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Proposed programme budget for the biennium 2012-2013*

Part X

Jointly financed administrative activities and special expenses

Section 32

Jointly financed administrative activities

(Programme 26 of the strategic framework for the period 2012-2013)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6 (A/66/6/Add.1)*.

** *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6 (A/65/6/Rev.1)*.



Overview

Table 32.1 **Estimate of expenditure (regular budget)**

Proposal submitted by the Secretary-General	\$10,993,800 ^a
Revised appropriation for 2010-2011	\$11,993,400
^a At 2010-2011 rates.	

Table 32.2 **Estimate of expenditure (full budgets)**

Proposal submitted by the Secretary-General	\$37,723,800 ^a
Revised appropriation for 2010-2011	\$37,125,400
^a At 2010-2011 rates.	

Table 32.3 **Proposed staffing resources (full budgets)**

	<i>Number</i>	<i>Level</i>
Proposed for the biennium 2012-2013	81	3 D-2, 5 D-1, 8 P-5, 15 P-4, 8 P-3, 5 P-2/1, 4 GS (PL), 33 GS (OL)
Approved for the biennium 2010-2011	81	3 D-2, 5 D-1, 8 P-5, 15 P-4, 8 P-3, 5 P-2/1, 4 GS (PL), 33 GS (OL)

Abbreviations: GS, General Service; PL, Principal level; OL, Other level.

- 32.1 Provisions under the present section cover the requirements for the United Nations share in the costs of three administrative organizational units of the United Nations common system financed on an inter-agency basis. They are:
- The International Civil Service Commission (ICSC) and its secretariat;
 - The Joint Inspection Unit and its secretariat;
 - The secretariat of the United Nations System Chief Executives Board for Coordination (CEB), including the International Public Sector Accounting Standards (IPSAS) project aimed at providing system-wide support and coordination during the implementation process of IPSAS by those United Nations system organizations which make financial contribution to this project.
- 32.2 The full budgets of ICSC and the Joint Inspection Unit are also presented to the General Assembly for its consideration and approval in accordance with the established arrangements. The full budget of CEB, including the IPSAS project, is presented for information purposes, while the United Nations share of it is presented for approval. As to the ICSC and the Joint Inspection Unit proposed full budgets, the consultation process within the framework of CEB was completed in February 2011. It was carried out during the formulation stage of the proposed programme budgets by the Secretary-General. In accordance with article 21 of the statute of ICSC and article 20 of the statute of the Joint Inspection Unit, the comments of CEB organizations were taken into consideration in the finalization of the proposed programme budgets for ICSC and the Joint Inspection Unit (a note by the CEB secretariat on these comments is contained in the annex). It is noted that the conclusion arrived at during the twenty-first session of the High-Level Committee

on Management of CEB, held in March 2011, was to “endorse the 2012-2013 budgets of all jointly financed activities (United Nations Department of Safety and Security jointly financed activities (considered separately under section 35 of the proposed programme budget for the biennium 2012-2013), CEB secretariat, the Joint Inspection Unit and ICSC) at the zero growth level”, as reflected in the conclusions of the twenty-first session of the Committee.

32.3 The proposals for the regular budget appropriation requested under section 32 reflect a net decrease of \$999,600 (before recosting), or 8.3 per cent, as compared to the revised appropriation approved for the biennium 2010-2011. The requirements were estimated on the basis of the full budgets of the activities, and the percentage share of the United Nations in those costs, as determined by CEB on the basis of established methodology. The net decrease in the United Nations regular budget share under this section is due to the combined effect of the decrease of the United Nations share in the requirements of ICSC and the CEB secretariat, offset by an increase of the United Nations share in the requirements of the Joint Inspection Unit and the IPSAS project. The percentage distribution of regular budget resources under this section is shown in table 32.4.

Table 32.4 **Distribution of regular budget resources by component (United Nations share of costs)**
(Percentage)

A. International Civil Service Commission	53.5
B. Joint Inspection Unit	27.4
C. United Nations System Chief Executives Board for Coordination, including the IPSAS project	19.1
Total	100.0

Table 32.5 **Summary of resource requirements by component (United Nations share of costs)**
(Thousands of United States dollars)

Regular budget

Component	2008-2009 expenditure	2010-2011 appropriation	Resource growth		Total before recosting	Recosting	2012-2013 estimate
			Amount	Percentage			
A. International Civil Service Commission	6 020.2	6 910.9	(1 026.9)	(14.9)	5 884.0	102.3	5 986.3
B. Joint Inspection Unit	2 813.2	2 982.8	24.9	0.8	3 007.7	202.5	3 210.2
C. United Nations System Chief Executives Board for Coordination ^a	2 276.3	2 099.7	2.4	0.1	2 102.1	50.6	2 152.7
Total	11 109.7	11 993.4	(999.6)	(8.3)	10 993.8	355.4	11 349.2

^a Includes requirements of \$417,900 in the biennium 2010-2011 and \$544,000 in the biennium 2012-2013 for the IPSAS project.

32.4 The estimated requirements under the full budgets of the activities programmed in this section are summarized in table 32.6. The post requirements in the context of the full budgets are summarized in table 32.7. The inter-agency nature of these operations means that none of the posts budgeted in this section are included in the United Nations regular budget staffing table.

Table 32.6 Summary of resource requirements by component (full budgets)

(Thousands of United States dollars)

Jointly financed

Component	2008-2009 expenditure	2010-2011 appropriation	Resource growth		Total before recosting	Recosting	2012-2013 estimate
			Amount	Percentage			
A. International Civil Service Commission	15 577.3	17 714.0	(97.1)	(0.5)	17 616.9	306.4	17 923.3
B. Joint Inspection Unit	12 198.3	12 694.3	50.0	0.4	12 744.3	858.4	13 602.7
C. United Nations System Chief Executives Board for Coordination ^a	7 117.9	6 717.1	645.5	9.6	7 362.6	177.5	7 540.1
Total	34 893.5	37 125.4	598.4	1.6	37 723.8	1 342.3	39 066.1

^a Includes requirements of \$1,331,000 in the biennium 2010-2011 and \$1,895,500 in the biennium 2012-2013 for the IPSAS project.

Table 32.7 Summary of post requirements by component (full budgets)

Jointly financed

Component	Established posts		Temporary posts		Extrabudgetary posts		Total	
	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013
	A. International Civil Service Commission	47	47	—	—	—	—	47
B. Joint Inspection Unit	20	20	—	—	—	—	20	20
C. United Nations System Chief Executives Board for Coordination	14	14	—	—	—	—	14	14
Total	81	81	—	—	—	—	81	81

A. International Civil Service Commission

Full budget of the International Civil Service Commission (before recosting):
\$17,616,900

Regular budget resource requirements for United Nations share (before recosting):
\$5,884,000

- 32.5 The activities for which ICSC is responsible and the strategy guiding their implementation fall under component A of programme 26, Jointly financed activities, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).
- 32.6 By its resolution 3357 (XXIX), the General Assembly established ICSC for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated, through Assembly resolutions 51/216 and 52/216, to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.
- 32.7 Under article 21, paragraph 2, of the statute of ICSC, a provision is made for the inclusion of the requirements for ICSC in the regular budget of the United Nations. The budget estimates for the Commission are submitted by the Secretary-General, after consultation with CEB on the basis of proposals made by the Commission.
- 32.8 The overall objectives of the Commission's programme of work are: (a) to continue to maintain a common system of salaries, allowances and benefits; (b) to establish and maintain procedures and/or methodologies by which the principles for determining conditions of service should be applied; (c) to establish and maintain post adjustment classifications and daily subsistence allowance rates for approximately 200 countries and areas around the world; (d) to conduct surveys of the best prevailing conditions of employment for General Service staff at headquarters duty stations; (e) to develop and maintain job evaluation standards; and (f) to provide to the organizations guidance and advice on various human resources management issues.
- 32.9 The Chairman of the Commission is responsible for directing its work. The Executive Secretary, as the Chief Administrative Officer of the Commission, is responsible for the preparation of the budget estimates, in consultation with the Chairman and the Vice-Chairman, and for submitting them to the Secretary-General.
- 32.10 The proposed programme budget reflects congruence with format and substance of the strategic framework for the biennium 2012-2013, the ICSC statute and prior decisions of ICSC. The principal mandate of ICSC remains unchanged: to regulate and coordinate conditions of service of the United Nations common system.

Programme of work of the International Civil Service Commission

- 32.11 It is expected that ICSC will hold two sessions with a total duration of four weeks in 2012 and two sessions with a total duration of four weeks in 2013. Of the two sessions held each year, one will take place in New York and the other will be held elsewhere, in principle at the headquarters of one of the participating organizations of the United Nations common system. The Commission may

also decide to establish working groups on selected issues. Those working groups would be composed of members of the Commission and/or its secretariat, as well as representatives of the member organizations and staff federations based on the work programme of the Commission. It is expected that during the biennium 2012-2013 five such working groups will be established and that each of the groups will meet for approximately two weeks. Furthermore, it is anticipated that representatives of the Commission will participate in the meetings (one meeting per year) of the technical working groups established by the governing bodies of the participating organizations.

- 32.12 The Commission's Advisory Committee on Post Adjustment Questions will hold one session of one-week's duration in each year of the biennium. As is the case with members of ICSC, the members of the Advisory Committee are entitled to travel and subsistence allowances, in accordance with the rules established by the General Assembly for members of organs and subsidiary organs of the United Nations serving in their individual capacity.
- 32.13 The structure of the secretariat of the Commission remains unchanged. It comprises the Office of the Executive Secretary, the Salaries and Allowances Division, the Human Resources Policies Division and the Cost-of-Living Division.

Table 32.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of a high quality of substantive service to the Commission	<p>(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management systems</p> <p><i>Performance measures</i></p> <p>2008-2009: 100 per cent</p> <p>Estimate 2010-2011: 100 per cent</p> <p>Target 2012-2013: 100 per cent</p> <p>(ii) Percentage of recommendations adopted by the Commission</p> <p><i>Performance measures</i></p> <p>2008-2009: 100 per cent</p> <p>Estimate 2010-2011: 100 per cent</p> <p>Target 2012-2013: 100 per cent</p>

(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of the organizations

(b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission

Performance measures

2008-2009: 100 per cent

Estimate 2010-2011: 100 per cent

Target 2012-2013: 100 per cent

(c) Improved methodology for cost-of-living measurements

(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission

Performance measures

2008-2009: 100 per cent

Estimate 2010-2011: 100 per cent

Target 2012-2013: 100 per cent

(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system

(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification

Performance measures

2008-2009: 3 months

Estimate 2010-2011: 3 months

Target 2012-2013: 3 months

(ii) Maintenance of the completion rate of all requests for hardship classification of field duty stations (250 per year)

Performance measures

2008-2009: 100 per cent within 4 to 8 weeks

Estimate 2010-2011: 100 per cent within 4 to 8 weeks

Target 2012-2013: 100 per cent within 4 to 8 weeks

- (e) Up-to-date daily subsistence allowance rate system
- (e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Performance measures

2008-2009: 1 week

Estimate 2010-2011: 1 week

Target 2012-2013: 1 week

External factors

- 32.14 The component is expected to achieve its objectives and expected accomplishments on the assumption that organizations of the United Nations common system provide timely information as requested by the Commission and that they fully implement its decisions and recommendations.

Outputs

- 32.15 During the biennium 2012-2013, the following outputs will be delivered:
- (a) Servicing of intergovernmental and expert bodies: approximately 20 formal meetings and informal consultations of the Fifth Committee on issues both of conditions of service of the United Nations common system and of human resources management; approximately 4 sessions of the Commission; approximately 2 sessions of the Advisory Committee on Post Adjustment Questions; and approximately 10 weeks of meetings of working groups of the Commission on specific issues of conditions of service;
 - (b) Parliamentary documentation:
 - (i) Reports and research papers on specific issues raised by Member States, organizations and staff representatives submitted to the Commission and other documentation submitted to the Advisory Committee and working groups of the Commission under their programme of work (90);
 - (ii) Substantive assistance to the Commission and the Advisory Committee in preparation of their respective reports (18);
 - (c) Other substantive activities:
 - (i) Responses on behalf of the Commission on cases of specific issues before the Administrative Tribunal (12);
 - (ii) Cost-of-living surveys at field duty stations (290); categorization of hardship duty stations (approximately 250 duty stations per review and 4 reviews per biennium), including system-wide dissemination and assignment of temporary ad hoc classifications; revisions of manuals on the United Nations salary system (2); monthly revisions and promulgations of post adjustment (24) and daily subsistence allowance (24); issuance of information on hazard pay locations; full implementation of the new master standard and related subsystems for application in the common system; ICSC workshops on the operation of the post adjustment system, salaries and allowances, General Service survey methodology and human resources management policies (6); training courses on job evaluation and training material for mobility and hardship arrangements (6);

- (iii) Technical material (hard copy and electronic issuances): cost-of-living survey reports and monthly updated post adjustment indices with respect to exchange rate movements, inflation and rental subsidy thresholds (24 circulars); revised job evaluation tools (2); revised user-friendly manuals on the United Nations salary system (1); post adjustment system (1); daily subsistence allowance circulars (24); information material and tools pertaining to mobility/hardship arrangements (2);
- (iv) Global staff surveys on issues under the mandate of the Commission: following the launch of the 2008 global staff survey on recruitment and retention, the Commission has decided, and Member States have supported the decision, to repeat the global staff survey at regular intervals in order to measure the success or otherwise of measures taken over time by organizations to attract talent to the United Nations common system and to retain it. A follow-up survey is to be conducted in 2013. Additional surveys will also be carried out, as appropriate, on other issues under the mandate of the Commission to seek the views of staff on the efficacy of various human resources management initiatives in order to better inform policy decisions taken by the Commission in the course of its ongoing work.

Table 32.9 **Resource requirements: total requirements for the International Civil Service Commission (full budget)**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Jointly financed				
Post	11 811.2	11 913.0	47	47
Non-post	5 902.8	5 703.9	—	—
Total	17 714.0	17 616.9	47	47

- 32.16 The estimated requirements in the amount of \$17,616,900 would provide for 47 posts (1 D-2, 3 D-1, 4 P-5, 9 P-4, 3 P-3, 4 P-2, 3 General Service (Principal level), 20 General Service (Other level)) and non-post operational requirements related to consultants, travel of representatives and staff, contractual services, hospitality and operating costs. The net decrease of \$97,100 under the full budget of the Commission compared to the previous biennium relates to an increase of \$101,800 under posts offset by a decrease of \$198,900 under non-post requirements. The resource increase of \$101,800 under posts is due to the delayed impact of one post at the P-2 level (Associate Information System Officer) established in the context of the programme budget for the biennium 2010-2011. The non-post resource decrease of \$198,900 relates to the discontinuation of the one-time provisions of \$228,300 for travel and consultants in the programme budget for the biennium 2010-2011 in respect of the baseline place-to-place survey conducted every five years, offset in part by an increase of \$29,400 under consultants to provide for field visits to various duty stations by consultants related to further studies on the harmonization of conditions of service in the field, in accordance with the request of the General Assembly in its resolution 65/248 for the Commission to keep the issue of the United Nations common system conditions of service in the field under review.

Table 32.10 **Resource requirements: United Nations share in the budget of the International Civil Service Commission**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Regular budget				
Non-post	6 910.9	5 884.0	—	—
Total	6 910.9	5 884.0	—	—

- 32.17 The estimated requirements in the amount of \$5,884,000, reflecting a decrease of \$1,026,900 compared to the previous biennium, relate to the United Nations share (currently 33.4 per cent) of the full budget of ICSC for the biennium 2012-2013. The decrease in the United Nations regular budget share of costs under this section is due to the combined effect of a decrease of the United Nations share of the full budget of ICSC from 39.0 per cent used for the biennium 2010-2011 to 33.4 per cent used for the biennium 2012-2013 and the decrease in the full budget of ICSC.

B. Joint Inspection Unit

Full budget of the Joint Inspection Unit (before recosting): \$12,744,300

Regular budget resource requirements for United Nations share (before recosting): \$3,007,700

- 32.18 The Joint Inspection Unit, created on an experimental basis in 1968, was established with effect from 1 January 1978 by the General Assembly in its resolution 31/192 of 22 December 1976, in which it also approved the Unit's statute.
- 32.19 In accordance with the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.
- 32.20 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of and shall be responsible to the General Assembly and similarly to the competent legislative organs of its participating organizations.
- 32.21 On the basis of its statute, the Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The outcome of the first and second management tools is submitted in its annual report, published as a supplement through which the Unit reports on its performance, which is assessed by the General Assembly.
- 32.22 In accordance with article 19 of its statute, the Unit shall be assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.
- 32.23 As established in the follow-up system of the Joint Inspection Unit and endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, the recommendations included in

those reports must be: (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well supported by the facts and analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific with regard to actions to be taken and those responsible for taking actions so that implementation and resulting impact can be clearly tracked, that is, according to SMART (specific, measurable, attainable, relevant and time-bound) mandates. The Joint Inspection Unit secretariat has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they are issued, for disclosure in the annual report of the Unit.

- 32.24 The strategic framework reflects how the secretariat of the Joint Inspection Unit supports the work of the Inspectors and, as such, it focuses on measuring the performance of the secretariat. It should be recalled, however, that in accordance with General Assembly resolution 63/272, oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies.
- 32.25 The expected accomplishments of the secretariat described below have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (see A/63/34 and Corr.1), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of its resolution 63/272.
- 32.26 The activities for which the Unit is responsible fall under component B of programme 26, Jointly financed activities, of the strategic framework for the period 2012-2013.
- 32.27 In line with the directives of the legislative organs of its participating organizations, the Unit takes full advantage of its system-wide competence, which puts it in the unique position of acting as a catalyst for the comparison and dissemination of best managerial, administrative and programming practices in the system as a whole. Based on comparative analyses of trends and problems faced by various organizations, it proposes harmonized and concrete solutions. The Unit focuses its work on important priority items for the participating organizations, with a view to providing both the executive heads and the legislative organs of those organizations with practical and action-oriented recommendations on precisely defined issues.
- 32.28 In accordance with article 20 of its statute, the Unit's budget is included in the regular budget of the United Nations and its budget estimates are established by the Secretary-General after consultation with CEB on the basis of proposals made by the Unit. In its resolution 55/230, the General Assembly took note of paragraphs 19 and 20 of the report of the Joint Inspection Unit for 1998 (A/54/34), reaffirmed article 20 of the statute of the Unit and paragraph 182 of Assembly resolution 54/249, and requested the Secretary-General to submit the report of the Administrative Committee on Coordination (now CEB) on the budget proposals made by the Unit as required by the statute. Accordingly, CEB comments on the subject are contained in the annex to the present document.

Table 32.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the management, implementation, utilization and follow-up of the Joint Inspection Unit recommendations, ensuring optimum use of available resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions which improve the efficiency, effectiveness and relevance of the subprogrammes/programmes	<p>(a) (i) Increased rate of acceptance of system-wide recommendations by participating organizations and by the legislative organs aggregated over the previous 4 years</p> <p><i>Performance measures</i></p> <p>2008-2009: 49 per cent</p> <p>Estimate 2010-2011: 52 per cent</p> <p>Target 2012-2013: 55 per cent</p> <p>(ii) Increased rate of implementation of system-wide recommendations by the participating organizations and by the legislative organs aggregated over the previous 4 years</p> <p><i>Performance measures</i></p> <p>2008-2009: 50 per cent</p> <p>Estimate 2010-2011: 53 per cent</p> <p>Target 2012-2013: 55 per cent</p>
(b) Improved capacity of participating organizations to ensure timely and informed consideration of reports of the Unit and their recommendations by their respective legislative organs	<p>(b) (i) Increased number of organizations that have established follow-up systems on Unit reports, notes and their recommendations</p> <p><i>Performance measures</i></p> <p>2008-2009: 20 organizations</p> <p>Estimate 2010-2011: 21 organizations</p> <p>Target 2012-2013: 21 organizations</p>

(ii) Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the new online tracking system

Performance measures

2008-2009: not applicable

Estimate 2010-2011: not applicable

Target 2012-2013: 50 per cent

(c) Increased awareness of the management issues raised in reports of the Unit

(c) Increased number of visits to the Unit website

Performance measures

2008-2009: 154,000 visits

Estimate 2010-2011: 180,000 visits

Target 2012-2013: 240,000 visits

External factors

32.29 The component is expected to achieve its objectives and expected accomplishments on the assumption that:

- (a) Participating organizations will fully cooperate with the reviews and in the follow-up process on the implementation of recommendations;
- (b) Delays in submission of comments on the reports of the Unit by secretariats, delays in consideration or non-consideration by legislative organs and failure by the latter to adopt specific resolutions/decisions on recommendations may affect the achievement of expected accomplishments.

Outputs

32.30 During the biennium 2012-2013, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies:
 - (i) Substantive inputs to meetings: approximately 30 formal meetings and informal consultations of the Main Committees of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions, and approximately 15 meetings of legislative organs of other organizations of the United Nations system on issues contained in the reports of the Unit;
 - (ii) Parliamentary documentation: annual reports and proposed programme of work to the General Assembly; special reports to the General Assembly and/or other legislative organs, as required;

(b) Other substantive activities:

- (i) Fact-finding missions: confidential letters to the Executive Heads, as required; consultations with secretariats of the organizations of the United Nations system on issues under the work programme of the Unit (approximately 8 consultations); biannual meeting of Joint Inspection Unit focal points;
- (ii) Documentation for inter-agency meetings: contribution to annual inter-agency meetings, such as the United Nations Evaluation Group, the Meeting of Representatives of Internal Audit Services and the Conference of International Investigators; biannual meeting and interim follow-up contacts between the three oversight entities: the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit;

Table 32.12 Resource requirements: total requirements for the Joint Inspection Unit (full budget)

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013	2010-2011	2012-2013
		(before recosting)		
Jointly financed				
Post	11 695.9	11 695.9	20	20
Non-post	998.4	1 048.4	—	—
Total	12 694.3	12 744.3	20	20

- 32.31 The estimated requirements of \$12,744,300, would provide for the continuation of 11 positions of Inspector and 20 posts (1 D-2, 2 P-5, 3 P-4, 4 P-3, 1 P-2, 1 General Service (Principal level), 8 General Service (Other level)) in the Unit secretariat, as well as for non-post requirements, including those of other staff costs, consultants and contractual services, travel of Inspectors and staff and operating costs. The increase of \$50,000 is due to additional requirements under consultants to enable the Unit to complete the development of its web-based follow-up system, as requested by the General Assembly in its resolution 65/270.

Table 32.13 Resource requirements: United Nations share in the budget of the Joint Inspection Unit

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013	2010-2011	2012-2013
		(before recosting)		
Regular budget				
Non-post	2 982.8	3 007.7	—	—
Total	2 982.8	3 007.7	—	—

- 32.32 The estimated requirements in the amount of \$3,007,700, reflecting an increase of \$24,900 compared to the previous biennium, relate to the United Nations share in the budget of the Joint Inspection Unit for the biennium 2012-2013, which is 23.6 per cent. The increase in the United Nations regular budget share of costs under this section is due to the combined effect of an increase of the United Nations share of the full budget of the Unit from 23.5 per cent used for the biennium 2010-2011 as compared to 23.6 per cent used for the biennium 2012-2013 and the increase in the gross budget of the Unit.

C. United Nations System Chief Executives Board for Coordination

Full budget of the secretariat of the United Nations System Chief Executives Board for Coordination (before recosting): \$7,362,600

Regular budget resource requirements for the United Nations share (before recosting): \$2,102,100

- 32.33 The activities for which the United Nations System Chief Executives Board for Coordination is responsible fall under component C of programme 26, Jointly financed activities, of the strategic framework for the period 2012-2013.
- 32.34 CEB is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system organizations in accordance with their respective mandates and in response to the decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-Level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-Level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative, management and security and safety issues with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits. In 2008, the United Nations Development Group became the third pillar of CEB, responsible for the coordination of country-level development operations in accordance with General Assembly resolution 62/208. The CEB structure, with the exception of the activities of the United Nations Development Group, which is not financially supported from the CEB secretariat budget, is serviced and supported by a single, jointly financed secretariat, with offices located in New York and Geneva.
- 32.35 In the biennium 2012-2013, CEB will continue to strengthen its integrated approach among its high-level committees. The Board will focus on and coordinate the activities of the United Nations organs, funds and programmes towards accelerating progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements. To this end, CEB will ensure greater coherence and coordination among the organizations of the system. It will place at the centre of its efforts: deepening the understanding of and coordinating joint responses to global challenges, such as those related to climate change, the global food security crisis, eradication of poverty and safety and security issues, in accordance with intergovernmental mandates; achieving the inclusive, purposeful mobilization of all resources and capacities and enhancing knowledge-sharing; and helping to increase transparency and accountability. The Board will also strengthen the support of the system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. Moreover, CEB will continue to enhance and monitor the effective coordination of system-wide efforts against hunger and poverty. In addition, the Board will continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, including by enhancing system-wide support for an effective and unitary security management system.

- 32.36 In the programme area, CEB, through its High-Level Committee on Programmes, will continue to promote joint action across a range of intergovernmental mandates with a view to further enhancing the coherence and effectiveness of the contribution of the system to advance the implementation of the internationally agreed development goals, including the Millennium Development Goals. Special attention will, in the same context, be given to aligning the efforts of the United Nations system organizations in support of intergovernmental reviews and monitoring of progress towards these goals in the General Assembly and the Economic and Social Council and in the governing bodies of the specialized agencies, funds and programmes. The High-Level Committee on Programmes will, at the same time, seek to take a proactive role in scanning and identifying emerging programme issues requiring a system-wide response, and in developing joint approaches on such priority issues as climate change in the context of sustainable development, food security, the impact of the financial and economic crises on development and post-crisis recovery.
- 32.37 CEB, through its High-Level Committee on Management, will continue its work for the enhancement of the United Nations system-wide security management system so as to provide for improved safety and security for United Nations system personnel, premises and assets. It will endeavour to further cooperation in advancing accountability and transparency in the work of the organizations of the United Nations system; in harmonizing human resources management practices consistently with recent reforms approved by governing bodies of member organizations; in utilizing information and communications technology for better management and better programme delivery; and in promoting best practices and lessons learned in the area of management and in policy development and programme delivery through, inter alia, harmonized business practices and improved platforms for knowledge-sharing. In the area of human resources management, the focus will be on enhanced collaboration with ICSC and on the harmonization of human resources practices and procedure, especially with respect to staff working outside headquarters. In the financial and budgetary areas, the main emphasis will be placed on supporting the implementation of the International Public Sector Accounting Standards (IPSAS) throughout the system and on furthering the development of financial and budgetary best practices. In the area of information and communications technology, special attention will be given to capitalizing on investments in information and communications technologies, especially through common services and the identification of common best practices in the implementation and usage of enterprise resource planning systems. Through the High-Level Committee on Management, CEB will give special attention in the biennium 2012-2013 to finalizing the implementation of the High-Level Committee on Management Plan of Action for the Harmonization of Business Practices. It will also seek to promote further initiatives to facilitate access to the United Nations system information by Member States and the general public through, inter alia, the publication of the inter-agency decisions.
- 32.38 The work of the CEB secretariat will be structured to ensure the efficient and effective provision of support services in connection with its major functions: (a) facilitate a more regular and structured information flow on major trends and developments in the organizations of the United Nations system of concern to the system as a whole. This service would be of particular value to smaller agencies. The CEB secretariat would provide such an information-sharing service on which all could draw, supporting an enhanced capacity for knowledge-sharing system-wide, as financial statistics, personnel statistics, headcounts of field staff as well as policies and practices; (b) promote further initiatives to facilitate access to United Nations system information by Member States and the general public; (c) ensure that the strategic discussions of CEB and its clusters are supported by sound analytical material that adds scope and value to the contribution and knowledge that individual organizations bring to the table; (d) support the Board in developing the structure, content and organization of its sessions in a flexible manner, responding to evolving needs; (e) develop analysis and information to assist CEB to have greater clarity on issues related

to duplication and overlap of activities in specific areas, and assist the Board in developing a system-wide methodology for different agencies operating on the same issue; and (f) strengthen the engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and the engagement of the CEB secretariat with the Committee for Programme and Coordination, including by facilitating the participation of executive heads in high-level intergovernmental forums and improving CEB reporting to intergovernmental bodies.

Table 32.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
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(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Number of coordinated initiatives by the United Nations system developed by CEB as a coherent system-wide approach in direct response to global challenges <i>Performance measures</i> 2008-2009: 5 coordinated initiatives Estimate 2010-2011: 6 coordinated initiatives Target 2012-2013: 6 coordinated initiatives (ii) Number of joint or complementary activities, in the form of task forces and working groups, by the High-Level Committee on Management, the High-Level Committee on Programmes and their subsidiary networks in response to decisions emanating from the governing bodies of CEB member organizations <i>Performance measures</i> 2008-2009: 15 activities Estimate 2010-2011: 20 activities Target 2012-2013: 22 activities
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(iii) Number of joint or complementary activities to implement the decisions of the intergovernmental organs, especially the General Assembly and the Economic and Social Council, as well as recommendations of the Committee for Programme and Coordination as approved by the General Assembly

Performance measures

2008-2009: 2 activities

Estimate 2010-2011: 3 activities

Target 2012-2013: 4 activities

(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations

(b) (i) Increased number of coordinated system-wide responses, under the purview of the High-Level Committee on Management and its functional networks (finance and budget, human resources, information and communications technology, procurement) to ICSC initiatives, staff management issues, financial and budgetary matters

Performance measures

2008-2009: 20 coordinated system-wide responses

Estimate 2010-2011: 22 coordinated system-wide responses

Target 2012-2013: 24 coordinated system-wide responses

(ii) Number of coherence, efficiency and cost-effectiveness measures implemented following completion of system-wide coordinated activities

Performance measures

2008-2009: not available

Estimate 2010-2011: 4 measures

Target 2012-2013: 5 measures

(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system

(c) (i) Number of actions taken to enhance system-wide knowledge-sharing through additions and enhancements to knowledge repositories and tools (web- or paper-based)

Performance measures

2008-2009: 8 issuances of informative material

Estimate 2010-2011: 8 issuances of informative material

Target 2012-2013: 8 issuances of informative material

(ii) Number of information and communications technology standards endorsed by agencies based on industry best practice and institutional needs as well as the strategic direction developed through system-wide consultation

Performance measures

2008-2009: not available

Estimate 2010-2011: 2 standards endorsed

Target 2012-2013: 2 standards endorsed

(d) Progress towards adoption of IPSAS by United Nations system organizations

(d) (i) All information on IPSAS standards is provided on time for consideration by United Nations system organizations

Performance measures

2008-2009: 100 per cent

Estimate 2010-2011: 100 per cent

Target 2012-2013: 100 per cent

(ii) All information on the progress of IPSAS adoption by United Nations system organizations is reported on time to Member States

Performance measures

2008-2009: 100 per cent

Estimate 2010-2011: 100 per cent

Target 2012-2013: 100 per cent

External factors

32.39 The component is expected to achieve its objectives and expected accomplishments on the assumption that the member organizations and their governing bodies commit themselves and make timely contributions to the issues addressed by CEB.

Outputs

32.40 During the biennium 2012-2013, the following outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies:
 - (i) General Assembly:
 - a. Substantive servicing of meetings: contribution to meetings of the Second and Fifth Committees on matters related to inter-agency affairs and the United Nations common system (on average 4 times per year);
 - b. Parliamentary documentation: CEB comments on the reports of the Joint Inspection Unit; inter-agency statistical reports on human resources, financial and general administrative subjects (on average 4 times per year);
 - (ii) Economic and Social Council:
 - a. Substantive servicing of meetings: contribution to plenary meetings on matters related to inter-agency affairs (1 meeting per year);
 - b. Parliamentary documentation: CEB annual overview report; inter-agency inputs to reports for the high-level, coordination and operational activities segments of the Economic and Social Council;
 - (iii) Committee for Programme and Coordination:
 - a. Substantive servicing of meetings: contribution to Committee meetings on matters related to inter-agency affairs (1 meeting per year);
 - b. Parliamentary documentation: CEB annual overview report;
 - (iv) International Civil Service Commission:
 - a. Substantive servicing of meetings: contribution to the activities of the Commission and its subsidiary bodies, as provided for in article 28 of the ICSC statute (annual meeting of the Commission and, on average, 2 meetings of subsidiary bodies per year);
 - b. Parliamentary documentation: miscellaneous papers on common positions of the United Nations system relating to conditions of service in the common system (on average 2 papers per year);
 - (v) United Nations Joint Staff Pension Fund Board:
 - a. Substantive servicing of meetings: contribution to the activities of the United Nations Joint Staff Pension Fund Board and other subsidiary bodies;
 - b. Parliamentary documentation: miscellaneous papers on common United Nations system positions related to the Pension Fund;
- (b) Other substantive activities:
 - (i) Substantive servicing of inter-agency meetings:

- a. Meetings of CEB focal points to finalize the summary of conclusions of CEB and to plan follow-up activities (2 sessions per year);
 - b. Meetings of inter-agency working groups and ad hoc inter-agency task arrangements established by the High-Level Committees in the programme (10 meetings per year) and management areas (10 meetings per year);
 - c. Meetings of the High-Level Committee on Management (2 sessions per year);
 - d. Meetings of the High-Level Committee on Programmes (2 sessions per year); intersessional meetings (2 sessions per year);
 - e. Substantive sessions of CEB (2 sessions per year);
- (ii) Documentation for inter-agency meetings: background and technical papers, summary of conclusions and reports for CEB and its two High-Level Committees; IPSAS progress report to the High-Level Committee on Management (8 per year);
- (iii) IPSAS accounting guidance and policy papers (6 per year);
- (iv) Technical material:
- a. Monthly system-wide promulgation of rates for freelance interpreters, translators and editors, and promulgation of rates relating to hardship payments;
 - b. United Nations system Extranet; Executive Information Network; CEB website; United Nations website system locator; United Nations system chart; mechanisms in support of spouse employment and dual careers; education grant database; directory of senior officials; annual common system personnel statistics and education grant survey; United Nations system common directory; best practices of the United Nations system in human resources and the areas of information technologies and finance and budget.

Table 32.15 **Total requirements for the secretariat of the United Nations System Chief Executives Board for Coordination, including the IPSAS project (full budget)**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Jointly financed				
Post	4 428.1	4 581.1	14	14
Non-post ^a	2 289.0	2 781.5	—	—
Total	6 717.1	7 362.6	14	14

^a Includes requirements of \$1,331,000 in the biennium 2010-2011 and \$1,895,500 in the biennium 2012-2013 for the IPSAS project.

- 32.41 The estimated requirements for the CEB secretariat in the amount of \$5,467,100, reflecting an increase of \$81,000 compared to the previous biennium, would provide for 14 posts in the CEB secretariat (1 D-2, 1 D-1, 1 P-5, 1 P-4, 1 P-3, 2 General Service (Other level) in New York and 1 D-1, 1 P-5, 2 P-4, 3 General Service (Other level) in Geneva), as well as for the non-post requirements for general temporary assistance, consultants, overtime, official travel of staff, contractual services and other operating costs for both CEB secretariat offices at Headquarters and in Geneva. The net increase in resources reflects the combined effect of: (a) an increase of \$153,000 owing to the delayed impact of one post at the P-4 level (Inter-agency Affairs Officer)

established in the context of the programme budget for the biennium 2010-2011; and (b) a decrease of \$72,000 under contractual services based on the past expenditure patterns.

- 32.42 The estimated requirements for the IPSAS project in the amount of \$1,895,500, reflecting an increase of \$564,500 compared to the previous biennium, would provide for staffing funded through general temporary assistance arrangements, equivalent to one P-5, two P-4 and one General Service positions on a full-time basis to provide support at the system-wide level to United Nations system organizations, including the United Nations itself on the project implementation; to coordinate and ensure the consistent and efficient resolution of common implementation issues; as well as for operating requirements of the team members, including travel and supplies and materials.
- 32.43 The budget proposal for the biennium 2012-2013 for the funding of the IPSAS project was approved by the High-Level Committee on Management at its twenty-first session, held in Paris in March 2011. The increased requirements for the IPSAS project are the combined effect of: (a) an increase of \$254,000 under general temporary assistance owing in part to a change in the engagement of a General Service position from a part-time to a full-time basis and in part to increases in the full costs of three Professional positions (1 P-5, 2 P-4) as a result of the increased activity levels envisaged for the biennium 2012-2013; (b) a new provision of \$316,500 for consultancy services in specific areas where expertise is not available internally in order to achieve a higher degree of consensus on major issues among United Nations system organizations at a critical period in the project life; and (c) a decrease of \$6,000 under travel of staff, which reflects the past expenditure pattern.

Table 32.16 **Resource requirements: United Nations share in the budget of the United Nations System Chief Executives Board for Coordination, including the IPSAS project**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Regular budget				
Non-post ^a	2 099.7	2 102.1	—	—
Total	2 099.7	2 102.1	—	—

^a Includes requirements of \$417,900 in the biennium 2010-2011 and \$544,000 in the biennium 2012-2013 for the IPSAS project.

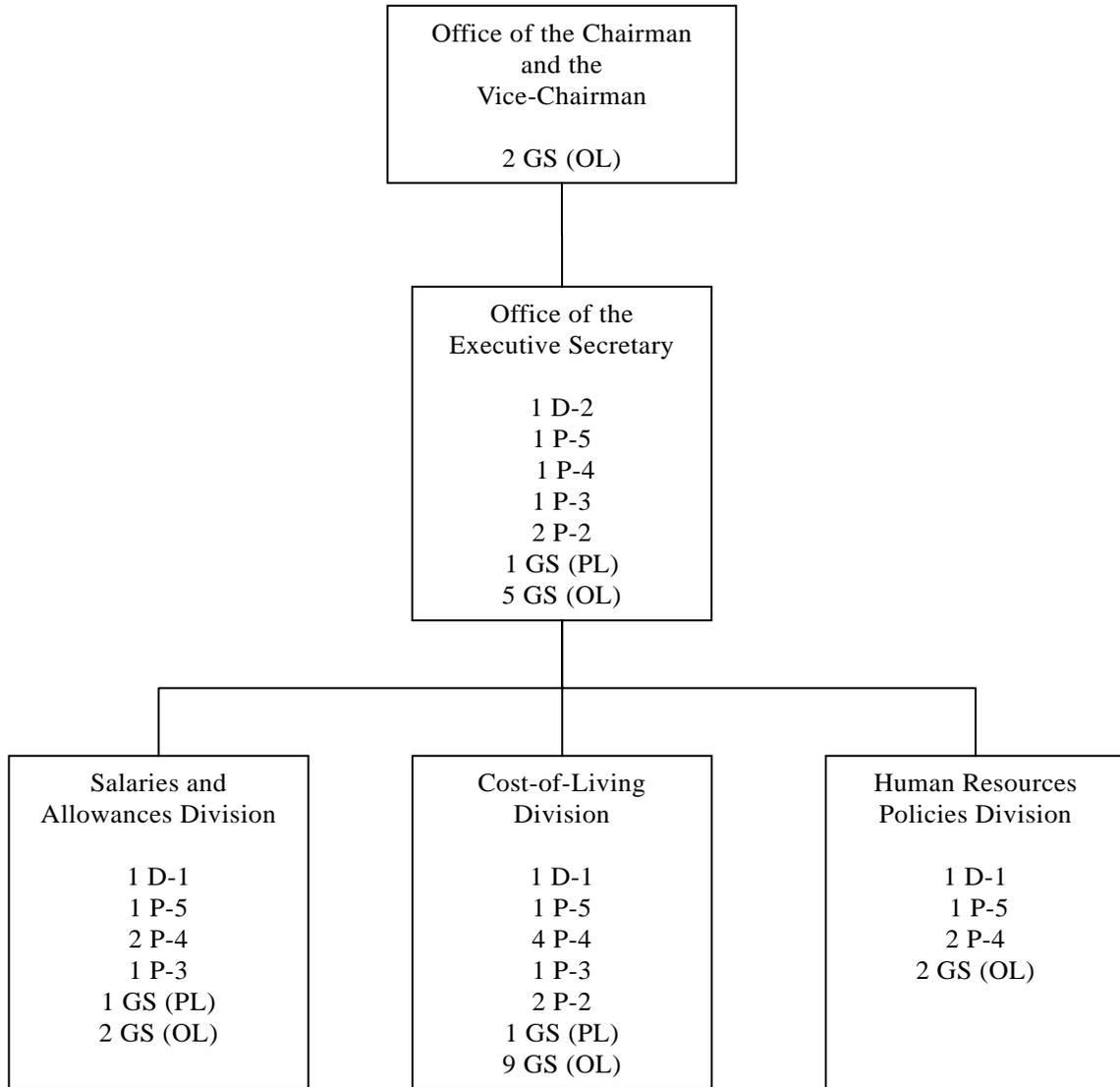
- 32.44 The estimated requirements in the amount of \$2,102,100, reflecting an increase of \$2,400 compared to the previous biennium, relate to the United Nations share (28.5 per cent for the CEB secretariat and 28.7 per cent for the IPSAS project, respectively) in the costs of the secretariat of CEB and costs associated with the implementation of the IPSAS project. The increase of \$2,400 is the combined effect of the increase of the United Nations share in the total costs of the IPSAS project (\$126,100) offset by the decrease in the United Nations share of the total costs of the CEB secretariat (\$123,700), since the United Nations share of the total costs of the CEB secretariat is reduced from 31.2 per cent for the biennium 2010-2011 to 28.5 per cent for the biennium 2012-2013.

Table 32.17 **Summary of follow-up action taken to implement relevant recommendations of the oversight bodies**

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<p>Advisory Committee on Administrative and Budgetary Questions (A/64/7)</p>	
<p>The Advisory Committee draws attention to the requirements of the statutes of both the Joint Inspection Unit (article 20) and ICSC (article 21) that their budget shall be established by the Secretary-General after consultation with the Administrative Committee on Coordination (now CEB). In this connection, the Committee calls upon the CEB secretariat to take appropriate measures to complete the required consultations in time to allow the results to be taken into consideration by the Secretary-General when he prepares his budget estimates (para. X.4).</p>	<p>The CEB secretariat circulated to CEB member organizations the Joint Inspection Unit budget proposal for the biennium 2012-2013 on 23 December 2010 and the ICSC budget proposal for the biennium 2012-2013 on 10 January 2011, seeking their comments on the proposals. Organizations' comments on Joint Inspection Unit and ICSC budget proposals were summarized in CEB note CEB/2011/HLCM/12 (see the annex to the present report) and shared with the Joint Inspection Unit and ICSC. Furthermore, the note was discussed at a meeting of the Finance and Budget Network under the High-Level Committee on Management, convened on 7 February 2011, in which representatives of the Unit were invited to present their views. Based on the aforementioned consultation and reviews, a conclusion was arrived at during the twenty-first session of the High-Level Committee, held in Paris in March 2011 which endorsed the 2012-2013 budgets of all jointly financed activities, including the Joint Inspection Unit and ICSC, at the zero-growth level.</p>
(A/65/5 (Vol. I), chap. II)	
<p>The Board recommended that, considering the increasing reticence of employers from the private sector to supply data pertinent to the conditions of service of their staff, ISIC review its means of obtaining those data (para. 402).</p>	<p>This issue is related to the review of the salary survey methodologies for locally recruited staff. Revised methodologies for the salary survey of locally recruited staff were approved by ICSC at its seventy-second session. Under the revised methodologies, the Commission approved the residual use of vendor-provided salary movement data to supplement the data collected from employers when the minimum required number of employers could not be surveyed owing to the reticence of employers to participate.</p>

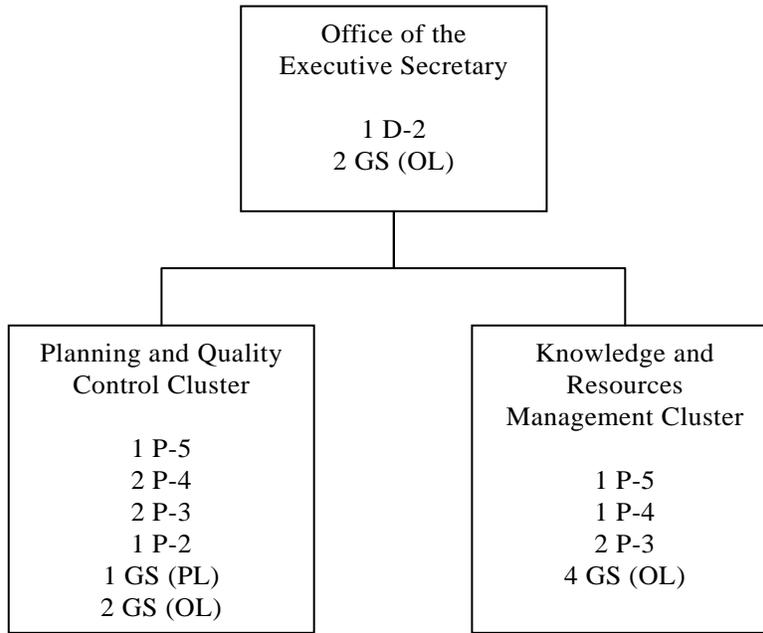
International Civil Service Commission

Organizational structure and post distribution for the biennium 2012-2013



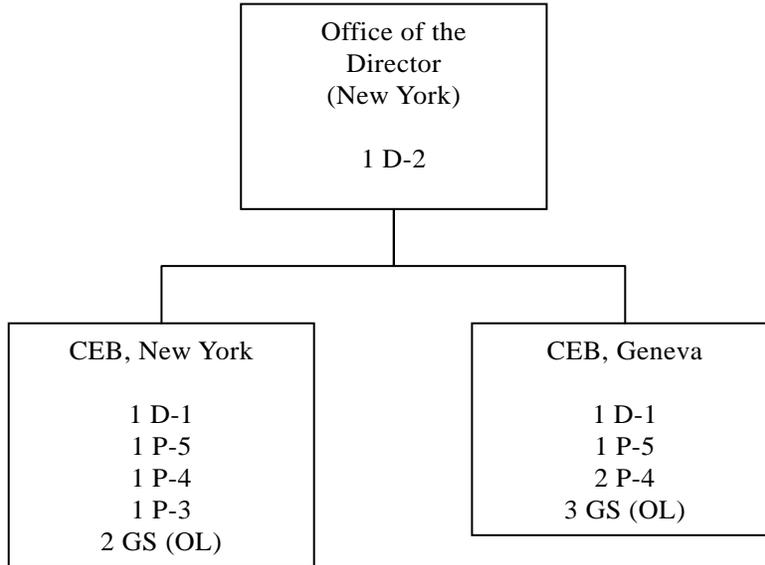
Joint Inspection Unit secretariat

Organizational structure and post distribution for the biennium 2012-2013



United Nations System Chief Executives Board for Coordination

Organizational structure and post distribution for the biennium 2012-2013



Annex

Comments of the Chief Executives Board for Coordination on the budget proposals of the International Civil Service Commission and the Joint Inspection Unit for the biennium 2012-2013

Note by the secretariat of the Chief Executives Board for Coordination (CEB/2011/HLCM/12, 1 February 2011)

1. As provided for in the statutes of the International Civil Service Commission (ICSC, article 21) and the Joint Inspection Unit (article 20), the secretariat of the United Nations Chief Executives Board for Coordination (CEB) conducted consultations with CEB member organizations, seeking their comments on the ICSC and the Joint Inspection Unit budget proposals for the biennium 2012-2013.

2. In response to requests for comments of 23 December 2010 and 10 January 2011 addressed to the CEB High-Level Committee on Management and to its finance and budget network, 13 organizations (Food and Agriculture Organization of the United Nations (FAO), International Atomic Energy Agency (IAEA), International Labour Organization (ILO), International Maritime Organization, Pan American Health Organization (PAHO), United Nations Development Programme, United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Population Fund (UNFPA), United Nations Children's Fund, United Nations Industrial Development Organization, World Tourism Organization, World Health Organization (WHO), World Intellectual Property Organization) provided their views on the ICSC and the Joint Inspection Unit budget proposals.

3. Further to the ICSC and the Joint Inspection Unit budget proposals made available to CEB member organizations for comments, the United Nations Secretariat will undertake the analysis of such budget proposals as submitted by the ICSC and the Joint Inspection Unit, and would carry out bilateral discussions of those proposals with the secretariats of the two bodies, as per the established United Nations programme budget review process. A summary of comments received from CEB member organizations is provided in this note. Detailed comments of CEB member organizations are included in addendums to this note.

4. With regard to the ICSC budget proposal, a majority of the CEB member organizations either did not have further comments or supported the proposal as presented. A comment from ILO underlined that even a modest increase of 0.59 per cent should not be proposed by ICSC in a period when some organizations are facing a considerable decrease in their income. WHO pointed out that any potential increase compared to previous years either due to recosting or other reasons would be problematic to support.

5. A few recommendations were received as to how ICSC could achieve a further reduction in its proposed budget: ILO — a gender data analysis overlapping with the expert work of the Office of the Special Adviser on Gender Issues could be removed from the work programme; as well as PAHO — the length of the Commission sessions during the biennium could possibly be reduced to fixed two-week sessions rather than two-to-three week sessions.

6. FAO welcomed measures taken by the ICSC secretariat to reduce the non-staff component of the budget, which results in an overall decline in the budget level by approximately US\$ 700,000, and supports the efforts undertaken by the secretariat in seeking to derive greater cost-effectiveness in the implementation of its activities.

7. As regards the Joint Inspection Unit, the CEB member organizations had a consensus that the proposed increase in the Joint Inspection Unit budget cannot be supported in the current economic environment. Most of the organizations were facing zero nominal growth for their 2012-2013 budgets, while some were projecting real decrease in their income. Therefore, the organizations requested the Unit to reconsider its proposal and to remain within the limits of its 2010-2011 budget. The Unit was encouraged by several organizations to offset the proposed cost increases with decreases from savings and efficiencies resulting from revised priorities and objectives.

8. A number of concerns were raised in relation to the Joint Inspection Unit proposed staffing structure and proposed increase of posts. UNFPA felt that the creation of new posts was not well supported, while FAO and IAEA argued that building a small professional investigations capacity is not justified without further internal and inter-agency review. As a response to the planned increase to raise the number of Evaluation and Inspections Officers from 9 to 11 so as to achieve a ratio of 11:11, IAEA recommended that an independent evaluation of the Joint Inspection Unit's organizational structure, type of posts, responsibilities and required competences should be conducted to assess whether the Unit's current structure is one that is most efficient and effective.

9. UNFPA expressed its concern with significant increases in consultants, travel and training budget proposals in the Joint Inspection Unit proposed budget. As an example, it was not convinced that it is feasible to expect that training be provided to the United Nations system on the new web-based system since modern web-based systems are designed to be intuitive and self-guided for the users, and given the nature and purpose of this system, it should not require in-depth training of focal points within each participating organization, and visits by the Joint Inspection Unit secretariat.

10. FAO and UNESCO supported the Unit's focus in its proposed programme budget on complex system-wide issues; however, they added that this could be achieved through more selective identification of reviews to be undertaken and/or by savings achieved from reducing or eliminating single-agency studies (unless requested and funded by the agency).

11. Referring to the Joint Inspection Unit's strategic framework for 2010-2019, FAO appreciated the focus on results but argued that the scope of results to be achieved should be determined based on the level of resources currently available.

12. While two organizations specifically supported implementation and maintenance of the mandated web-based follow-up system, the one-time implementation cost was claimed to be high. FAO was interested in being consulted on the benefits of the system and how it would integrate with organizations' needs and follow-up mechanisms for audit and evaluation reports. The recurring costs of the system maintenance were not clear.

13. In summary, CEB member organizations in general supported the ICSC budget proposal, but could not accept the increase in the budget level proposed by the Joint Inspection Unit and reiterated the need for both bodies to ensure that their current budget level remains in line with the 2010-2011 budget amount.