESCO. These guidelines establish the role of National Commissions in fostering the linkage with and involvement in UNESCO's activities of civil society stakeholders and individuals, in forging new partnerships with national civil society organizations and in promoting UNESCO's networks at country level.	Completed	2006-2007: this monitoring period may require revision of guidelines.

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<p>Recommendation 9</p> <p>(a) Those United Nations organizations dealing with economic and social development should be encouraged to include in their websites selected information on CSOs engaged in technical cooperation activities for the benefit of CSOs in general and, in particular, for those which do not have a website. For CSOs already equipped with a website, it would be useful for United Nations system organization websites to have these CSO hyperlinks embedded, thereby making it possible to connect readers to the websites of relevant CSOs;</p> <p>(b) Major conferences, meetings, seminars/workshops organized by the United Nations system and of special interest to CSOs should be part of the appropriate printed word, radio and website information.</p>	Accepted	<p>Create links between the UNESCO Internet website and the international CSOs websites. Improve coordination between CSOs and UNESCO. At a national level, create links between National Commissions websites (or ministries websites) and CSOs websites. Utilization of UNESCO's website and newsletters. Organization of meetings and seminars.</p>	<p>These links exist already in a number of National Commissions websites, where specific information is posted to involve CSOs in relevant debates (e.g. the Convention on the Protection of the Diversity of Cultural Contents and Artistic Expression). Efforts are being made at helping National Commissions develop their websites in order to share information and establish links with National CSO partners.</p>	Ongoing	<p>To continue in 2006-2007 as National Commissions websites increase in number.</p>

**JIU/REP/2002/2: THE RESULTS APPROACH IN THE UNITED NATIONS:
IMPLEMENTING THE UNITED NATIONS MILLENNIUM DECLARATION**

SECTOR/OFFICE RESPONSIBLE FOR IMPLEMENTATION: BSP

RECOMMENDATION NUMBER	APPROVED or ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
Recommendation 1	Not relevant to UNESCO				
<p>Recommendation 2 Application of results-based budgeting techniques in the United Nations ought to be kept under review with a view to adapting them to the very specific nature of the United Nations and the Member States' need to observe change. The concept of accomplishments will have to be more clearly and accurately defined by and with programme managers as they will ultimately be held accountable for programme performance. An enabling environment has to be created, including dynamic and flexible human resources management, adequate information systems, training facilities for staff, confidence-building not only within the Secretariat but also between the Secretariat and Member States, and more flexibility for programme managers in exchange for accountability. Regarding administrative and other support activities, more precision is needed.</p>	Accepted	Creating an enabling environment unravelling the RBM concepts and methods. Developing and enforcing a good programming and monitoring system.	Training initiated since five years, further enhanced. A fully-fledged programming and monitoring system based on RBM is operational at UNESCO – details under the status of implementation.	Being implemented – UNESCO has refined its approach to RBM, as reflected in document 33 C/5, with a consistent and housewide application of RBM entailing the formulation of expected results, related performance indicators and benchmarks (meaning numerical targets for performance indicators) for each main line of action; the methodology is consistently kept under review and adapted, in particular with a view to facilitating also the formulation of UNESCO-driven expected results in UNDAF results matrixes and other country-level programming documents. UNESCO is organizing systematic training for Headquarters and field staff in results formulation and in contributions to country-level programming exercises; moreover, the SISTER recast will yield an electronic programming tool with reinforced emphasis on results formulation, presentation, monitoring and reporting.	Flexibility can only be granted in the field of strategies, while the agreed upon results are not a matter of flexibility, but of commitment, measured by achievement – the implementation of this recommendation will be an ongoing exercise, also drawing on relevant approaches by other agencies of the United Nations system. Its approach has been validated by explicit decisions/resolutions of the Executive Board and General Conference.

RECOMMENDATION NUMBER	APPROVED or ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
<p>Recommendation 3 For the medium term, <i>at the country level the excessive number of documents and reports</i> produced describing the situation of the country should be <i>replaced</i>, after consultation within CEB, <i>by a single document</i>, to be called <i>Common Country Review Report (CCRR)</i> prepared along the lines described in paragraphs 125 and 126. This CCRR should replace in future to the extent possible reports made by individual organizations in order to reduce transaction costs and avoid duplication. <i>A strategic review debate should be held at the country level every five years</i> in order to reach an agreement on the strategy to be applied.</p>	Accepted	CCA and UNDAF should be taken as the framework for the consolidation and limitation of the number of national frameworks and reports.	UNESCO is working inside the CEB and UNDG and its far-flung and broad-based subsidiary machinery at Headquarters and country level; it also positions itself increasingly to make concrete contributions to country level programming exercises, such as CCA/UNDAF or PRS; increasingly linkages are being pursued between EFA plans, PRS and UNDAFs. This is also promoted through systematic training, in particular of field programming staff. UNESCO is also supporting and implementing, as appropriate, the provisions of the Paris HLF Declaration, and is part and parcel of action plans developed by UNDG – details under the status of implementation. The publication “One United Nations” by CEB may also serve as an example for a better designed comprehensive report by the United Nations system as a whole, transcending the present structural divisions.	Being progressively implemented – UNESCO has recently combined the statutory reports of the C/3 document on main results achieved during a biennium and EX/4 documents on the implementation of the programme approved by the General Conference, thereby rationalizing the reporting procedure and basing it for both uniformly on the expected results, performance indicators and benchmarks formulated for each MLA; an addendum to the EX/4 document carries a consolidated assessment by cluster office directors on the overall environment in their subregions affecting the implementation of the UNESCO programme and their involvement in United Nations country team efforts and common country programming exercises; in addition, UNESCO has contributed to the first ever production of a joint report by the Chief Executives Board (CEB) entitled “One United Nations”, published on the occasion of the 2005 World Summit and detailing the contributions and the experiences of the various members of CEB – with emphasis on education, water and assistance to Africa from the UNESCO perspective.	Moving towards a common country report needs including all specific concerns, thus involving relevant agencies. The process has started but will take a considerable time and resources by all agencies, funds and programmes concerned to succeed and yield a creditable and broadly shared, if not balanced, report on a regular basis.

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<p>Recommendation 4 At the world level, a report synthesizing the country level debates, complete with best practices and lessons learned and conclusions drawn, should be prepared by the United Nations every five years. This report, to be called Medium-Term Strategic Review Report (MTSRR), should, as far as possible, establish a typology of comparable economic and social development and poverty situations in the various countries, and propose strategies applicable to each type (see para. 135). The aim would be to set out for the medium-term period, a coordinated, coherent, if not common, strategic framework for the United Nations system, the BWI and other major players, that would assist Member States in reaching the Millennium Development Goals.</p>	Accepted	Subject to appropriate resourcing and adjustment of respective frameworks.	UNESCO participation in the CEB's and UNDG's efforts to prepare an action plan for the implementation of the 2005 World Summit Outcome document, including efforts to work towards the streamlining of different time-frames and frameworks for country programming of different organizations.	A series of steps are being introduced which will bring UNESCO's reporting closer to the ideal of a more integrated United Nations report at the country level; the newly-introduced preparation of UNESCO country programmes on a pilot basis – an innovation departing from the previously exclusive cluster orientation – is expected to facilitate the orientation and formulation of objectives at the country level, with the ultimate aim of linking them to other United Nations country team reports – in line with comprehensive national development strategies called for in the 2005 World Summit Outcome document.	Ongoing
<p>Recommendations 5 to 8</p>	Not relevant to UNESCO				

JIU/REP/2002/6: UNITED NATIONS SYSTEM REVENUE-PRODUCING ACTIVITIES

SECTOR/OFFICE RESPONSIBLE FOR IMPLEMENTATION: ADM AND BPI

RECOMMENDATION NUMBER	APPROVED or ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
Recommendations 1 to 5	Not relevant to UNESCO				
<p>Recommendation 6 Policy objectives The competent legislative organ of each organization should further strengthen, within a coherent policy framework, existing directives for revenue-producing activities, including, <i>inter alia</i>, the following objectives:</p> <ul style="list-style-type: none"> (a) To promote the legislative mandates and global public image of the organization while also maximizing revenue, where appropriate, for the discretionary allocation of the Member States; (b) To ensure the long-term financial sustainability of the activities through the reinvestment of an appropriate percentage of their proceeds in the organizational and author units directly concerned (to support their enhanced information technology needs, further research and development, production and reproduction, as well as marketing and sales efforts); to that end, self-financing mechanisms, such as special revolving funds, should be established where non-existent at present, and some flexibility may be given to the services concerned to mobilize their own resources, in kind or cash, from public and private sources to meet their needs for start-up capital, working capital, or operational reserves, in keeping with the financial regulations and rules of each organization; (c) To encourage organizational creativity and performance measurement based on financial results; (d) To tap the financial benefits of intellectual property protection rights; (e) To strengthen the comparative advantages of each organization concerned; (f) To adhere to ethical standards consistent with United Nations system values and the ethical framework existing in each organization for cooperation with the international business community. 	Approved	UNESCO has separate legislative mandates/financial regulations for its special accounts in OPF (Other proprietary funds which include the self-financing revenue-producing ones).		Implemented	

RECOMMENDATION NUMBER	APPROVED or ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
<p>Recommendation 7 Increasing revenue from publications The executive heads of the organizations should, where this is not already the case, aim to increase revenue from publications by raising the visibility of their publications programmes in terms of budgets and staff allocations while also taking into account best practices mentioned in this report, and introducing the following measures, <i>inter alia</i>:</p> <p>(a) achieving a more judicious balance, as may be determined by each organization, between free distribution (including free access over the Internet) and paid distribution of publications;</p> <p>(b) further expanding the geographical coverage of marketing and sales operations;</p> <p>(c) more widely promoting licensing rights for translations and the reproduction of low-cost local editions, especially in the developing countries.</p>	Accepted	<p>Consultations with individual sectors.</p> <p>Outsourcing of order fulfilment and strengthening of the distribution network for UNESCO sales publications.</p> <p>Licensing and co-production agreements with commercial publishers for books, multimedia and derived products for both the specialists and the general public.</p> <p>Sales of reproduction rights. Low-cost editions in developing countries.</p>	<p>Strengthened consultations with individual sectors and services regarding their publication plans. Order fulfilment outsourced 01/01/05. Additional terms regarding stock and promotion will be implemented in 2006.</p> <p>Ingenta has been appointed to develop the UNESCO Publishing online service. The first phase will be operational in early 2006, and two additional phases to improve the quality of the portal will follow, covering a total period of two years.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>On or before 31 March 2006.</p> <p>31 December 2006 Outsourcing cannot stop at a given time, it is an activity to be continued. The online publishing service cannot have a completion date. Each new publication will be included in the UNESCO Publishing online subscription service. Licensing and co-production agreements is an ongoing activity which cannot stop at a given time.</p>
<p>Recommendation 8 Public information products In order to generalize policies and practices already existing in some organizations, the executive heads should identify, among the public information materials of their respective organizations, those products with marketable value, especially audiovisual productions, that could be purposely developed for the twin objectives of advocacy and income-generation, without prejudice to the free distribution of all other public information materials.</p>	Accepted	<p>UNESCO has sold audiovisual productions on the market for many years. Revenue from this activity has however been limited.</p> <p>More vigorous promotional activities aimed particularly at the North American market should increase visibility and sales.</p>	UNESCO has stopped producing videos for sale.	Completed	
<p>Recommendation 9 Electronic databases and related products</p> <p>(a) The organizations should emulate best practices by the United Nations and the International Civil Aviation Organization (ICAO) in the online marketing of their databases, and may also give consideration, as appropriate, to the Food and Agriculture Organization's (FAO) formula of free but limited public access, and paid unlimited access to electronic databases;</p> <p>(b) Similarly, the organizations should adopt to the extent feasible United Nations Industrial Development Organization's (UNIDO) Computer Model for Feasibility Analysis and Reporting (COMFAR) in the development and marketing of software programmes that promote their mandates and generate income in the process.</p>	Accepted	<p>An online photo database already exists (15,000 photos online). System to be upgraded through the purchase of a software compatible with that of United Nations bodies and agencies. An online video catalogue and audio bank also exist.</p>	The project has been implemented. The new online photos database is fully operational. It includes 20,000 digital photos.	Completed	

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<p>Recommendation 10 Procurement for third parties</p> <p>(a) The executive heads of the organizations should, where necessary, introduce and sustain measures designed to strengthen and maintain their respective comparative advantages in the international procurement of goods and services along the lines set forth in this report;</p> <p>(b) In order to financially support, be it partially, the objective of Recommendation 10(a) above, the organizations should study the desirability of charging appropriate bidding or registration fees to private-sector entities submitting proposals to tender for the organizations' procurement and outsourcing contracts.</p>	Accepted	UNESCO charges potential bidders in order to cover the costs of major tenders for complex projects.		Implemented	
<p>Recommendations 11 and 12</p>	Not relevant to UNESCO				
<p>Recommendation 13 Reinforcing the marketing function</p> <p>The executive heads should ensure that the marketing and sales functions for revenue-producing activities in their respective organizations are reinforced as follows:</p> <p>(a) The conduct of periodic market research studies, particularly for publications, as may be appropriate for each activity;</p> <p>(b) Except for price discounts in the developing countries, the pricing of activities should be guided by a mark-up pricing method and the cost to be considered should include both direct and overhead cost elements of the activity unit concerned.</p>	Accepted 13(a) 13(b) Accepted within limits	Budgetary constraints make it impossible to conduct formal market surveys; however informal market surveys are carried out on the basis of information provided by distributors and sales agents. Sales to distributors are based on the mark-up. However distributors can thereafter set their own prices.		Ongoing Ongoing	On a continuing basis

**JIU/REP/2002/10: EVALUATION OF UNITED NATIONS SYSTEM RESPONSE IN TIMOR LESTE:
COORDINATION AND EFFECTIVENESS**

SECTOR/OFFICE RESPONSIBLE FOR IMPLEMENTATION: BFC AND UNESCO JAKARTA OFFICE

RECOMMENDATION NUMBER	APPROVED or ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
<p>Recommendation 1 The Secretary-General should request the Emergency Relief Coordinator (ERC), as Chairman of IASC, to produce a United Nations "Who Does What" manual on emergency situations. To achieve this mandate, IASC should work to identify a clear division of labour in emergency situations among United Nations agencies, funds and programmes, which should be based on the comparative advantage and the value to be added by each organization in such situations. It should also ensure that the division of labour would be commensurate with the emergency capabilities of the organizations to undertake the specific activities assigned to each. In this context, IASC should serve as a forum to exchange and share information about best institutional practices for emergency response available within its members.</p>	Accepted	UNESCO provides information when and as requested by the Inter-Agency Standing Committee	The Director-General has entrusted to the External Relations and Cooperation Sector, together with the Africa Department, the task of coordinating UNESCO responses to emergency and crisis situations. The Director-General himself now heads the corresponding intersectoral task forces and ensures proper liaison with the concerned field offices.	Completed	UNESCO, by its mandate, is not an agency primarily responsible for emergency support or humanitarian relief.
<p>Recommendation 2 The Secretary-General should request the Emergency Relief Coordinator (ERC), as Chairman of IASC, to strengthen the IASC functions of early warning and contingency planning. In this context, IASC, through its current Reference Group on Contingency Planning, should consider measures to improve networking and communication among IASC members and ensure a systematic exchange of contingency assessment among its members. Individual organizations should also enhance their own capacities for contingency assessment planning in their respective areas of activities. In this regard, OCHA should give particular attention to enhancing its analytical capacity in order to exercise appropriate leadership in the timely formulation of integrated contingency plans.</p>	Accepted	UNESCO is participating in the networks established by IASC for the exchange of information on contingency assessment.	Timor Leste has become the newest Member State of UNESCO in 2003 and was visited on official mission by the Director-General.	Completed	UNESCO is a technical agency whose services primarily need to be brought in during reconstruction, largely in partnership with other agencies.
<p>Recommendation 3 The Secretary-General should request the Emergency Relief Coordinator (ERC), as Chairman of IASC, to produce a template for coordination structures among the organizations. The template should be guided by the "Who Does What" manual recommended above, and should be activated and formalized during the emergencies.</p>	Accepted	UNESCO provides information when and as requested by the Inter-Agency Standing Committee	25 person-missions from across all UNESCO sectors have been conducted to assess needs and prepare programme activities; \$80,000 of regular programme budget and \$540,000 of mobilized extrabudgetary funding has been committed to programmes now already completed or currently in train.	Completed	

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<p>Recommendation 4 The Secretary-General should explore measures to expand the pool of reliable and trained staff, including at the senior levels, to meet OCHA's needs in large-scale or complex emergencies. This could include arrangements between OCHA and the Office of Human Resources Management (OHRM) to develop a policy of "multi-tier-approach" for staff resources, whereby OCHA can draw on stand-by United Nations staff, including at senior levels, if it needs to go beyond its own staff resources.</p>	Accepted	UNESCO is cooperating fully with IASC and OCHA in developing a "multi-tiered approach" for staff resources, and will respond appropriately to requests for staff resources.	With a commitment of \$440,000 over the next two years, UNESCO is establishing a programme implementation facility or "antenna" office in Timor Leste in February 2004.	Completed	
<p>Recommendation 5 The legislative organs of participating organizations may wish to encourage the executive heads of their respective organizations to make more use of CAP as a planning and programming tool, and to enhance their organizations' capacities to achieve this, in the framework of the ongoing efforts within IASC to strengthen CAP as a tool for strategic planning and coordination.</p>	Approved	The number of CAPs (United Nations Consolidated Appeals Processes) in which UNESCO is participating is increasing regularly.	(1) DIR/JKT, AO/JAK and Programme Specialists JAK have undertaken missions to consult United Nations agencies and to review the roles of the UNESCO Project Implementation Facility (PIF) at Dili in the light of integrating the UNESCO projects in the context CAP, within the mandates of UNESCO and the efforts of IASC. (2) A TOR for the new "Programme Implementation Unit Manager" has been submitted to BFC in January 2006 for approval. DIR/JKT will continue to be the main conduit for advice and liaison between the IASC and UNESCO in this respect.	Ongoing	The appointment of a new Director at UNESCO Office Jakarta and a Programme Implementation Unit Manager in Dili is in process and is expected to be completed before April 2006. Further actions will be taken to link this with UNESCO's programme planning process.
<p>Recommendation 6 The legislative organs of those participating organizations which have not yet done so, may wish to support the establishment of an emergency revolving fund in their respective organizations.</p>	Approved	A revolving fund drawing on extrabudgetary resources alone may, however, not be enough. To consolidate the credibility recently gained by the Organization, it is also crucial for UNESCO to have an in-built capacity, financial and operational. In the light of recent experience gained by the Organization, there is a need to devise clear integrated strategies that consolidate all programmatic interventions and address the logistical imperatives imposed by post-conflict situations.	As a first step towards this end, a new position of Post-Conflict Situations Programme Coordinator has been set up within BFC with the purpose, <i>inter alia</i> , of helping to generate timely strategic responses by UNESCO.	At its 170th session the Executive Board welcomed the idea of introducing in draft document 33 C/5 a separate budget line, with a limited ceiling, dedicated to emergency responses in the event of crisis and/or early stages of post-conflict situations. A refined concept will be presented in draft document 33 C/5. Completed	

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<p>Recommendation 7 The General Assembly and the Economic and Social Council may wish to request the Secretary-General to submit proposals on how to enhance the United Nations system's capacity to manage the immediate transition from relief to development including by:</p> <ul style="list-style-type: none"> (a) enhancing UNDP capacity to coordinate such a transition; (b) exploring joint arrangements between OCHA and UNDP to ensure a smooth transition; (c) establishing linkages between the CAP, CCA and UNDAF processes; and (d) focusing the arrangements for transition on coordination and planning, rather than on fund-raising. 	Accepted	UNESCO is participating in exploring in specific contexts the linkage of CAPs with CCA and UNDAF processes.		Completed	
<p>Recommendation 8 The General Assembly and the Economic and Social Council may wish to request the Secretary-General to ensure that the CCA and UNDAF processes are able to reflect as soon as possible the impact of crises so that the United Nations organizations may adjust their development programmes and activities in the country accordingly.</p>	Accepted	Field office staff are encouraged to participate fully in UNDAF and other United Nations system planning initiatives.	Training is offered by ERC/CFS for example.	Completed	
<p>Recommendation 9 The Secretary-General should undertake an evaluation of the new processes and mechanisms applied in the planning of recently established complex peace operations, such as the United Nations mission in Afghanistan, in order to assess to what extent inputs from United Nations agencies, funds and programmes as well as from various departments of the United Nations Secretariat were integrated.</p>	Accepted	UNESCO will cooperate fully with further JIU examination of "recently established complex peace operations" in which UNESCO has been involved.		Completed	Afghanistan and Iraq for example.
<p>Recommendation 10 The Secretary-General should ensure that inputs from agencies are properly incorporated in the staffing strategy currently being developed for peace operations.</p>	Accepted	UNESCO provides information when and as requested.		Completed	
<p>Recommendations 11 and 12</p>	Not relevant to UNESCO				

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<p>(d) While languages used for the dissemination of information should aim at outreaching, to the largest extent possible, targeted audiences in the framework of the mandate of each organization, their scope should include all languages normally used by each organization, due regard being given to those applicable at field level.</p>	<p>Approved with reservations</p>	<p>In order for multilingualism to be achieved fully in BPI/EDT, the number of dedicated posts would have to be increased. In addition to the working languages of UNESCO (English and French) efforts will be made to publish main titles in Arabic, Chinese, Russian and Spanish, mostly through co-publishing agreements with commercial and institutional publishers. It will also pursue its outsourcing of translation and production in other countries with considerable reduction of production costs.</p>	<p>As of 3 December 2005 BPI/Press Relations Section produces its press releases and media advisories in the official languages of the United Nations (English, French, Spanish, Arabic, Russian and Chinese). All press releases are issued simultaneously in the first three languages. They are supplemented when necessary by versions in the other three languages when the subject is of particular interest on the regional level. Media advisories, generally distributed only to the national and international press accredited in Paris, are mostly disseminated in French and English, but versions in other languages are also produced depending on the events concerned. BPI/Editorial and New Media Section has developed the UNESCO Web Portal in the six official languages. This new multilingual portal is online since October 2005. Content include general information about UNESCO, its programme and activities as well as press releases and the <i>UNESCO Courier</i> (in print and in electronic format). Although efforts to keep updated content in six languages are continuous and never ending, this recommendation can be considered as completed. Adequate staffing to cover all needs, in particular for Chinese, is not yet solved. Follow-up on co-publishing and licensing projects comprising a total number of 77 contracts (12 English, 10 French, 11 Chinese, 8 Arabic, 8 Spanish) and contact with publishers and companies for translation and publishing in different countries.</p>	<p>Outsourcing, co-publishing and licensing agreements are ongoing activities which cannot stop at a given time.</p>	

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<p>Recommendation 2 As part of their reporting on the use of languages, executive heads should submit to their governing bodies information on the status of languages used for work within the secretariat and in that connection, they should indicate:</p> <p>(a) the requirements for establishing an enabling environment to foster the strict application of rules concerning the use of mandated working languages, including the availability of databases and research tools;</p> <p>(b) the implications of using or not being proficient in a de facto working language in terms of recruitment policies and career development;</p> <p>(c) the extent to which other languages are used by staff from all duty stations to perform their official functions and incentives which may be provided to that effect.</p>	Accepted	<p>2(a) CLD will continue to contribute to the preparation of periodic reports on the use of languages.</p> <p>2(b) and (c) HRM will continue to improve the linguistic knowledge by the means of training programmes in the context of career development.</p>	<p>Decision to include such status reports, for instance in the agenda of the Executive Board belongs to ODG and SCX</p> <p>2(b) Decision to organize specific courses in French for managerial staff at Headquarters</p> <p>2(c) Decision to give access to e-learning programme (CD-ROM) or local training sessions to all field units</p>	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>	<p>11 Senior Managers have been trained through a specific programme in the 2004-2005 biennium</p> <p>512 self-learning packages on languages have been distributed to 30 field offices.</p> <p>313 staff members from field offices and institutes took the opportunity to improve their language skills by using decentralized training funds.</p>

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<p>Recommendation 3 For the sake of transparency and to give every candidate as fair a chance as possible of winning a post, heads of secretariats should ensure:</p> <p>(a) that the rules as to the languages which it will be considered essential or advantageous for candidates to know are uniform and take into account the linguistic requirements of the post in question;</p> <p>(b) that the mother-tongue requirement is, where appropriate, replaced by a principal-language-of-education requirement;</p> <p>(c) that posts in the Professional category and above are classified by the language requirements they entail and that the classification is reflected in the periodic reports on human resources management or the composition of their Secretariat that they submit to their governing bodies;</p> <p>(d) that, in accordance with the rules on the use of languages within the Secretariats, the possibility of early access to vacancy announcements via the Internet does not give any language group an unfair advantage; to that end, and save in exceptional circumstances to be justified by the recruitment unit, all vacancy announcements should be issued simultaneously in, as appropriate, at least two of the Secretariat's working languages or two of the Organization's languages;</p> <p>(e) that candidates who do not have access to the Internet are able to consult vacancy announcements and submit job applications online at the Organization's local office or the office of the United Nations Resident Coordinator.</p>	Accepted	<p>Recruitment policy specifies the need for candidates to have an excellent knowledge of one or two working languages (English and French) of the Secretariat and a working knowledge of the other. This policy also envisages the possibility of short-listing a candidate from a non- or under-represented country who is fluent in only one working language.</p> <p>Objective assessment tool needs to be developed to ensure efficiency of the programme.</p> <p>HRM will continue to publish the vacancy notices in two of the Secretariat's working languages.</p>	<p>In order not to delay recruitment, the vacancy notice is published immediately in one language; however, HRM is making every effort to ensure that the translation and publication into the second working language is done without delay.</p> <p>Candidates without Internet access may send a hard copy of their application which will be considered as applications submitted online.</p>	<p>Ongoing practice</p> <p>Completed</p> <p>Completed</p>	<p>During the 2006-2007 biennium</p>

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<p>Recommendation 4 Heads of secretariats are invited to ask evaluation and/or internal monitoring bodies to include in their programmes of work for 2004:</p> <p>(a) a comprehensive inventory of staff's language skills, an evaluation of language-training programmes in terms of their contribution towards their stated aims and a report in the most appropriate form to governing bodies on those activities;</p> <p>(b) a survey both internally and among the beneficiary countries most directly concerned in order to check, particularly when a beneficiary country's official language is not the Secretariat's usual working language or a language known to project implementation officers, that the level of language skills in relevant departments does not delay the approval and efficient implementation of projects.</p>	Accepted	<p>4(a) Language courses offered to UNESCO staff at minimal cost.</p> <p>4(b) During 2004-2005 HRM will undertake an evaluation of the language training programmes.</p>		<p>Ongoing</p> <p>Ongoing</p>	<p>Language learning is offered to all staff, at Headquarters as well as the field on a 50% cost-sharing basis. 567 staff members from Headquarters, and 313 from field offices and institutes (37% of all staff) used this opportunity in 2004-2005. A comprehensive evaluation of UNESCO language training has been terminated, and the consultants have issued a report. UNESCO is currently looking at the report and preparing an action plan in response.</p>
<p>Recommendation 5 As appropriate, executive heads should undertake a survey to better assess user satisfaction with the services provided in different languages in the context of meetings and for the dissemination of information; targeted groups for such a survey should include not only linguistic groups of Member States, but also representative groups of non-governmental organizations (NGOs) and accredited representatives of news media.</p>	Accepted	Same comments as for 1(d) above.			

JIU/REP/2003/5: REPORT BY THE JOINT INSPECTION UNIT (JIU) ON ACHIEVING THE UNIVERSAL PRIMARY EDUCATION GOAL OF THE MILLENNIUM DECLARATION

SECTOR/OFFICE RESPONSIBLE FOR IMPLEMENTATION: ED

RECOMMENDATION NUMBER	APPROVED OR ACCEPTED	MEASURES TO BE TAKEN TO IMPLEMENT THE RECOMMENDATION	ACTIONS WHICH HAVE BEEN TAKEN (as of December 2005)	STATUS OF IMPLEMENTATION (e.g. being implemented, completed)	EXPECTED DATE OF COMPLETION OF IMPLEMENTATION/ REMARKS
<p>Recommendation 1</p> <p>(a) UNESCO, its Executive Board and Director-General, are called upon to explore all possibilities for providing the UNESCO Institute for Statistics (UIS) with more resources to improve further the quality of education data and enable increased investment in much needed in-country statistical capacity-building.</p> <p>(b) UIS should be encouraged to strengthen further its cooperation with all the institutions concerned with the collection of education data, foremost with the World Bank, UNICEF and the Organisation for Economic Co-operation and Development (OECD) Partnership In Statistics for development in the twenty-first century (PARIS21). They ought to undertake special efforts to arrive at a methodologically sound and reliable measure of primary completion in line with the MDG of universal primary completion (UPC) which would usefully complement enrolment data.</p> <p>Completion rates, together with information regarding quality of education, would convey the gravity of the situation and of the scale of the problem, needed for accelerated remedial action. The EFA Global Monitoring Team should keep track of developments in this regard and report on progress made.</p>	<p>Approved</p>	<p>(a) Core support to UIS in the C/5 programme and budget will continue, as will a continuous search for extrabudgetary funds for UIS's work.</p> <p>(b) UIS will continue to work with international partners towards the measurement of goals of both the Millennium Declaration and EFA. Work will continue with the World Bank on defining completion indicators.</p> <p>UIS has also been given a lead role in the development of a programme of work to collect education outcome measures as a follow-up to the Monitoring Learning Achievements programme.</p> <p>UIS will continue to collect primary completion rates on an annual basis and these will be reported in the EFA Global Monitoring Report so as to continue to keep track of progress made in primary completion.</p>	<p>(a) Core support for UIS in the 2006-2007 biennium was approved at the General Conference at the same level as in 2004-2005 and an additional \$1 million has been reserved for a new programme on Assessing Learning Outcomes (to replace the Monitoring Learning Achievements programme). In addition, the UIS continues to seek funding to expand its activities in relation to the core functions of monitoring progress towards EFA and in relation to statistical capacity-building.</p> <p>(b) UIS contributed to the joint United Nations "mid-term assessment" of progress towards the MDGs published in time for the United Nations General Assembly in September 2005.</p> <p>UIS is a founder member of PARIS21 and continues to be an active participant in this initiative. In particular UIS is playing a leading role in a PARIS21 task force on sectoral statistics.</p> <p>UIS has proposed to the World Bank FTI Secretariat a series of measures to monitor progress in FTI countries and is leading a programme of work to build statistical capacity in 11 FTI countries.</p> <p>In April 2005 the UIS published four new measures of primary completion in its annual <i>Global Education Digest 2005</i> and is discussing proposals for revisions to the MDG indicator set with the World Bank, UNICEF and UNSD in December 2005.</p> <p>The <i>EFA Global Monitoring Report 2006</i> to which the UIS contributes both data and analysis continues to keep track of developments and to report on the quality of education.</p>	<p>Being implemented</p>	<p>On a continuing basis (in view of 2015 EFA and MDG targets)</p>

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<p>Recommendation 2</p> <p>(a) The governing bodies of the various United Nations system organizations, programmes and funds should encourage the respective secretariats to report their aid activities to DAC using the same format, definitions and classifications as the bilateral donors. This would provide a much needed global picture of aid efforts in support of the various MDGs in general, and of EFA goals in particular, on a comparable basis. This should lead to the establishment of a robust set of data, crucially needed for EFA and MDG monitoring purposes.</p> <p>(b) In the same vein the governing bodies of the various United Nations system organizations, programmes and funds should encourage the respective secretariats to provide them at regular intervals (at least every other year) with detailed information on how they contribute to the attainment of the various MDGs, both as regards resource levels and categories of programme expenditure with particular emphasis on the aspect of lasting national capacity-building.</p>	Approved		<p>(a) The Communiqué of the fourth High-Level Group on EFA (Brasilia, 8-10 November 2004) urges the <i>Global Monitoring Report</i> to work with the World Bank and the OECD-DAC to appropriately account for budget support financing in determining donors' contributions to education sector financing.</p> <p>(b) The Director-General will continue to include information on how UNESCO contributes to the attainment of the MDGs in his reports to the Executive Board.</p>	Being implemented	2015 (target date for MDGs)
<p>Recommendation 3</p> <p>In line with EFA goal 6, UNESCO, its institutes in cooperation with other organizations such as UNICEF, should assist partner countries, upon request, to conduct assessments of learning achievements at the end of the national primary cycle and to increase their monitoring capacity. These United Nations organizations should share knowledge, experience and lessons learned from the successful assessments undertaken. The aim in such undertakings should be to inform national policy-makers to work towards subregional, regional and cross-country comparability with a view to taking appropriate, and if necessary, corrective action. Solid knowledge of learning outcomes is necessary to improve quality of education.</p>	Approved with limitation (see remarks)	<p>UNESCO will continue to assist Member States to conduct assessments of learning achievements and to increase their monitoring capacity.</p> <p>On a basis of decisions taken by the Director-General at the end of 2004, UIS is taking a lead role in developing a new programme of assessing learning outcomes.</p>	<p>UIS continues to work with OECD to provide support to non-OECD countries who have chosen to participate in PISA. Advice on student assessment is provided to countries in the UIS statistical needs assessment missions.</p> <p>UIS has developed and delivered training programmes on the analysis of student assessment data for researchers and analysts in Latin America and Eastern and Central Europe which will result in the publication of a series of articles in research journals based on the analyses conducted by the national researchers. UIS has also worked with a number of individual countries to assist them in analysing national assessment data.</p> <p>With additional financial support from core funding in the 2006-2007 biennium, UIS is developing a new programme on</p>	Being implemented	On a continuing basis

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			<p>assessing learning outcomes. One of the first products will be a guide to countries on conducting surveys of student assessment which will assist them in selecting between very many products and methodologies already available.</p>		
<p>Recommendation 4</p> <p>(a) The General Assembly and the governing bodies of all the organizations working in education (such as ILO, UNESCO, UNFPA, UNHCR, UNICEF, WFP) should ask them to intensify their cooperation in the field and increasingly consider joint monitoring and evaluation better to assess their respective contributions to the results obtained and the impact of their action. They should also recommend to the respective secretariats that they should always communicate and share information on plans for new technology prior to its introduction in order to ascertain whether additional use could render it more cost-effective. Such information exchange could usefully take place within the CEB framework.</p> <p>(b) In particular it might be useful to test the WFP ARGOS system to see whether it could take on additional tasks. This would usefully complement the activities of other United Nations system organizations concerned with education data collection.</p>	<p>(a) Approved (b) Needs to be further explored (see remarks)</p>	<p>(a) UIS will endeavour to further strengthen existing coordination mechanisms (through the United Nations Statistics Commission, the Coordination Committee on Statistical activities and several bilateral arrangements) in order to ensure that the statistical work of the various agencies is non-overlapping and mutually reinforcing.</p>	<p>(1) UIS worked on a joint report with UNICEF on the measurement of out-of-school children. It will be followed by a further project to clarify the relationship between household survey data and administrative data on school participation. (2) UIS has participated in the committee on statistics on child labour and provided advice on education questions which could be included in surveys on child labour in order to maximize the utility of such instruments and to ensure standardization as far as possible across similar surveys. (3) UIS has also held several discussions with UNHCR regarding the data they collect on the education of refugees. (4) Consultations have taken place with key international agencies to ensure that the regular UIS data collections appropriately meet their needs and are under way with data providers. (5) UNESCO, in close consultation with other EFA partners, is developing the Joint Action Plan to achieve EFA by 2015 which also includes evaluation and monitoring aspects (See Measures to be taken for Recommendation 6).</p>	<p>(a) In December 2005 the joint UIS-UNICEF on the measurement of out-of-school children will be published.</p> <p>UIS is implementing an agreement with the United Nations Statistics Division concerning the collection of literacy data which avoids unnecessary duplication of data collection from countries.</p>	<p>(a) On a continuing basis</p> <p>(b)UIS will continue to investigate the advantages and disadvantages of the ARGOS system but remains concerned that this system does not build country capacity, and is not sufficiently sensitive to the need to use data at the national level for policy purposes. Preliminary investigations of ARGOS have shown large distortions to the data.</p>

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Recommendation 5	Not the direct responsibility of UNESCO				
<p>Recommendation 6</p> <p>(a) UNESCO, with its mandated role of coordinating EFA partners, should initiate the elaboration of a comprehensive review and evaluation strategy on the basis of a common methodology, on all activities undertaken to reach the EFA goals, such as flagship programmes, if not by all, but at least by the major external actors. This would contribute to the establishment of a much needed knowledge base on what works, why and how, and how successful interventions can be scaled up.</p> <p>(b) This would also help to amend, if necessary, the “International strategy to put the Dakar Framework for Action on Education for All into operation” and provide input for the regional and international EFA evaluation conferences, planned for 2005 and 2010 respectively.</p>	Approved	<p>(a) In line with the decisions of the 171st session of its Executive Board, UNESCO will complete a Joint Action Plan to be presented to the 174th session of the Board in 2006, spelling out an agreed-upon division of responsibilities and tasks between all major EFA stakeholders at the global level related to all six EFA goals. This will ensure a more strategic and coherent approach to achieve the EFA goals. In response to the recommendations of the Fifth High-Level Group (Beijing, November 2005), UNESCO will convene the Heads of the five convening agencies of Jomtien and Dakar to discuss and affirm the Joint Action Plan.</p> <p>(b) A global review of EFA progress will be carried out in the 2006-2007 biennium. It will be complementary work to the EFA Global Monitoring Report 2008 (the proposed theme of the EFA GMR 2008 is a global review of the EFA goals).</p>	<p>(a) The report by the Director-General presented to the 171st session of the Executive Board led to decisions including the preparation of a concise global action plan to improve coordination among EFA partners and promote strategic and coherent approach in achieving EFA by 2015 and the education related MDGs. To this end, UNESCO has initiated consultations with the EFA partners, including the World Bank, UNICEF, UNDP, the Global Campaign for Education, the donor agencies and a number of Member States.</p> <p>(b) The development of the proposed draft <i>Joint Action Plan for achieving EFA by 2015</i> was endorsed by the sixth meeting of the Working Group on EFA, the Ministerial Round Table on EFA (October 2005) and the fifth meeting of the High-Level Group on EFA to be further elaborated by UNESCO in close consultation with the main global partners.</p>	Being implemented	<p>(a) To be undertaken initially in 2005 and then kept under review.</p> <p>(b) The annual <i>EFA Global Monitoring Report</i> is an existing and widely accessible knowledge base for EFA.</p> <p>(c) The future utilization of the “International strategy” will depend on the interest of EFA partners in light of the EFA Strategic Review process and associated consultations.</p>

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<p>Recommendation 7 The General Assembly and the respective governing bodies should encourage United Nations system organizations (funds, programmes and specialized agencies) to enhance interaction with the Bretton Woods institutions in the field, to implicate themselves very actively in the elaboration and implementation of country-owned Poverty Reduction Strategy Papers (PRSPs) or equivalent processes, to improve them further to the benefit of partner countries and, in doing so, refrain from imposing separate processes on them. The linkages between the United Nations analytical planning documents, such as Common Country Assessments (CCAs) and United Nations Development Assistance Frameworks (UNDAFs) with PRSPs, national sustainable development strategies (NSDSs) or equivalent processes, should be further strengthened. All organizations specifically concerned with education and active in the field should be strongly encouraged to implicate themselves even further in the elaboration of education sector plans and to contribute to further improvement of the World Bank-led FTI as well as the Analytical Fast Track.</p>	Approved	<p>Particularly through its field offices, UNESCO will seek to become more actively involved in the elaboration and implementation of PRSPs and strengthening of the links with planning frameworks such as UNDAFs. UNESCO will continue to engage constructively with the FTI process. UIS will continue to provide data for the purposes of monitoring the FTI and in building the capacity of countries to use data in order to ensure that policy developments which are funded under the auspices of FTI are evidence-based.</p>	<p>(1) UNESCO continues to run in-country as well as Headquarters-based technical workshops on planning and implementation of EFA goals. These workshops seek to provide the tools and capacities required for evidence-based planning, policy analysis, programme implementation, monitoring and evaluation. These have and will continue to include workshops on EMIS, simulation modelling, action-planning, sector and situation analysis and sector-wide approaches. (2) UNESCO, in close consultation with other EFA partners, is developing the Joint Action Plan which is addressing alignment and harmonization of frameworks and plans.</p>	Ongoing	<p>On a continuing basis FTI facilitates the processes in this recommendation. UNESCO will continue to actively contribute to further improvement of FTI through its membership of the FTI Steering Committee and through building closer linkages between the EFA High-Level Group and the FTI Donors' Group. UIS is seeking ways to extend the work on statistical capacity building in FTI countries.</p>
<p>Recommendation 8</p>	Not the direct responsibility of UNESCO				
<p>Recommendation 9 The General Assembly and the respective governing bodies should ask United Nations system organizations (funds, programmes and specialized agencies) and encourage bilateral donors to give increased attention to contributing to the building of macroeconomic, social, institutional as well as administrative, capacities at different levels in the partner countries. This would not only strengthen partner countries' ownership but also allow donors increasingly to channel aid through sector-wide approaches (SWAps) and budget support, which would reduce transaction costs and simplify administration. All aid projects should focus on creating and transmitting knowledge and conferring capacity on a sustainable basis. Aid projects should also be judged according to their contribution to durable in-country capacity-building; results indicators would have to reflect this. In recognizing the importance of capacity-building the governing bodies of the United Nations system organizations concerned should monitor progress in this regard.</p>	Approved	<p>UNESCO will continue to work towards donor harmonization and coordination through FTI and the extrabudgetary programme "Capacity-building for EFA".</p>		Ongoing	<p>On a continuing basis</p>

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Recommendations 10 and 11	Not the direct responsibility of UNESCO				
<p>Recommendation 12 The General Assembly, which is in charge of MDG follow-up, should consider encouraging the extension of FTI as recommended in the report. The Director-General of UNESCO, convenor of the High-Level Group on EFA established by the Dakar Framework for Action, should transmit this recommendation to the Group with a view to initiating appropriate action. The lessons learned from the current World Bank-led FTI should be taken fully into account. Such “country-specific education compacts” should be open to all least developed and low-income countries that are seriously committed to attaining the EFA goals and are currently off track in achieving them through their efforts alone. Such “country compacts” should ensure that the appropriate capacity-building and additional financing are forthcoming and that partner countries’ reform efforts are supported in a predictable way.</p>	Approved	UNESCO will continue to work closely with the FTI process through its membership of the Steering Committee and through closer linkage between the High-Level Group and FTI Donors’ Group meetings. EFA-FTI partnership meeting in Beijing in November 2005 welcomed the idea of engaging newly industrialized countries in the partnership to facilitate South-South cooperation, to which UNESCO will take follow-up actions during the sixth E-9 Ministerial Review Meeting in February 2006. In addition, for a further extension, FTI partnership will create Task Teams on developing an expanded financing mechanism and support to fragile states to develop education sector programmes.	The FTI was extended to all low-income countries at the FTI partners’ meeting in Oslo in November 2003. UNESCO participated in the EFA-FTI partnership meeting in Beijing in November 2005 where a proposal was endorsed to expand FTI in response to the demand from countries and in line with available resources. The international education architecture is being continuously strengthened through close integration of the meetings of the HLG, the FTI partners’ group and the UNGEI Partnership (Brasilia, 2004 and Beijing 2005).	Ongoing	On a continuing basis
Recommendation 13	The Director-General did not accept this recommendation				
Recommendation 14	Not the direct responsibility of UNESCO				

JIU/REP/2004/2: REVIEW OF THE HEADQUARTERS AGREEMENTS CONCLUDED BY THE ORGANIZATIONS OF THE UNITED NATIONS SYSTEM: Human Resources Issues Affecting Staff

SECTOR/OFFICE RESPONSIBLE FOR IMPLEMENTATION: ERC AND HRM

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<p>Recommendation 1 The legislative bodies of the organizations should bring to the attention of the host countries the desirability of adopting, as appropriate, more liberal policies as regards the granting of work permits or the establishment of similar arrangements in favour of the spouses of staff members and officials of international organizations.</p>	Approved	The French authorities had agreed to make procedural changes to remove the obstacles to the employment of spouses and children of UNESCO international staff who wish to work in France.	Contacts with the French authorities to define the practical modalities of application.	Being implemented	End 2006
<p>Recommendation 2 The legislative bodies of the organizations should remind the host countries of the importance of fully implementing the provisions of the headquarters agreements, and ensuring the use of simplified procedures to facilitate the exercise of the privileges, immunities and benefits granted to the organizations and their staff members and officials, including in such areas as:</p> <ul style="list-style-type: none"> • Granting of work permits for children and visas for domestic helpers; • Acquisition and rental of real property; • Integration into the social security system; • Retirement in the host country; and • Tax exemption benefits, the issuance of special cards to be used in tax-free transactions, as well as the periodic review of the provisions on taxation, taking into account changes in domestic legislation as well as developments within the organizations. 	Approved	The French authorities expressed willingness to simplify the various administrative procedures applicable to UNESCO staff and their families.	Contacts with the French authorities in order to simplify procedure to facilitate the residence of international staff in France.	Being implemented	End 2006
<p>Recommendation 3 In order to better acquaint staff, particularly new recruits and new arrivals at a duty station, with the contents of the host country agreements, the executive heads of organizations are requested to issue comprehensive information circulars and publicize, by electronic and other appropriate means, the privileges, immunities and other benefits granted to staff members and officials, as well as their obligations.</p>	Accepted	Ensure that staff and new recruits are provided with updated information on privileges, immunities and other benefits granted to staff members and officials, as well as their obligations.	As part of their induction, all new recruits are provided with a CD-ROM which gives information related to visa matters, standards of conduct, and settling in Paris. It includes a general checklist for settling in the field, with country-specific information provided by the local Administration Officers. Large diffusion of Standards of Conduct, with an information campaign to all staff is planned for early 2006.	Ongoing	In 2006

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<p>Recommendation 4 The legislative bodies of the organizations should bring to the attention of the host countries the significance of adequately informing the local administration, public services and business communities, especially those situated outside the capital or seat of the various organizations, about the privileges, immunities and benefits granted to United Nations system organizations, their staff members and officials, so as to facilitate the exercise of these privileges, immunities and benefits and to ensure that the staff and officials of the organizations receive adequate cooperation and understanding in the fulfilment of their obligations.</p>	Approved	UNESCO has officially asked the French authorities to grant facilities for the reception of international staff and officials in public administrative offices.		Completed	
<p>Recommendation 5 The legislative bodies of the organizations should remind host countries of the desirability of ensuring that any additional facilities granted to intergovernmental organizations within the host country are extended to all United Nations system organizations, their staff and officials located in that territory.</p>	Approved	The “most favoured treatment” principle and the guarantee of equal “most favoured treatment” have been notified to the French authorities.		Completed	
<p>Recommendation 6 Drawing on the findings of this report and other relevant information, the Secretary-General of the United Nations, in his capacity as Chairman of the Chief Executives Board for Coordination (CEB), should request CEB to coordinate the formulation of a model framework headquarters agreement, or at least standard articles ensuring uniformity for the approval of the General Assembly. Such a model framework, or standard articles, would be used to guide the conclusion of future and/or updating of existing Headquarters agreements between United Nations system organizations and their host countries. A model framework headquarters agreement, or standard articles, should be without prejudice to any agreements already in existence, which provide for more favourable conditions.</p>	Not addressed to UNESCO				
<p>Recommendation 7 The legislative bodies of the organizations should remind host countries of the significance of simplified procedures that would ensure the speedy processing of visas for staff and officials travelling on mission for United Nations organizations, and prevent undue delays in the substantive work of the organization as well as limit possible financial losses.</p>	Approved	UNESCO has already requested the French authorities to ensure the speedy processing of visas for staff and officials travelling on mission.		Completed	