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United Nations Development  
Programme, the United Nations  
Population Fund and the United  
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**Annual report of the Administrator**

## **Report of UNDP on the recommendations of the Joint Inspection Unit in 2015**

### *Summary*

In 2015, the Joint Inspection Unit issued six reports containing 40 recommendations (at the time of the present report). Of those, three reports with 19 recommendations are directed at UNDP. They include three recommendations addressed to the Executive Board as the governing body of UNDP. In line with General Assembly resolution 59/267 of 23 December 2004, and as reiterated in resolution 62/246 of 3 April 2008, the present report provides a synopsis of management responses to the recommendations and draws attention to the recommendations directed to the legislative bodies of United Nations system organizations. The present report includes an update of the status of implementation of the recommendations contained in reports issued in 2014 and 2013. In accordance with the wishes of the Executive Board and with the emphasis of the United Nations system on simplification and harmonization, the present report was prepared in a format developed jointly with UNFPA.

### *Elements of a decision*

The Executive Board may wish to take note of the present report, including the management responses to the three recommendations of the Joint Inspection Unit intended for consideration by the Executive Board (see annex II).



## **I. Overview of Joint Inspection Unit reports issued in 2015**

1. The present report provides a summary of UNDP management responses to 19 recommendations of the Joint Inspection Unit specifically relevant to UNDP (out of 40 recommendations contained in the reports issued by the Unit in 2015), as well as the implementation status of relevant recommendations issued in 2014 and 2013. It draws attention to recommendations made by the Unit in 2015 for consideration by the governing body of UNDP, and to the proposed management responses (see annex II). A full listing of reports and notes from the Joint Inspection Unit, and details of its recommendations – including background information about the mandate and work of the Unit – are available at <https://www.unjiu.org/en/reports-notes/Pages/Reports-and-Notes.aspx>.

2. Three reports issued in 2015 (at the time of the present report) contain 19 recommendations that are of direct relevance to UNDP. They are: (a) public information and communications policies and practices in the United Nations system (JIU/REP/2015/4); (b) review of activities and resources devoted to address climate change in the United Nations system organizations (JIU/REP/2015/5); and (c) review of the organizational ombudsman services across the United Nations system (JIU/REP/2015/6).

## **II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations in 2015**

3. The management responses to the relevant recommendations in the reports are provided below. Annex I contains a statistical summary of reports issued by the Joint Inspection Unit in 2015, and annex II contains proposed management responses to recommendations directed to the Executive Board as the governing body of UNDP.

### **A. Public information and communications policies and practices in the United Nations system (JIU/REP/2015/4)**

4. The report of the Joint Inspection Unit entitled ‘Public information and communications policies and practices in the United Nations system’ provides a consolidated system-wide analysis of public information policies and the related corporate arrangements, particularly during the past decade. In reviewing how public information activities are implemented in practice, the report identifies the successes and challenges met in this area by the United Nations system organizations.

5. UNDP welcomes the report, which: (a) provides a comparative assessment of respective arrangements related to the public information and communications function within the United Nations system organizations; and (b) assesses the current mechanisms of system-wide coordination among these organizations, both at their headquarters and in the field. In carrying out the assessment, the report identifies good practices and lessons learned in order to make recommendations for improving the organizations’ communications capabilities, as individual entities or as part of the United Nations system. The report also examines the use of social media, which is an emerging phenomenon in the information and communications domain of the United Nations system.

6. The report proposes nine benchmarks for a strategic approach to communications which are aimed at:

(a) incorporating public information and communications into the strategic plans of each organization and at the programme/project level;

- (b) adopting corporate frameworks/strategies that provide overarching communications principles and outline roles and responsibilities, complemented by up-to-date working-level guidelines;
- (c) reinforcing access to executive management and participation in decision-making processes;
- (d) ensuring effective prioritization processes for better coherence and to maximize outreach to audiences;
- (e) developing multilingual products and services to increase the uptake of messages;
- (f) devoting adequate and sustainable resources to the function;
- (g) consolidating internal and external communications;
- (h) offering adequate training to public information and communications officers as well as to other categories of staff communicating on behalf of the organizations;
- (i) establishing a monitoring system that would help management to shape future public information and communications initiatives.

7. All six recommendations issued are of relevance to UNDP. Recommendations 2, 3, 4, 5 and 6 are directed to the Administrator and recommendation 1 is directed to the Executive Board for consideration.

8. With respect to recommendation 2, the Administrator recognizes the strategic role of communications and is a strong supporter of the nine benchmarks presented in the report on: organizational goals and priorities; overarching principles of communications; access to executive management; coherent planning and messaging; multilingualism; resources; internal and external communications; training; and monitoring and oversight. UNDP communications support corporate priorities at the global, regional and national levels through consistent messaging for promoting the 2030 development agenda that includes producing communications products, messaging and toolkits related to the Sustainable Development Goals for use by headquarters, regional and country offices. In accordance with the report's nine benchmarks, UNDP has used the occasion of its fiftieth anniversary to leverage the organization's position as a global leader on sustainable development; showcase its impact over five decades; and highlight its contribution to the foundation of the sustainable development agenda. Communications products included a '50 years' microsite ([50.UNDP.org](http://50.UNDP.org)), videos, a photographic exhibit, publications and a social media campaign to highlight the revitalization of UNDP as being fit for purpose and its future role in sustainable development. UNDP accepts recommendation 2 and highlights that its implementation is in progress.

9. With respect to recommendation 3, UNDP communication is aligned with the priorities of the United Nations Development Group (UNDG), and UNDP is actively contributing to maximize the communications capacity of the United Nations system by focusing its resources on shared priorities. The UNDP contribution was evident, for example, in the organization's support for the campaign for the new Sustainable Development Goals and Agenda 2030 before, during and after the United Nations Sustainable Development Summit by pitching stories to media and producing communications products such as booklets and posters. Country offices often tailor UNDP communications products on the Goals for use by the United Nations system in their countries. Other recent examples include the extensive communications work by UNDP on the Third World Conference on Disaster Risk Reduction in Sendai, Japan, the Third International Conference of Financing for Development in Addis Ababa, Ethiopia and the extensive media coverage on the 2015 Paris Climate Conference. UNDP leveraged its partnership with Mashable and the 92nd Street Y (a

New York City cultural centre) on the Social Good Summit, which supported the launch of the Sustainable Development Goals by 109 UNDP country offices. These initiatives have substantially increased the reach of the shared priorities of the United Nations system. Bearing in mind the above, UNDP accepts recommendation 3 and highlights that it is in progress.

10. Concerning recommendation 4, UNDP already takes concrete measures to strengthen public information and communications capacities in the field, as follows:

(a) the UNDP Communications Group is a member of the UNDG Communications and Advocacy Working Group and as such participates in the planning to support country teams in advocacy messages and public engagement on the Sustainable Development Goals, supporting national-level partnership development campaigns, including for parliaments, non-governmental organizations and other civil society groups, and supports dissemination of good practices and lessons learned;

(b) strengthening communications capacity in the field is one of the main actions proposed in the new UNDP External Communications Action Plan. The action plan also proposes a comprehensive training programme for leadership in the field and a scheme of standards and incentives for country offices to bolster communications and recruit and retain talent;

(c) communications training for UNDP leadership and programme staff covers every communications platform: print and broadcast media globally and locally, social media and web-based channels, including communicating for resource mobilization. This will be supplemented with widely accessible materials including webinars and toolkits, with online resources made available to staff around the world who do valuable work in telling the stories of sustainable development and the Sustainable Development Goals. To support field offices, regional bureaux and headquarters in pursuing international media coverage, the Communications Group will maintain a database of media training providers of along with contract templates for media training services for use by country offices and business units. For 2015, such trainings were organized in all five regions with the support of the regional bureaux, in addition to the training provided as part of the annual induction programme for resident coordinators. Bearing in mind the above, UNDP accepts recommendation 4 and highlights that it is in progress.

11. Regarding recommendation 5, UNDP maintains an updated social media strategy, which is aligned with the priorities established by the External Communications Action Plan. UNDP keeps its social media guidelines current, constantly adapting them to innovations in digital social media approaches, trends and best practices. The UNDP social media guidelines are available to all staff through the corporate intranet and within the UNDP social media group in Yammer. The guidelines provide strategic, technical and social media governance guidance. In addition, the UNDP social media team routinely trains senior management to engage on social media and to remain active on their Twitter accounts, following the guidelines and best practice recommendations. UNDP uses social media strategically to liaise with key partners and to cross-promote United Nations system-wide campaigns and events and/or those of other United Nations agencies. Bearing in mind the above, UNDP accepts recommendation 5 and highlights that it is in progress.

12. With respect to recommendation 6, UNDP currently has in-house capacity to:

(a) create social media content in three languages (English, French and Spanish);

(b) manage social media accounts such as Facebook, Twitter, YouTube, Instagram and LinkedIn;

(c) provide advice on best practices and the proper use of those accounts, as well as support for content creation and research.

13. To foster a culture of innovation in UNDP, in addition to social media guidelines, governance materials and training, as part of its 2016 workplan the UNDP social media team is increasing its country office support and knowledge sharing with staff through Yammer. The social media team is currently migrating to a new content management tool, which is already improving the ability of staff to submit project content directly for review. UNDP follows best practices shared by United Nations social media managers in webinars and other trainings, and is constantly researching new trends and innovations in the field of digital and social media to be applied in UNDP social media work and outreach. Bearing in mind the above, UNDP accepts recommendation 6 and highlights that it is in progress.

## **B. Review of activities and resources devoted to address climate change in the United Nations system organizations (JIU/REP/2015/5)**

14. The report of the Joint Inspection Unit entitled ‘Review of activities and resources devoted to address climate change in the United Nations system organizations’ presents an overview of existing resources and activities devoted to addressing climate change across the organizations of the United Nations system, considering also the role of the environmental conventions, in particular the United Nations Framework Convention on Climate Change (UNFCCC). The report contains evidence-based findings and recommendations that may be instrumental for the efforts of United Nations system organizations to develop a system-wide framework to ensure the efficient allocation and monitoring of the use of resources and to track the effective implementation of the organizations’ own climate change activities, avoiding duplication and fostering synergies.

15. Five of the six recommendations issued are of relevance to UNDP. Recommendations 1, 3, 4 and 6 are directed to the Administrator and recommendation 2 is directed to the Executive Board for consideration.

16. With respect to recommendation 1, UNDP is actively involved in the process to develop a new United Nations system-wide strategy on climate change (see further detail on this process under recommendation 2 below) both through the High-Level Committee on Programmes (HLCP) and the UNDG. Given this UNDP involvement in the process, and that UNDP is the largest implementer of country-level climate change activities in the United Nations system and plays an important role in coordinating activities at country level, it will be important that the strategy be presented to United Nations governing bodies, including how it will relate to the work of UNDP.

17. Internally, the UNDP Executive Group has been updated regularly on UNDP involvement in inter-agency climate change discussions and activities, specifically the process to develop this new joint strategy both in 2015 and going forward. Whether it will be appropriate for the UNDP governing body to endorse the strategy will depend on the content of the final strategy and the process agreed by the United Nations Chief Executives Board for Coordination (CEB), HLCP and UNDG. Bearing in mind the above, UNDP accepts recommendation 1 and highlights that it is in progress.

18. With respect to recommendation 3, the UNDP Integrated Results and Resources Framework (IRRF) is an example of good practice within the United Nations system of a system for the traceability of specific funding on climate change adaptation and mitigation. UNDP continues to be open to sharing good practice and lessons learned from the IRRF and its Strategic Plan to inform efforts to discuss a common cross-

United Nations methodology. In order to take action on this recommendation, UNDP would have to await further guidance from cross-United Nations governing bodies on if and how this work should take place and how it would be coordinated. UNDP notes that this is potentially an area for discussion as part of the process to develop the new One United Nations Strategy on Climate Change. Considering this, UNDP accepts this recommendation but strongly notes potential limitations on its feasibility and implementation.

19. With respect to recommendation 4 (similarly to recommendation 3), UNDP would have to await further guidance from cross-United Nations governing bodies on how and if this work should take place and how it would be coordinated. UNDP notes that this is potentially an area for discussion as part of the process to develop the new One United Nations Strategy on Climate Change, and that the new strategy potentially could be a vehicle to advance information. Considering this, UNDP accepts this recommendation but also notes potential limitations on its feasibility and implementation.

20. Some inter-agency discussions have noted the different ways that individual United Nations agencies administer and implement climate funds for programming, for example mainstreaming versus stand-alone climate change projects and bilateral funding or vertical funding. In the case of UNDP, climate change work cuts across multiple areas covered by this broad portfolio, e.g., renewable energy, transport, buildings, industrial sectors, land use change (particularly forests), adaptation measures in water, ecosystem management, agriculture, climate finance issues, etc.. Noting that the Joint Inspection Unit specifically signalled the good practice of UNDP in the monitoring and tracking of climate funds, its internal processes for monitoring and tracking of climate funds remain a priority for UNDP. While UNDP strongly acknowledges the importance and value of inter-agency collaboration on the issue of monitoring and tracking of climate funds for improved climate change support to countries, it will await any progress through formal mechanisms on establishing an inter-agency mechanism for this purpose before committing UNDP time, resources or capacity.

21. With respect to recommendation 6, through its role in the resident coordinator system and the United Nations country team (UNCT), UNDP has actively supported the roll-out and dissemination of UNDG guidance on integrating both climate change and disaster risk reduction in the United Nations Development Assistance Framework (UNDAF) and will continue to do so moving forward. Furthermore, UNDP already acknowledges the importance of the UNFCCC mechanisms to the implementation of development plans at national level, and the important role that these mechanisms have both for informing the development of the common country assessment and in the work of the UNCT in implementing the UNDAF.

22. The UNDP portfolio of mitigation and adaptation projects supports all mechanisms established under the UNFCCC process, i.e., the preparation and implementation of nationally appropriate mitigation actions, national adaptation programmes of action and national adaptation plans; low-emission development strategies; strategies for reducing emissions from deforestation and forest degradation in developing countries; climate finance readiness plans; national communications/biennial update reports; and intended nationally determined contributions. UNDP is already supporting more than 40 countries in such efforts. Because this work is undertaken at national level by UNDP country offices in support of national governments, implementation of these mechanisms will be integrated into UNDP country programmes, which are developed based on the agreed priorities of the UNDAF as negotiated with the national government. UNDP stands ready to build on this good practice, particularly with regard to new UNFCCC

mechanisms to be implemented at country level such as the intended nationally determined contributions.

23. UNDP has already raised in inter-agency discussions the need to update existing UNDAF guidance on climate change in light of the Paris Agreement and climate change elements of the Sustainable Development Goals and is ready to work with the Development Operations Coordination Office and UNDG agencies to take the process forward. This could potentially be an outcome of the process to develop the One United Nations Strategy on Climate Change, which UNDP is co-leading through the HLCP and UNDG.

24. UNDP was very pleased that the Joint Inspection Unit recognized the important role of the UNDG, UNCT and resident coordinator system in fostering system-wide collaboration on climate change at country level and the key role that UNDAF guidance can play in this context, as well as the continued leadership that the Unit sees under recommendation 6. UNDP notes that much of this work is already underway and in progress.

### **C. Review of the organizational ombudsman services across the United Nations system (JIU/REP/2015/6)**

25. The report of the Joint Inspection Unit entitled 'Review of the organizational ombudsman services across the United Nations system' is system wide in scope and focuses, in particular, on the ombudsman services provided by the United Nations Secretariat, its funds and programmes and specialized agencies and the International Atomic Energy Agency. Regional ombudsmen and the provision of their services to staff in the field were, to the extent possible, also considered in the review. The report is intended for practitioners in the ombudsman offices of the United Nations system organizations, senior management, the legislative bodies and staff at large.

26. The report makes an independent assessment of the functioning of the ombudsman offices in United Nations system organizations by:

- (a) mapping the ombudsman policies and practices across the system and reviewing and comparing their mandates, structures, allocation of human and financial resources in relation to the size of the organization, their operations, the accessibility of ombudsman services by staff, recruitment of the ombudsman, contractual modalities, reporting lines and cooperation with senior management, other organizational units and departments and the legislative bodies;
- (b) identifying the enabling environment and the challenges faced by ombudsman offices in carrying out their mandates;
- (c) identifying intention to adhere to the principles set out in international standards, namely independence, neutrality, impartiality, confidentiality and informality;
- (d) assessing the contribution of the ombudsman offices to identifying systemic issues with a view to promoting an enabling environment for preventing and minimize workplace conflict through conscious actions by senior management;
- (e) identifying good practices in the activities of the ombudsman offices in the United Nations system;
- (f) identifying practices, prospects and limitations of cooperation among ombudsman offices in the different entities of the United Nations system;
- (g) capturing and analysing the perceptions of the main groups of clients, namely staff and management, and their satisfaction with the services provided by the ombudsman offices.

27. All eight recommendations issued are of relevance to UNDP. Recommendations 1, 2, 3, 4, 6, 7 and 8 are directed to the Administrator and recommendation 5 is directed to the Executive Board for consideration.

28. With respect to recommendation 1, UNDP agrees with the first part of the recommendation that “the executive heads of the United Nations system organizations, in consultation with staff representatives and the existing Ombudsmen, should review, update and disseminate across their respective organizations the terms of reference of the ombudsman”. UNDP notes that efforts to finalize the terms of reference of the ombudsman are currently being led by the Executive Office of the Secretary-General in consultation with the United Nations ombudsman, the ombudsmen for the funds and programmes and for the Office of the United Nations High Commissioner for Refugees, and the agencies' respective management and staff. The draft terms of reference have been tabled before the Staff Management Committee (SMC) and are being reviewed by a working group of the SMC. Once finalized, the terms of reference will be issued as a Secretary-General's bulletin.

29. Recommendation 2 addresses the inclusion of questions in United Nations system organizations' staff surveys to collect data on staff awareness and understanding of the role of the ombudsman, which will help to inform the next global staff survey. UNDP is working on increasing staff awareness of the work of the Ethics Office and the Office of Audit and Investigations, as well as of individual policies such as those for harassment and gender. UNDP wishes to point out that it gets the best staff responses to survey questions that are short and are based on staff members' recent experiences. UNDP will consider including in its global staff survey a question along the lines of where staff would go if they saw behaviour or actions that were unacceptable or which directly posed a conflict to them.

30. In 2016, UNDP is updating its global staff survey and will take the opportunity to work with the Office of the Ombudsman for the Funds and Programmes and other offices to design a question that will provide information that can help them to direct their services to locations with the greatest need and assist them to better target their services. There is a need for stakeholders such as management and the staff association to promote and encourage the use of informal resolution, through engagement with the Office of the Ombudsman for the Funds and Programmes, as an effective means of addressing workplace issues and promoting a culture of dialogue in the organization. Bearing in mind the above, UNDP accepts recommendation 2 and highlights that it is in progress.

31. With respect to recommendation 3, UNDP notes that face-to-face consultation is necessary to address issues of conflict and understands how important this is. UNDP will look further into its practical feasibility through consultations with functional networks and working groups under both HLCM and UNDG.

32. With respect to recommendation 4, the Office of the Ombudsman for the Funds and Programmes is developing a draft case management manual. Consultations will be undertaken internally to ensure harmonization and consistency within the United Nations common system. UNDP wishes to note that a unified case management manual may require funding and agreement among United Nations system ombudsmen. To date, the United Nations Ombudsman and Mediation Services (UNOMS) and the Office of the Ombudsman for the Funds and Programmes have had differences of opinion and practices which may not be resolved via a case management manual. As long as the Office of the Ombudsman for the Funds and Programmes, which covers five agencies, consults with UNOMS and others to understand how they reflect matters, a harmonized case management manual might not be necessary. Additionally, it may be difficult to insist upon one harmonized case



management manual if United Nations system ombudsmen are truly to be autonomous. Considering this, UNDP accepts recommendation 4 and highlights that it is in progress.

33. With respect to recommendation 6, including continuous training and certification of ombudsman practitioners in the strategic workplans of their ombudsman offices is a standard practice in the Office of the Ombudsman for the Funds and Programmes and is being implemented in respect of the two newly appointed ombudsmen. Considering this, UNDP accepts recommendation 6 and notes that it has been implemented.

34. With respect to recommendation 7, it will be important to ensure that assessing the performance of the ombudsman does not serve to undermine or appear to undermine his/her independence and objectivity. One approach could be to use the network of ombudsmen for professional development and oversight. The role of the ombudsmen is sometimes to stand alone and the purpose of assessing their services would be to improve them, something which the community of practice can also address. In addition, it will be important that the accountability and appraisal system be established in a way that involves all stakeholders, including staff council.

35. With respect to recommendation 8, UNDP accepts this recommendation and will request that its ombudsman discuss the findings and recommendations of the present review at the 2016 meeting of the Ombudsman and Mediators of United Nations and Related International Organizations, and that the group members decide on the course of actions they intend to reflect in their programmes of work, either individually or collectively.

### **III. Status of UNDP implementation of Joint Inspection Unit recommendations in 2013-2014**

36. In accordance with General Assembly resolution 60/258 of 8 May 2006, in which the Assembly requested the Joint Inspection Unit to enhance dialogue with participating organizations and thereby strengthen the implementation of its recommendations, the implementation status of relevant recommendations contained in reports issued in 2014 and 2013 are reported in annexes III and IV to the present report.

37. UNDP has pursued or implemented 80 per cent of the 35 relevant recommendations issued by the Joint Inspection Unit in 2014. Of the 26 relevant recommendations issued in 2013, 85 per cent have been implemented or are being pursued. UNDP is committed to following up on the implementation of the remaining relevant recommendations.

## Annex I

### Summary of reports and notes issued by the Joint Inspection Unit in 2015

Document symbol	Title of report	Total number of recommendations issued	Total number of recommendations relevant to UNDP	Number of recommendations directed to the Executive Board
JIU/REP/2015/4	Public information and communications policies and practices in the United Nations system	6	6	1
JIU/REP/2015/5	Review of activities and resources devoted to address climate change in the United Nations system organizations	6	5	1
JIU/REP/2015/6	Review of the organizational ombudsman services across the United Nations system	8	8	1
<b>Total</b>		<b>20</b>	<b>19</b>	<b>3</b>
<b>Reports of the Joint Inspection Unit issued in 2015 not relevant to UNDP</b>				
Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations (JIU/REP/2015/1)				
Recommendations to the General Assembly of the United Nations for the determination of parameters of a comprehensive review of United Nations system support for small island developing States (JIU/REP/2015/2)				
Cooperation among the United Nations regional commissions ((JIU/REP/2015/3)				

## Annex II

### Review of relevant Joint Inspection Unit recommendations in 2015 for consideration by the Executive Board

Recommendations	Remarks
<b>Public information and communications policies and practices in the United Nations system (JIU/REP/2015/4)</b>	
<p>Recommendation 1</p> <p>The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in the present report, in order to enhance the strategic role of the public information and communications function in contributing to the achievement of organizational goals and priorities, thereby promoting global support for their organization.</p>	<p>UNDP agrees with this recommendation. UNDP is committed to strengthening communications to support organizational goals and priorities.</p> <p>In 2015, with partner United Nations agencies, civil society groups and private sector partners, UNDP was a key player in laying the groundwork for Agenda 2030. Over the next two years, UNDP communications efforts in all offices and countries will help to convey the complex, integrated Sustainable Development Goal agenda to broad public audiences and to establish UNDP as the coordinator of the United Nations system in supporting national implementation of the Goals.</p> <p>The UNDP Communications Group has a formal and inclusive organization-wide framework. With its main direction coming from headquarters, the group implements communications strategies and executes tactics through regional communications advisers and communications officers in country offices.</p> <p>UNDP communications leadership has sufficient access to executive management. The Administrator has been a strong supporter of communications and the new Communications Action Plan.</p> <p>UNDP is committed to multilingualism, producing most of its content in English, French and Spanish, and several products in all official United Nations languages.</p> <p>UNDP recognizes the importance of training staff in communications. The new Communications Action Plan includes proposals to support to headquarters, bureaux and country offices in pursuing global media coverage mainly by organizing strategic communications trainings and webinars in order to refine the competencies of UNDP offices and communications staff.</p>
<b>Review of activities and resources devoted to address climate change in the United Nations system organizations (JIU/REP/2015/5)</b>	
<p>Recommendation 2</p> <p>The governing bodies of the United Nations system organizations should support and endorse the participation of their respective organizations involved in cross-cutting areas directly or indirectly related to climate change in a system-wide United Nations strategy to combat climate change, in a manner consistent with the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21).</p>	<p>UNDP agrees with this recommendation and is co-leading the newly launched process to develop a new system-wide strategy on climate change. The development of a new strategy (to take place over the course of 2016) was endorsed by the HLCP at its thirtieth session and by the CEB at its fall 2015 meeting. The process to develop the strategy began in January 2016, to ensure it could incorporate the Sustainable Development Goals and the outcome of the Paris Climate Conference. The strategy will play an important role in fostering cross-United Nations collaboration and coordination to support Member States on climate change action. UNDP leadership in this process takes place at two levels: co-chairing the task team, with the United</p>

	<p>Nations Industrial Development Organization and UNFPA and under the HLCP, to develop the guiding principles of the strategy (led by the UNDP Director of Climate Change and Disaster Risk Reduction); and co-chairing (with the United Nations Environment Programme and the United Nations Department of Economic and Social Affairs) a small group of Assistant Secretaries-General (to be determined) under the UNDG to develop the full strategy (led by the UNDP Assistant Secretary-General/Director of Bureau for Policy and Programme Support).</p>
<p><b>Review of the organizational ombudsman services across the United Nations system (JIU/REP/2015/6)</b></p>	
<p>Recommendation 5 The legislative bodies of the United Nations system organizations should make it possible for the ombudsman to report to them on systemic issues identified on a regular basis.</p>	<p>UNDP agrees that the Executive Board has full access to the deliberations of the ombudsman on systemic issues which in the UNDP setting takes place through the annual report of the Office of the Ombudsman for United Nations Funds and Programmes, which is publicly available in time for the annual session of the Executive Board.</p>

### Annex III

## Status of implementation of relevant Joint Inspection Unit recommendations issued in 2014

Document symbol	Title of report	Total number issued	Total number directed to UNDP	Implemented or ongoing (as at end-2015)	Partially implemented/ to be started (at end-2015)
JIU/NOTE/2014/1	Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations	5	4	4	0
JIU/REP/2014/1	An analysis of the resource mobilization function within the United Nations system	5	4	3	1
JIU/REP/2014/3	Capital/refurbishment/ construction projects across the United Nations system organizations	4	3	3	0
JIU/REP/2014/4	Post-Rio+20 review of environmental governance within the United Nations system	13	3	2	0
JIU/REP/2014/6	Analysis of the evaluation function in the United Nations system	9	7	5	2
JIU/REP/2014/9	Contract management and administration in the United Nations system	12	11	11	0
<b>Total</b>		<b>48</b>	<b>32</b>	<b>28</b>	<b>3</b>

### Annex III

## Status of implementation of relevant Joint Inspection Unit recommendations issued in 2013

Document symbol	Title of report	Total number issued	Total number directed to UNDP	Implemented or ongoing	Partially implemented/ to be started
JIU/NOTE/2013/1	Reference checks in the United Nations system organizations	2	1	1	0
JIU/REP/2013/1	Review of long-term agreements in procurement in the United Nations System	5	4	4	0
JIU/REP/2013/2	Records and archives management in the United Nations	6	6	4	2
JIU/REP/2013/3	Selection and appointment process for United Nations resident coordinators, including preparation, training and support provided for their work	3	2	1	0
JIU/REP/2013/4	Review of the management of implementing partners in United Nations system organizations	12	11	11	0
<b>Total</b>		<b>28</b>	<b>24</b>	<b>22</b>	<b>2</b>