**Annex I**

**Summary of reports and notes issued by the Joint Inspection Unit in 2016**

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| --- | --- | --- | --- | --- |
| **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/2016/2 | Succession planning in the United Nations system organizations  | 4 | 4 | 1 |
| JIU/REP/2016/4 | Fraud prevention, detection and response in United Nations system organizations  | 16 | 15 | 1 |
| JIU/REP/2016/5 | Evaluation of the contribution of the UN development system to strengthening national capacities for statistical analysis and data collection to support the achievement of the MDGs and other internationally-agreed goals  | 5 | 5 | 4 |
| JIU/REP/2016/6 | Meta-evaluation and synthesis of United Nations development assistance framework evaluations, with a particular focus on poverty eradication  | 5 | 1 | 0 |
| JIU/REP/2016/7 | Comprehensive review of United Nations system support for small island developing states: final findings | 9 | 8 | 7 |
| JIU/REP/2016/8 | State of the internal audit function in the United Nations system  | 9 | 4 | 1 |
| JIU/REP/2016/9 | Safety and security in the United Nations system  | 4 | 4 | 0 |
| **Total** |  | **52** | **41** | **14** |
| **Reports of the Joint Inspection Unit not issued at the time of the present report**Knowledge management in the United Nations system (JIU/REP/2016/10)Administrative support services: the role of service centres in redesigning administrative service delivery(JIU/REP/2016/11)**Reports of the Joint Inspection Unit issued in 2016 not relevant to UNDP**Review of Management and Administration in the International Telecommunication Union (ITU) (JIU/REP/2016/1)Comprehensive review of United Nations system support for small island development states: Initial findings (JIU/REP/2016/3)Review of the acceptance and implementation of JIU recommendations by: WIPO, IAEA, UNWTO, ITU, UNFPA, UNODC, IMO, UNICEF, UN-HABITAT, UPU, ILO, UNESCO, UNOPS, UNIDO, UNCTAD, UNHCR, WHO, UNEP, UNRWA, UN WOMEN, FAO, UN AIDS, ICAO, CEB |

**Annex II**

**Review of relevant Joint Inspection Unit recommendations in 2016 for consideration by the Executive Board**

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| **Recommendations** | **Remarks** |
| **Succession planning in the United Nations system organizations (JIU/REP/2016/2)** |
| Recommendation 1The legislative/governing bodies of the United Nations system organizations should exercise theiroversight role and examine the causes for the lack of, and/or the delay in, the introduction of formalsuccession planning in their respective organizations, including the adequacy of current funding; and request the executive heads of these organizations to develop formal succession planning without any further delay, by the end of 2017. | UNDP agrees with this recommendation and notes that it has been implemented. Succession planning at UNDP has entailed an appraisal of anticipated staffing needs, a clearly outlined plan with measureable objectives, and a set of standardized evaluative criteria for assessing skill-sets. Over many years UNDP has adopted succession planning, or “proactive filling,” to build a supply of talent by anticipating future needs and preparing for vacancies ahead of time. Succession plans involve the UNDP’s bureaux management considering levels of capacity, efficiency of delivery and understanding that what worked today may not suffice tomorrow. The average time to fill in key positions (Country Directors, Deputy Country Directors and Deputy RRs) has been less than 30 calendar days since 2013 (period from vacancy announcement to candidate notification of selection).Notwithstanding the fiscal limitations in the last couple of years, succession planning efforts have not derailed but have become more focused on key leadership roles. During the past six years, UNDP has created pools of pre-assessed staff at the P5-D1 levels for rapid deployment in country office leadership roles. These staff are evaluated against leadership, knowledge and technical competencies relevant for these roles. The broad support of senior management and bureaux leadership working closely through a talent review governance body, creates an environment of oversight, ensures compliance, transparency and consistency in application of the succession policy. In order to deepen the candidate pool of qualified successors, UNDP bureaux will continue to identify leadership candidates by providing incremental or smaller leadership opportunities for motivated individuals. Even relatively smaller responsibilities, such as taking on stretch assignments, work in crisis and surge opportunities and participating in continuous learning, will strengthen the pool of qualified succession candidates. The pool of opportunities will be enlarged by including more headquarters and regional positions within the ambit of the pool mechanism. In parallel, a skills enhancement programme for leadership is being developed that seeks to strengthen current competencies and upscale managerial aptitude. This is being done through on the job training and mentoring. This is anticipated by the end of 2017, subject to the availability of funding. |
| **Fraud prevention, detection and response in United Nations system organizations (JIU/REP/2016/4)** |
| Recommendation 16The legislative and governing bodies of the United Nations system organizations should: place on their respective agendas a permanent or standing item relating to fraud prevention, detection and response; review on an annual basis the consolidated and comprehensive management report presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters. | Whilst this recommendation is addressed to UNDP’s Executive Board, it is noted that there are two annual standing agenda items where these issues are addressed:* + - 1. In its first regular session there is an annual standing agenda item “recommendations of the board of auditors” in which the Board of Auditors report that includes a schedule of “cases of fraud and presumptive fraud” is deliberated (the latest report is available at [this link](http://www.un.org/ga/search/view_doc.asp?symbol=A/71/5/Add.1)).
			2. Additionally, at the second regular session (June meeting), UNDPs Executive Board deliberates the annual report of the Office of Audit and Investigations (the latest report is available at [this link](http://www.undp.org/content/dam/undp/library/corporate/Transparency/2016-16_OAI_Annual_Report.pdf?download) that includes details of investigations carried out during the year and summary of substantiated fraud cases).
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|  **Evaluation of the contribution of the UN development system to strengthening national capacities for statistical**  **analysis and data collection to support the achievement of the MDGs and other internationally-agreed goals**  **(JIU/REP/2016/5)** |
| Recommendation 1The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review, should make national statistical capacity development a major strategic priority of the United Nations system entities addressing production, dissemination and use of official statistics, and should call on all Member States to redirect the financial resources necessary to support all three areas. | With at least 230 indicators selected by the Inter-Agency and Expert Group (IAEG) to track the progress of achieving the SDGs, UNDP recognizes the magnitude, scale and scope of data required to implement and monitor sustainable development even in countries with the best statistical capacity. No single stakeholder will be able to meet all these challenges alone. Heeding the calls of the 2030 Agenda and the Addis Ababa Action Agenda will require scaling up of resources mobilization and partnerships for national statistical capacity development, leveraging of technological progress and new data sources, and engaging in innovative partnerships with third party stakeholders such as the private sector, civil society and academia.UNDP has already started implementing Recommendation 1 by placing significant investment in many areas of national statistical capacity development such as the recruitment of two international experts on national statistical capacity development. UNDP is improving the impact of its efforts on national statistical capacity development by adopting a more strategic, coherent and coordinated organization-wide approach to statistical development, in line with the MAPS common approach for SDG implementation adopted by the UNDG. UNDP’s interventions on national statistical capacity development focus on providing leadership in strengthening the linkages between data and development policy design and implementation, and ensuring that efforts targets those furthest behind. SDG Fund joint programmes are contributing to efforts to develop and disseminate base-lines and end-lines in collaboration with national statistics authorities, enhancing statistical capabilities at the local and the national level, in particular with some key SDGs. Key statistics have been also considered by UNCTs in selecting the areas of work in national JPs. In addition, the SDG Fund has created a Chair for Sustainable Development and Eradication of Poverty to engage academia and likewise a Private Sector Advisory Group to work with private companies to leverage new sources of data. |
| Recommendation 2The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, should reaffirm that the principal goal of United Nations system support for national statistical capacity development is the use of national statistics for supporting the achievement of national development goals, including the Sustainable Development Goals, and in this regard, request United Nations system organizations to make all efforts to support achievement of this goal. | The principal goal of UNDP support for national statistical development is the use national statistics based on the development needs and priorities of countries. UNDP has already started implementing Recommendation 2 by following five principles for designing and supporting data and national statistics initiatives:(i) Data is not an end in itself: While important in and of themselves, data and statistics are only as useful as they can meaningfully contribute to the fundamental vision, principles and goals of the sustainable development agenda, eliminate poverty, ensure no one is left behind, empower people to participate, and take action and hold duty bearers accountable. (ii) Holistic, end-to-end approach: The full value of data for development can only be achieved if the entire data value chain is strengthened, from impact and needs assessment to data collection to data processing to data use to data dissemination. By adopting an end-to-end data ecosystem approach, UNDP is uniquely positioned to identify the weakest links in the value chain on which to focus its interventions and maximize its return on investment for better development outcomes.(iii) National ownership and prioritization of national needs: In countries where resources for data collection are limited, UNDP focuses its efforts on strengthening nationally owned and managed data systems, and give pre-eminence to responding to national needs and priorities. The capacities of official statistical systems and their national statistics offices, as cornerstones for the data revolution at national level, are prioritized. In relation to national ownership and prioritization of national needs, the SDG Fund is also working to improve the capacity of local level institutions for data collection to strengthen downstream data value chains and ensure that at a local level, no one is left behind.(iv) Data is more than just monitoring: Although significant emphasis is placed on indicators for reporting progress, the production of additional indicators that are relevant and necessary for the analytical needs of SDG implementation and for evidence-based policymaking must be supported. Some MDG indicators for example, even if they are not included in the SDG indicator framework remain highly relevant and must continue to be collected and used.(v) Innovate and scale up: While innovation is critical to find effective solutions to SDG data gaps and analytical challenges, it should not be a headlong rush at the expense of the routine, regular and sustained statistical functions that are a minimum requirement for any performing economy. UNDP is supporting national statistical development by improving national capacities to produce time series data, which are essential for the trend analysis that would enable effective implementation of sustainable development, as opposed to one-off data collection exercises. More importantly, UNDP and UN Global Pulse with support from UN Volunteers recently prepared and disseminated “A Guide to Data Innovation for Development - From idea to proof-of-concept”. The Guide provides a step-by-step guidance for working with new sources of data to staff of UN agencies and international Non-Governmental Organizations. The Guide provides practical guidance for jump-starting a data innovation project, from the design phase through the creation of a proof-of-concept. Based on the Guide, the investments in innovation are paying off. In Tunisia, for example, the National Statistics Institute is now able to track sentiment regarding corruption based on analysis of data from a variety of social media sources.  |
| Recommendation 4The General Assembly should request the Secretary-General, in the context of the 2017-2020 quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, to develop a strategic framework for the next five years regarding United Nations system integrated support for national statistical capacity development at the global, regional and country levels, setting out the roles and areas of work for entities at all three levels. | UNDP agrees with many other organizations that the successful development and implementation of a strategic framework should include: (a) the establishment of clear performance criteria and benchmarks for strengthening national institutional capacity; (b) mechanisms that would facilitate implementation through the various United Nations agencies; and (c) the provision of adequate resources. UNDP has already started implementing Recommendation 4 in the following ways:1. Support in Setting up of integrated Monitoring and Evaluation (M&E) frameworks: The 2030 Agenda and the Addis Ababa Action Agenda call for leveraging existing mechanisms in order to minimize the reporting burden on countries. As many countries undertake national planning processes with accompanying monitoring and evaluation platforms, UNDP is providing guidelines to countries on how to align and integrate such national M&E systems with the SDG indicator framework. This will enable countries to meet their global reporting requirements while focusing on implementing and monitoring their national priorities.

(ii) UNDP has recently developed a methodological tool called the Rapid Integrated Assessment (RIA) to assess the alignment and gaps between national planning documents and the 2030 Agenda. This tool has now been applied in many countries where UNDP has been providing support on SDG implementation.(iii) Since many countries are party to numerous treaties, conventions and regional integration processes which also mandate their own reporting requirements, UNDP is working with countries to leverage such commitments in order to contribute to the SDG follow up and review. |
| Recommendation 5The General Assembly should ensure in the context of the 2017-2020 quadrennial comprehensive policy review that national statistical capacity development is a strategic area of support for all United Nations country teams, recognizing that the role will vary significantly between countries as determined by the national authorities. | UNDP works with all United Nations country teams (UNCTs) to ensure that statistical capacity development is a strategic area of support at the national level. UNDP has already started implementing Recommendation 5 in the following ways: (i) Support to UNCTs to strengthen national statistical offices and data ecosystems: National statistical offices (NSOs) are the primary entities mandated at national level to produce, compile and report data for SDG monitoring. The greater data needs of the SDGs will significantly increase the burden of already over-stretched and under-resourced NSOs in many countries. In working with relevant UNCTs, UNDP has recently started a project called the Data Ecosystem Mapping project, which provides recommendations on key areas of support for NSOs, including capacity building, infrastructure development, modernization of legislative frameworks, data collection, dissemination and use of data. (ii) In addition to their traditional responsibilities, UNDP is working with relevant UNCTs to support NSOs to serve as coordinators of broader data ecosystems including official as well as non-official stakeholders.(iii) UNDP is also working with UNCTs to engage all relevant national stakeholders on national statistical capacity development beyond the technical statistical community, including civil society, private sector, and development stakeholders (iv) UNDP is also working with relevant UNCTs to provide training for key stakeholders at the national level on data literacy skills needed to use statistics and to produce their own data in compliance with international statistical norms and standards.(v) UN System support to national frameworks is also supported through CEB streams of work, and UNDP is part of these. (vi) Through its joint programmes the SDG Fund is helping improve better inter-sectoral coordination and communication to ensure that data users from different sectors are able to access to data ecosystems. |
|  **Comprehensive review of United Nations system support for small island developing states: final findings**  **(JIU/REP/2016/7)** |
| Recommendation 1 The governing bodies of the United Nations system and of the multilateral Environment agreements, taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations so as to ensure that the priorities of the SAMOA Pathway are mainstreamed in the strategic plans, within the realm of the organizations’ mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway. | UNDP is listed in the UN implementation Matrix for the SAMOA Pathway as contributing to the following areas: sustained and sustainable, inclusive and equitable growth with decent work for all; sustainable tourism; climate change; disaster risk management (DRR); sustainable energy; oceans and seas; gender equality and women’s empowerment; financing; capacity building; data and statistics; and broader UN system efforts on partnerships, institutional support to SIDS, and monitoring and accountability.UNDP is committed to transparency and accountability in its efforts to support the implementation of the SAMOA Pathway. It works in partnership with member states and other entities to support countries address priorities in the SAMOA Pathway. The SAMOA Pathway is a political commitment with clear priorities and not a planning tool. In line with the latter, UNDP is supporting countries to integrate these priorities into work programmes in respective entities, aligned to the priorities and requests from member states and based on the existing trade-offs that result from resource availability and needs identified within each country. |
| Recommendation 2 The governing bodies of the United Nations system should ensure that the strategic plans and work programmes of the system Organizations include specific objectives related to the implementation of the SAMOA Pathway, within the realm of their respective mandates, to be measured against a set of established key performance indicators to monitor and report on the achievements. | UNDP’s operational, normative and thematic work on all issues is guided by the current Strategic Plan 2014-2017. The Strategic Plan, agreed and approved by the Executive Board, has been developed in close collaboration with the other funds, programmes and agencies included in the remit of the Quadrennial Comprehensive Policy Review (QCPR), including UNICEF, UNFPA, UNWOMEN, and WFP. They are also acting in accordance with the UNDG programming principles, based on the human rights–based approach to cooperation, gender equality, environmental sustainability, results-based management and capacity development. The Strategic Plan recognizes the special case for development for SIDS and the need for tailored development solutions.At the country level, including in SIDS, the agencies of the United Nations development system collaborate through United Nations Country Teams, humanitarian country teams and clusters, “Delivering as One” and other mechanisms for collective action. The aim is to avoid overlaps and define clear roles and responsibilities based on comparative advantage. The agencies also commit to sharing results to the maximum extent possible in thematic areas in which multiple agencies are active.In the context of UNDP’s work with SIDS post-Samoa, UNDP is ensuring all its activities are aligned with the Strategic Plan’s key focus areas, with support tailored to SIDS priorities and realities through: (i) strengthening sustainable development pathways through analysis and advocacy, development planning and policy reforms, scalable initiatives on sustainable productive capacities and effective risk management; (ii) supporting inclusive and effective democratic governance through enabling major governance processes and strengthening governance and innovation; and (iii) building resilience through peace-building and state-building in post-conflict and transition settings, disaster risk reduction, preparedness, response and recovery and south-south and triangular cooperation. More specifically, UNDP has adopted effective approaches to support global processes and programming in areas such as climate change, financing for development, sustainable energy, oceans, and disaster risk reduction - 5 areas with major prominence in the SAMOA Pathway. This has included mobilization of significant resources for SIDS, most recently through the Green Climate Fund (GCF).The 2018-2022 UNDP Strategic Plan will provide an opportunity to take into consideration further global developments and commitments relevant to SIDS since 2014. |
| Recommendation 3The governing bodies of the United Nations system, in adopting the strategic plans and work programmes of the organizations, should encourage the organizations to ensure that the activities in support of sustainable development of SIDS, within the realm of the mandate of each organization, are aligned with the regional and national priorities identified by the Governments of those States, regional organizations and SIDS development partners, so as to foster the implementation of the SAMOA Pathway as the blueprint of the 2030 Agenda for Sustainable Development of SIDS. | UNDP’s is a demand-driven organization that aligns its support behind country priorities articulated through national development priorities and strategies. UNDP is the lead agency for the UN Development system – UNDP’s efforts are centered in the achievement of the SDG’s. UNDP engages and supports the shaping of global processes in order for all three dimensions of sustainable development - economic, social and environmental – to be considered. UNDP is country-centric. UNDP utilizes its global country reach to support and implement practical national level actions that impact positively on people and planet, while encouraging the protection of human rights, capacity development and the empowerment of women. For SIDS, this includes utilizing UNDP’s multi-country and country offices in the Caribbean, Pacific and AIMS regions. At the regional level, UNDP has a variety of partnerships with regional organizations and agencies such as CARICOM and the Pacific Forum Secretariat to ensure alignment of SAMOA Pathway and agreed, new and emerging regional priorities. |
| Recommendation 4The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing States and all partners for development so as to strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level. | Capacity building efforts and activities are a central component of UNDP’s work and where relevant are highly integrated into programme activities. SIDS face acute capacity challenges and adsorptive capacity limitations. The Caribbean and Pacific regions both have UN system wide frameworks – the Pacific UNDAF and Caribbean MSDF are designed to maximize synergies and comparative advantages of the UN system at a regional and country level in these SIDS regions. They foster a common understanding of regional and national level challenges, foster collaboration, and a clear division of labour where relevant, and promote efficiency of programming to reduce the burden on small island developing states.Note: the Pacific UNDAF 2018-2022 is currently under development and includes close consultation with the Pacific SIDS. It will look to include SAMOA Pathway, SDG priorities and other global commitments and align these with regional and national priorities. |
| Recommendation 6The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners. | UNDP agrees that long-term predictable funding supports effective and efficient development. UNDP therefore has been advocating for predictive multi-year funding for many years and will continue to make the case for this. The issue is not lack of will by UNDP and other agencies to plan with predictability but reflects the reality of the nature and pattern of funding commitments received by partners. UNDP relies solely on voluntary contributions. In recent years, the level and duration of funding from donors has been less predictable (in addition, the level of core funding within these commitments has been falling). This has consequences to how UNDP plans work and commits resources to support work in programme countries, including SIDS. |
| Recommendation 7The legislative and governing bodies of the United Nations system organizations should ensure, based on the ongoing work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals, so that processes and indicators are adapted to their needs and priorities identified at the national and regional levels. | As noted above, UNDP recognizes the special case for development for SIDS and promotes the need for tailored approaches in SIDS that reflect the context, opportunities and constraints. UNDP’s programmes also look to support capacity building in data and statistics, where appropriate, to help SIDS overcome data challenges that can reduce SIDS ability to engage in monitoring processes. UNDP also has partnerships with regional agencies and organizations as they support SIDS agree common but relevant indicators to report progress on Sustainable Development Goals at both regional and national levels. |
| Recommendation 8The governing bodies of the United Nations system organizations should coordinate their efforts in designing monitoring and accountability frameworks and tools adapted to the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development-related global mandates, while avoiding the burden of multiple reporting frameworks. | UNDP recognizes the burden that monitoring and reporting frameworks can have for SIDS. UNDP also support streamlining and SIDS-specific indicators, where applicable, to support capturing SIDS development progress and gaps. With the SDG’s agreed in 2015, UNDP has looked for synergies between the SDG and SAMOA pathway monitoring. UNDP prepared an analysis of the alignment of the SAMOA Pathway with the Sustainable Development Goals. UNDP is engaged in various global, regional and country processes to agree and develop indicators that are SIDS-relevant to support the implementation and monitoring of the SDG’s.  |
| **State of the internal audit function in the United Nations system (JIU/REP/2016/8)** |
| Recommendation 9Governing bodies of United Nations system organizations should ensure that the conditions for effective, independent, expert oversight committees are in place, and that the committees are fully functional in line with previous Joint Inspection Unit (JIU) recommendations, as reinforced in this report. | This recommendation is not relevant to UNDP, since in UNDP, the oversight committee was established 11 years ago (in 2006) and during this period it has also reported and provided advice to the executive head while informing the governing body about its activities and the advice provided to UNDP senior management on an annual basis. The arrangements of the oversight committee in UNDP have been successful and recently its scope has been expanded to include evaluation activities and its membership has been strengthened to include evaluation competencies. This was done in consultation with the governing body members and for the purpose of strengthening the independence of the evaluation function, considered an independent oversight function in UNDP. This is part of the accountability paper DP/2008/16/Rev.1 and framework approved by the Executive Board. |

**Annex III**

**Status of implementation of relevant Joint Inspection Unit recommendations issued in 2015**

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| --- | --- | --- | --- | --- | --- |
| **Document symbol** | **Title of report** | **Total number issued** | **Total number directed to UNDP** | **Implemented or ongoing (as at end- 2016)** | **Partially implemented/****to be started** **(at end-2016)** |
| JIU/REP/2015/4 | Public information and communications policies and practices in the United Nations system | 6 | 6 | 6 | 0 |
| JIU/REP/2015/5 | Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations | 6 | 5 | 5 | 0 |
| JIU/REP/2015/6 | Review of the organizational ombudsman services across the United Nations system | 8 | 8 | 4 | 4 |
| **Total** |  | **20** | **19** | **15** | **4** |

**Annex IV**

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

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| --- | --- | --- | --- | --- | --- |
| **Document symbol** | **Title of report** | **Total number issued** | **Total number directed to UNDP** | **Implemented or ongoing**  | **Partially implemented/****to be started**  |
| 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 | 4 | 0 |
| 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 | 6 | 1 |
| JIU/REP/2014/8 | Use of non-staff personnel and related contractual modalities in the United Nations system organizations | 13 | 6 | 6 | 0 |
| JIU/REP/2014/9 | Contract management and administration in the United Nations system | 12 | 11 | 7 | 4 |
| **Total** |  | **61** | **38** | **32** | **5** |

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