



INTERNAL AUDIT DIVISION

REPORT 2023/089

Audit of human resources management in the Economic Commission for Africa

**The Commission needed to address some
important gaps in human resources
management to deliver on its mandate in an
efficient and effective manner**

22 December 2023

Assignment No. AN2022-710-02

Audit of human resources management in the Economic Commission for Africa

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of human resources management in the Economic Commission for Africa (ECA). The objective of the audit was to assess the adequacy and effectiveness of the management of human resources in ECA. The audit covered the period from 1 January 2021 to 31 March 2023. Based on an activity-level risk assessment, the audit covered higher and medium-risk areas, which included: (a) workforce planning and other human resources management initiatives; (b) Secretary-General's priorities on human resource management; (c) staffing and recruitment; (d) performance management; (e) staff-management relations; and (f) learning and development.

ECA embarked on a workforce planning exercise that is expected to be completed in the first quarter of 2024. The exercise was aimed at sharpening its workforce for optimal mandate implementation. ECA considered gender in its recruitment activities and made progress towards gender parity. It also considered other priorities of the Secretary-General relating to geographical representation and regional diversity, data analytics, multilingualism and disability inclusion. In addition, ECA implemented a fellowship programme with positive achievements, but the management and administration arrangements needed improvement including an effective steering committee. There were other important gaps in the recruitment process as: (a) the documentation of recruitment activities was inadequate and needed urgent attention; and (b) the candidate assessment process needed improvement for transparency. There was also a need to improve other areas of human resources management such as the recruitment timeline, performance management and assessing the effectiveness of the learning and training programme.

OIOS made nine recommendations. To address issues identified in the audit, ECA needed to:

- Enhance the effectiveness of the fellowship programme by updating and enforcing the governance arrangements and strengthening controls over the management of the research topics;
- Timely communicate internal movements of staff to the delegation of authority (DoA) focal point for effective update of the DoA portal;
- Seek guidance from the Office of Human Resources on the standard requirements for a recruitment file and establish a mechanism to ensure that the guidelines are consistently adhered to;
- Strengthen the candidate assessment process by preparing comparative analysis reports with adequate support for the conclusions reached, provide audit trail of how the shortlist was arrived at and limit the use of single assessments of candidates without justification;
- Address continued delays in the recruitment process by reviewing the effectiveness of measures aimed at encouraging hiring managers to assess candidates more timely;
- Ensure that individual staff workplans are uploaded to Inspira timely and that additional roles performed by staff, such as acting as focal points and participation in committees, are included in the performance discussions and assessments;
- Ensure that the staff communication strategy is updated to ensure messaging is consistently delivered;
- Ensure learning needs assessments are adequately taken into account in developing training plans and that implementation of the training plans is regularly monitored and reported; and
- Institute a mechanism for evaluating the impact of substantive and fee-attracting training courses.

ECA accepted the recommendations, implemented one and initiated action to implement the remaining. Actions required to close the remaining recommendations are indicated in Annex 1.

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Audit of human resources management in the Economic Commission for Africa

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of human resources management in the Economic Commission for Africa (ECA).

2. ECA is responsible for promoting the economic and social development of its Member States, fostering intraregional integration and promoting international cooperation for the development of Africa. It implements its programme of work through nine subprogrammes based in Addis Ababa, five regional offices in Africa and a representation office in New York. Human resources are a critical aspect in meeting the mandate of the Commission and hence the need to ensure the resources are well managed. This includes ensuring appropriate staff are recruited at the right time, provided with opportunities for ongoing career development and motivated to continue performing to the best of their abilities. As of 31 March 2023, ECA had a staff strength of 742 as shown in Table 1.

Table 1: Staff posts by grade

Category	Established post	GTA finite duration	GTA replacement	Total
USG	1	-	-	1
D1- D2	16	-	6	22
P4 - P5	101	2	8	111
P2 - P3	88	2	9	99
NO-A - NO-D	15	13	8	36
G6 - G7	186	12	27	225
G1 - G5	202	13	33	248
Total	609¹	42	91	742

Source: OIOS Compilation from ECA data

3. ECA is headed by an Executive Secretary and assisted by two Deputy Executive Secretaries; one in charge of substantive programmes and the other in charge of programme support functions. The Deputy Executive Secretary for programme support oversees the Human Resources Section (HRS) through the Director of Administration.

4. HRS is responsible for the administration of human resources activities including workforce planning, recruitment, classification and management of posts, and administration of entitlements. HRS is headed by a Chief Human Resources Officer (P5), who reports to the Director of Administration (D1). First reporting officers across the Commission are responsible for setting goals and monitoring and evaluating the performance of staff.

5. The regular budget of ECA for 2023 is \$77.2 million, a slight reduction from the 2022 budget of \$77.4 million, as shown in Table 2.

¹ This comprises 540 posts funded by the regular budget and 69 by extrabudgetary resources.

Table 2: ECA financial resources by post and non-post classification (regular budget)

Type	2021 expenditure	2022 appropriation	Changes	2023 estimate before re-costing
Post	46,880	50,962	(142)	50,820
Non-post	25,767	26,454	-	26,454
Total	72,647	77,416	(142)	77,274

Source: ECA Budget and budget performance reports for 2021, 2022 and 2023.

6. Comments provided by ECA are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to assess the adequacy and effectiveness of the management of human resources in ECA.

8. This audit was included in the 2022 risk-based work plan of OIOS due to the risk that potential weaknesses in human resource management could have adverse impacts on the implementation of the mandate of the Commission.

9. OIOS conducted this audit from March to August 2023. The audit covered the period from 1 January 2021 to 31 March 2023. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in the human resource management, which included: (a) workforce planning and other human resources management initiatives; (b) Secretary-General's priorities on human resource management such as gender, geographic diversity, multilingualism and disability inclusion; (c) staffing and recruitment; (d) performance management; (e) staff-management relations; and (f) learning and development.

10. The audit methodology included: (a) interviews of key personnel; (b) review of relevant human resources management documentation and information in Umoja; (c) analytical review of data on human resource activities including information stored in Umoja and management dashboards; and (d) sample testing of selected transactions.

11. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Workforce planning and other human resources management initiatives

The Commission has embarked on a workforce planning exercise

12. In 2018, ECA instituted a range of organizational reforms aimed at ensuring that it remained relevant to the needs and aspirations of its Member States and to respond to emerging needs and challenges. As part of this process, ECA established a multi-disciplinary workforce planning and recruitment taskforce consisting of 20 staff. However, OIOS noted that nothing substantive came out of this workforce planning and recruitment taskforce, prompting management to engage a consultant to undertake another workforce planning exercise and develop a comprehensive workforce plan for the period 2023 to 2025. OIOS noted that the TOR for the 2023 workforce planning covered all key aspects as outlined in the United Nations

workforce planning guide. The exercise was still in progress as of October 2023 and expected to be completed in the first quarter of 2024.

Utilization of consultants and individual contractors needed to be enhanced

13. ECA used consultants and individual contractors (CICs) extensively and sometimes these CICs were used to perform core functions. The United Nations guidelines on the use of non-staff capacities prohibit the use of CICs as substitutes for staff members or to perform supervisory roles. ECA attributed the extensive use of CIC to challenges in establishing posts through the budgetary process. An analysis of recruitments from 2015 to March 2023 showed that ECA hired a total of 2,088 CICs, of whom more than 164 were repeatedly hired between 7 and 24 times for periods ranging from 36 months (3 years) to 67 months (5.6 years) for remuneration amounts ranging from \$32,000 to \$483,000 (see Table 3 for details). The HRSD process guide on calculating the maximum time limits of service for CICs state that the General Assembly prohibits the possible circumvention of the maximum duration limits through change of contractual arrangements from consultant to individual contractor or vice-versa.

Table 3: Consultants and individual contractors from 2015 to 2023

Period of service	No. of CICs	Range of number of contracts	Amounts earned \$
0 - 10 months	1,510	1 - 27 contracts	77,070,334
10.1 - 20 months	265	1 - 19 contracts	30,289,987
20.1 - 30 months	98	1 - 11 contracts	12,516,676
30.1 - 40 months	59	2 - 19 contracts	5,986,243
40.1 - 50 months	54	7 - 19 contracts	5,272,541
50.1 - 60 months	50	11 - 22 contracts	5,427,903
Above 60 months	46	13 - 24 contracts	4,555,146
Totals	2,082²		141,118,830

Source: OIOS Compilation from ECA data

14. ECA is required to consistently review requirements and explore the feasibility of outsourcing unskilled functions of a continuous nature or skilled functions required on a non-continuous basis, or seek the establishment of posts through the budgetary process for functions required on a continuous basis. OIOS is not making a recommendation in this aspect as this matter was in the scope of the above workforce planning exercise.

The management of the fellowship programme needed to be enhanced

15. The organizational design inventory module of the workforce planning guidelines state, among others, that fellowships should be in response to nationally approved human resources policies and plans and should aim at impact and relevance for all stakeholders involved.

16. In 2017, ECA implemented a fellowship programme aimed at supporting young African scholars to acquire professional knowledge and operational experience and contribute to the achievement of Africa’s transformative agenda. Over the period, ECA successfully held three cohorts with a total of 85 fellows. While the fellowship has registered positive achievements, the following needed to be addressed:

- (a) Budget limitations – The programme is funded from the regular programme of technical cooperation (RPTC). The first cohort in 2019 had 33 fellows but had to be scaled down to 20 in 2020 as the RPTC funds were exhausted before meeting obligations for the programme. ECA stated that they were in the process of exploring funding sources to enhance the programme.

² Six staff not included in the analysis as their dates could not be verified.

- (b) Widespread changes of research topics by supervising divisions – Only 8 of the 33 fellows of year 2019 presented final research proposals as initially submitted in the applications. There were changes in the remaining 25 proposals, which ranged from minor to major overhauls, diverting from the fellows’ areas of expertise or interest. ECA did not have a documented process for approving changes to study topics.
- (c) Mechanism for measuring programme effectiveness needed to be enhanced – ECA had not developed a mechanism by which the effectiveness of the programme would be assessed.

17. The above occurred largely because ECA did not have a dedicated capacity to manage the fellowship programme. Additionally, ECA did not establish a steering committee, a requisite component according to the fellowship framework. Furthermore, the Commission has not revised its 2016 document, which governs the fellowship programme, to align with the present context. ECA has been exploring the possibilities of hiring long-term personnel to fully manage the programme.

(1) ECA should enhance the efficiency and effectiveness of its fellowship programme by: (a) updating and enforcing the governance arrangements and in particular establishing the steering committee; and (b) strengthening the controls over the management of the research topics.

ECA accepted recommendation 1.

Need to strengthen monitoring and reporting of delegated human resources management authority

18. As part of the accountability framework on delegation of authority (DoA), the Business Transformation and Accountability Division (BTAD) in the Department of Management Strategy, Policy and Compliance (DMSPC) monitors the exercise of delegated authorities through 16 key performance indicators (KPIs). An analysis of the six KPIs that are directly related to human resources management indicated that, as of 31 March 2023, ECA was below the desirable thresholds in three areas and recording fluctuating performance in the other three as shown in Table 4.

Table 4: KPIs performance matrix as of 31 March 2023

Indicator	Performance		
	Satisfactory	Fluctuating	Below desirable thresholds
Human resources			
KPI 1	Equitable geographical distribution		√
KPI 2	Gender diversity	√	
KPI 3	Recruitment process		√
KPI 4	Conduct and discipline matters - mandatory training		√
KPI 5	Conduct and discipline matters - assessment of complaints	√	
KPI 6	Exceptions to administrative instructions	√	

19. ECA reported 306 administrative exceptions during the audit period. The exceptions mainly related to the approval of payment of danger pay during a period of civil unrest in Ethiopia (158), higher rates of daily subsistence allowance (53), and extension of individual contractors beyond the stipulated nine months (67). However, ECA reported all but two exceptions to BTAD late, averaging 52 days over the audit period against the requirement to report exceptions within one business day from the date of the decision (or four calendar days, considering weekends and official holidays).

20. ECA provided statistics indicating that it had achieved tremendous progress in improving performance against the KPIs in the past five years, including on recruitment timelines, geographical representation and gender parity. ECA also stated that the average number of days from decision to submission of human resources exceptions had dropped from 26 days in 2022 to 9 days by end of the third quarter of 2023 although it still fell short of the recommended 4 calendar days. OIOS did not make a recommendation on these issues in recognition of the continuing improvement.

21. Other exceptions in managing DoA included a staff member who had left ECA but still had delegated authority, and 15 staff members whose delegations had expired or whose roles were mismatched between Umoja and the DoA portal. These deviations occurred because ECA did not conduct quarterly reviews of the DoA portal to identify and correct missing, mismatched or expiring delegations as stipulated in the Executive Secretary's compact and as required by the delegation of authority guidelines (2019). While the focal points were informed of the separation of staff as part of the checkout process, they were not consistently informed of internal movements to enable them to update the DoA portal.

(2) ECA should implement measures to communicate internal movements of staff to the delegation of authority (DoA) focal point for timely and effective update of the DoA portal and conduct periodic reviews in Umoja and the portal to identify and correct any mismatched/expiring delegations.

ECA accepted recommendation 2 and stated that HRS started copying the DoA focal point on the monthly report on internal movements in November 2023, to support periodic reviews of DoA. Based on action taken by ECA, recommendation 2 is closed as implemented.

B. Secretary-General's priorities on human resource management

22. The Secretary-General outlined various priorities for the Organization. Those relating to human resource management include gender representation, geographical representation and regional diversity, data analytics, multilingualism and disability inclusion.

ECA made progress towards gender parity and considered gender in its recruitments

23. ECA constituted assessment panels that included at least one female panelist as required by the Secretary-General's bulletin on departmental focal points for women in the Secretariat (ST/SGB/2008/12).³ However, ECA did not designate one of the members of the central review bodies to serve as a focal point for women, nor require the adviser on gender issues to be part of the central review committees or panels as required by Secretary-General's bulletin on the central review bodies (ST/SGB/2011/7).

24. ECA made progress towards gender parity and considered gender in its recruitments. Of the 180 recruitments during the audit period, 120 (67 per cent) were filled by female candidates to achieve the parity. As of 31 March 2023, ECA had attained gender parity⁴ at all but the P4-P5 level.

³ ST/SGB/2008/12 has since been superseded by ST/SGB/2023/3. The need for gender focal point to be involved in the selection process remains in the new bulletin, albeit with minor changes.

⁴ The United Nations system-wide strategy (2017) considers gender parity to be within the 43-53 per cent margin.

Table 5: Percentage of women recruited in the period and gender parity as of 31 March 2023

Grade*	Females recruited	Males recruited	Total	% Females recruited	Gender parity as of 31 March 2023			
					Females	%	Males	%
USG	-	-	-	-	-	-	-	-
D1-D2	7	2	9	78%	11	53	10	47
P4-P5	35	14	49	71%	50	44	65	56
P2-P3	38	15	53	72%	44	50	44	50
NOA-NOD	3	2	5	60%	17	49	18	51
	83	33	116	72%	122		137	

Source: HRS and OIOS analysis

25. ECA undertook to designate gender focal points as member of the central review body and to evaluate applications from women candidates, prior to submission to the respective central review body, which will help enhance the gender parity.

ECA has embarked on the process of enhancing geographic diversity in staff selections

26. Heads of entities are required to select applicants from unrepresented or under-represented Member States for at least 50 per cent of geographical post vacancies. Out of the 180 recruitments undertaken by ECA in the audit period, 111 were international positions of which geographic positions accounted for 70 posts (63 per cent) but only 12 candidates were recruited from under-represented countries, which amounted to 17 per cent against a target of 50 per cent.

27. For each recruitment, especially geographic positions, ECA considered applicants from unrepresented or under-represented regions but was unable to attract a diverse pool of candidates from these regions. This was partly due to restrictive job descriptions that appealed to specific groups as further discussed in paragraphs 36 and 37. Furthermore, while ECA uses a number of channels to advertise job openings such as embassies and permanent missions, ECA careers webpage, staff members, ECA social media accounts, and third-party recruitment services such as Devnet and Impact Pool, there was no evaluation to assess how effective these channels were in reaching out to under-represented or unrepresented regions. Nonetheless, ECA further explained that selection memos that are sent to the selecting authority already contain distinct sections that provide data about the entity’s performance on various delegation of accountability KPIs related to the recruitment process including gender parity, geographical representation, and regional diversification. The selection memo also provides guidance on the impact that the selection decisions would have on entity KPIs. From 2022, special focus is also being paid to the selection and appointment of candidates from under and un-represented Member States. ECA will continue with the process and where candidates from under and un-represented Member States are available for selection, HRS will specially flag this for the delegated authority holder for selections to consider. Given the measures that ECA is currently taking as mentioned above, OIOS did not make a recommendation on the issue.

ECA was embedding multilingualism and data analytics in its operations

28. ECA had made strides in embedding multilingualism in its operations. Job openings were advertised in both French and English, while there was a requirement that due consideration is given to ensure bilingual (English and French) panel members are available when necessary for swift unbiased assessment when interviewing French speaking candidates. Human resources bulletins were released both in English and French. ECA also ran various language classes and encouraged members of staff to subscribe.

29. With regards to data analytics, ECA planned to include a requirement for data analytical skills in future job openings to embed the culture of data analysis. ECA also planned to complete recruitment for six data-focused positions in the African Centre for Statistics Division as well as increase the number of data-related partnerships and data governance forums established to improve data quality and use.

ECA has made steady progress in meeting the indicators of the disability inclusion framework

30. ECA formed a standing task force on disability inclusion in 2020 to provide awareness training, review disability indicators and establish actions to meet them. As of the end of March 2023, ECA had drafted the accessibility policy, provisions for reasonable accommodation, and other guidance documents. ECA had also formed a network of disability inclusion focal points and included human resources and procurement clauses that embraced disability.

31. Regarding reasonable accommodation, ECA had two major buildings that were built over 60 years ago and would require over \$100 million to make them meet current accessibility standards. They are not included in the ongoing Africa Hall renovation project. Other than construction of wheelchair accessible entry gate, exterior ramps and accessible washrooms, and changes to doors to ease movements for persons with disabilities, ECA could not undertake the substantive works to meet international accessibility standards due to budget limitations.

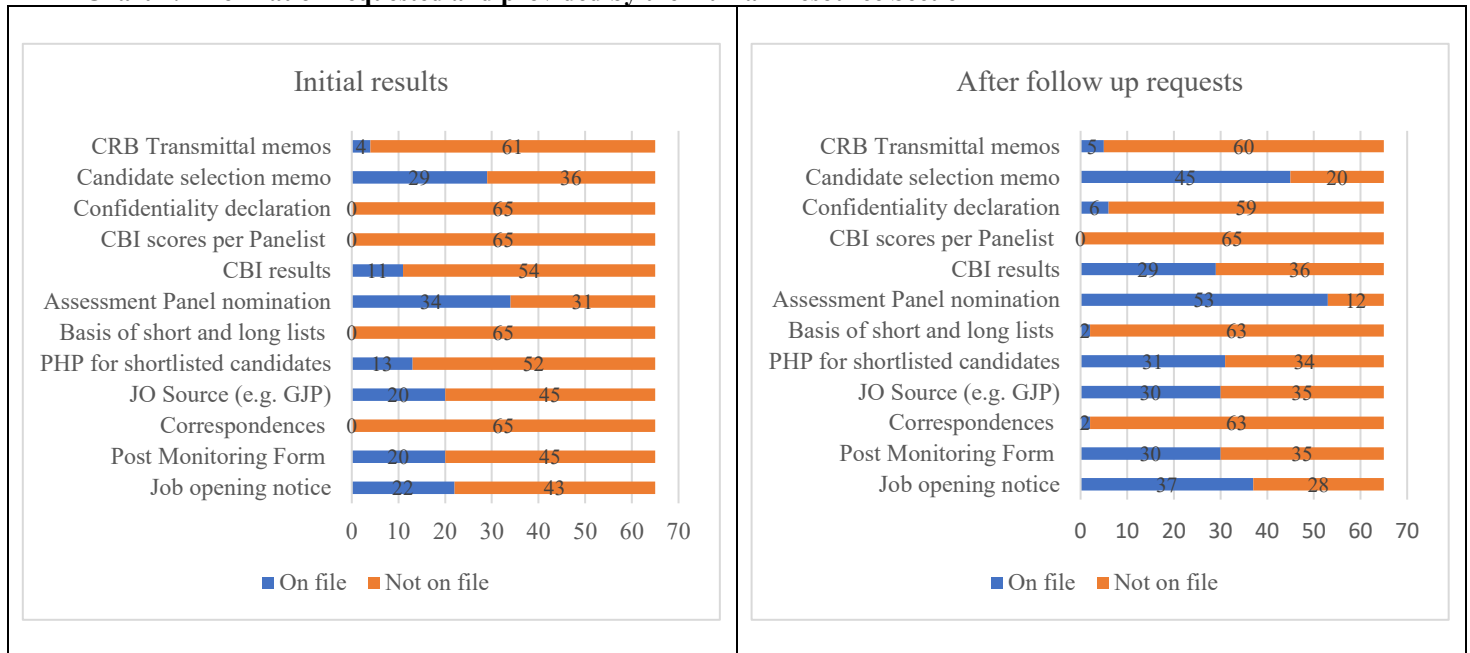
32. In addition, Secretariat entities are required to annually report their performance against the 15-point framework of the disability inclusion framework. ECA projected to meet the requirements of the 15 indicators by 2023. For the past three years, ECA has made steady progress and as of end December 2021, ECA had met or exceeded 5 of the 15 indicators, compared to 3 as of December 2020. The performance could be further enhanced by regular meetings of the disability inclusion task force. Since the nomination of a new task force in August 2022, the group only held their first meeting in April 2023.

C. Staffing and recruitment

ECA needed to enhance records of recruitment actions

33. A review of 65 recruitment cases showed significant gaps in record keeping. Initially, ECA was only able to provide information for 24 per cent of the cases, which improved to 53 per cent after HRS was engaged to provide the missing information. Chart 1 shows some of the records requested and how many were provided during the initial request and follow-up request for missing information:

Chart 1: Information requested and provided by the Human Resource Section



Source: OIOS Compilation

34. Due to the significance of the missing information, OIOS was not able to satisfactorily assess several recruitment activities. For instance, as shown in the chart, correspondence between the hiring manager and the recruiter were only provided in 2 out of 65 instances, and as a result, OIOS could not establish how the job openings were developed or amended, the type of changes that were made to the job descriptions and overall approval processes. This is coupled with the fact that generic job profiles were only provided in three instances. The manual for hiring managers requires that there should be no doubt as to how a hiring manager has gone from the base document (such as the generic job opening) to the job opening, filtering questions (evaluation criteria), assessments and finally to recommendations. In these instances, the link could not be established due to missing information. Maintenance of adequate recruitment records provides assurance that the recruitment activities were undertaken transparently and with integrity as per the General Assembly resolution 63/250 dated 10 February 2009.

35. HRS had not developed or implemented clear guidelines as to what should constitute a standard recruitment file. While ECA held that some items such as job opening adverts were generally supposed to be in the recruitment files, this was not the case in 28 out of 65 cases reviewed. HRS also attributed the lapses to operational challenges and changes following the pandemic as staff worked remotely and filed documents on their individual computers.

(3) ECA should seek guidance from the Office of Human Resources on the standard requirements for a recruitment file and establish a mechanism to ensure that the guidelines are consistently adhered to for transparent recruitment practices and to provide an adequate audit trail.

ECA accepted recommendation 3 and stated that it reached out to DOS/HRSD. ECA further stated that the Recruitment Services Unit had implemented the pre-COVID-19 recruitment case file checklist and will resume using content management systems in the near future to ensure integration, accessibility and confidentiality of recruitment information. Communication on this was circulated to the recruitment team in November 2023.

Improvements were needed in developing job specifications

36. In 21 out of the 38 job openings reviewed, the job specifications were highly inflexible without corresponding justifications. For instance, in nine job openings, knowledge of United Nations regulations and rules, Umoja and prior United Nations work experience was required. Further, in 12 other job opening adverts, ECA required work experience in Africa or knowledge of African economics and related subjects. Such requirements could be made less restrictive by reference to enterprise resource planning systems or public sector / intergovernmental organization experience. Narrowly defined requirements eliminate otherwise suitable applicants, thereby creating inability to attract talent from a broad geographically diverse base. The OHR diversity toolkit on reassignment and recruitment requires that job descriptions should be crafted for the broadest audience and to remove words and criteria that only appeal to specific groups of people to the exclusion of unrepresented and under-represented groups. The restrictions were not questioned by the central review bodies, although they had reviewed the cases.

37. While guidelines on building job descriptions allow for changes of up to 30 per cent of generic job profiles, there was no evidence that the changes had been approved by senior level staff. ECA stated that all such changes were duly approved. However, most of its hiring managers had not attended the hiring managers course, and ECA was therefore in the process of arranging training to ensure all hiring managers were trained and certified. In view of these planned measures, OIOS did not make a recommendation on this issue.

There was a need to improve evaluation and assessment of applicants

38. There were some weaknesses in the evaluation of candidates that had the potential of increasing selection risk as follows:

- a) Inadequate comparative analysis report - The comparative analysis report⁵ did not always provide adequate support for the conclusion/ratings of candidates' assessments. Out of 20 interview results reviewed, only 8 provided sufficient justifications for the ratings. Also, there were inconsistencies in rating candidates' competencies during interviews as candidates who did not meet or partially met some requirements were deemed as "successfully meet requirements" in some job openings but were disqualified in others.
- b) Inconsistent use of single assessments - In 9 or 36 per cent of the 25 cases reviewed, ECA only used competency-based interviews without documented justification for omission of other assessment methods despite written assessments being mentioned in the job openings. These inconsistencies were present for similar positions of the same grade. The manual for hiring managers recommends that applicants be assessed against several job dimensions as well as competencies using at least two assessment methods, including one method that simulates the technical work environment besides testing competencies.
- c) Insufficient evidence of shortlisted candidates - While the hiring managers provided longlists and shortlists in 30 of the 65 cases reviewed, except for 2 cases, there were no details of which desirables were invoked to arrive at the lists. It was therefore not possible to determine whether the longlists and shortlists were appropriately drawn.

39. HRS selected members of the assessment panels, who were endorsed by the head of entity, using a database of staff understood to have undertaken the competency-based interview. However, there was no

⁵ The comparative analysis report provides a record of the performance of the candidates at the competency-based interviews and summarizes individuals' responses against each of the competency assessed.

evidence that the members on the database had completed the prerequisite training. The database was not regularly updated and included staff who had left ECA. Also, there was a need to ensure wider selection of assessment panel members to ensure transparency. Some staff members were deemed to be over-burdened with participation in assessment panels while others did not participate at all. Out of 306 staff on the database, over 185 or 60 per cent panel members had either never been on any assessment panel or last served on the panel over five years ago. The need to ensure balanced and fair participation in the assessment panels by all qualifying staff was equally highlighted by the SLT and the Joint Negotiation Committee (JNC).⁶ ECA had since undertaken to update its database of CBI trained staff to ensure that only qualified personnel were involved in assessment panels.

40. Inadequate evaluation of candidates increases the candidate selection risk leading to missed opportunities of hiring right candidates at the right time.

(4) ECA should strengthen the candidate assessment process by: (a) preparing comparative analysis report with adequate support for the conclusions reached; (b) providing audit trail of how the shortlist was arrived at; and (c) limiting the use of single assessments without justification.

ECA accepted recommendation 4 and stated that HRS already works within Inspira, which documents the comparative analysis of candidates and provides an audit trail on shortlisting through the candidate summary done by hiring manager as well as the transmittal memo, which also summarizes the number of applicants at different stages of the process. However, HRS will commit to standardizing the use of multiple stage evaluation for professional and above categories.

Need to address delays by hiring managers in the recruitment of staff

41. ECA undertook 176 recruitments in the years 2021 and 2022 as detailed in Table 7. ECA improved their recruitment timelines from an average of 357 days in 2021 to 226 days in 2022. The Commission met the target timeline for posting job openings, release of applicants’ names to hiring managers, endorsement by the review board and compliance review by HRS.

Table 6: Analysis of recruitment timelines for staff

Year	Completed timely	Completed late	Total recruitments	Percentage completed on time	Percentage completed late	Average number of days
2021	8	78	86	9%	91%	357
2022	24	66	90	27%	73%	226
	32	144	176			

*Up to March 2023

Source: ECA recruitment data

42. Overall, 9 per cent of the recruitments in 2021 were completed within the prescribed 120 days, and this improved to 27 per cent in 2022, against a target of 60 per cent as per the Executive Secretary’s compact with the Secretary-General. The improvement in the recruitment turnaround times was largely due to increased recruitment from rosters of approved candidates. In 2021, all 8 of the timely completed recruitments were from rosters, while in 2022, this was 19 out of the 24 timely completed recruitments. In addition, there was significant reduction in the time taken for head of entity approval of appointments from an average of 60 to 100 days to an average of 3 to 10 days.

⁶ The JNC is a body that advises and makes recommendations to the head of office on issues relating to staff administration, conditions of service and general conditions of life affecting staff at ECA.

43. ECA management embarked on a recruitment campaign in 2022 to raise awareness on the need for timely recruitment and to place accountability on hiring managers for timely turnaround. Measures introduced included travel bans for managers with outstanding candidate assessments and performance goals on recruitments. Despite these measures, there were only minimal improvements in the time taken by hiring managers to assess candidates, which ranged between 50 to 80 per cent of the total recruitment time, as opposed to the standard 30 per cent as per the hiring manager’s manual. As a result of these delays, five candidates were no longer available by the time job offers were made to them. For instance, for one P-4 job opening for a statistician advertised in January and February 2020, the selection was only done in May 2021, by which time the candidate was no longer available.

44. The delays in recruitment occurred because technical sections did not prioritize the completion of evaluations. ECA had also not clearly communicated its strategy on the use of rosters to enhance timelines.

(5) ECA should address continued delays in the recruitment process by reviewing the effectiveness of the measures aimed at encouraging hiring managers to assess candidates and submit evaluation results to the Human Resources Section within the stipulated 40-day timeframe.

ECA accepted recommendation 5 and stated that the staffing timeline had already been reduced by at least 60 per cent since 2020, due to measures taken such as enforcing travel restrictions on hiring managers who exceed the regular targets; signed service level agreements throughout the recruitment process; and incorporating recruitment as one of the goals in hiring managers’ ePerformance.

D. Performance management

ECA has taken action to address timely completion of performance appraisals but needed to expand assessment areas

45. To ensure every staff member is clear about what managers expect and how their performance will be evaluated, workplans should be prepared for each staff member based on the office’s workplans no later than 31st of May of each year, followed by performance appraisals no later than three months after end of the performance cycle.

46. For the performance period 1 April 2021 to 31 March 2022, 644 out of 661 staff uploaded their workplans, of which only 297 or 45 per cent completed them within three months of commencement of the performance cycle. This performance deteriorated to 172 or 25 per cent for the 2023/24 cycle. Also, additional work performed by staff beside their core responsibilities, such as focal points for thematic areas like disability inclusion or membership of JNC or assessment panels, was not included in their respective workplans. As a result, time spent on these additional tasks was not fully recognized and hence may affect staff members’ commitment to them. The matter was also raised in the SLT.

47. Regarding performance appraisals, 631 out of 661 staff completed their performance appraisals representing a 95 per cent completion rate for 2021/22 cycle. Out of the 631 staff that completed their appraisals, 322 or 49 per cent were completed within the stipulated 90 days as per Executive Secretary’s compact for the 2021/22 cycle. This performance improved to 94 per cent compliance (646 out of 689) for the 2022/23 cycle, representing an improvement of 55 percentage points, which was attributed to increased awareness by senior leadership.

(6) ECA should require first reporting officers to ensure that individual staff workplans are uploaded to Inspira timely and that additional roles performed by staff, such as acting as

focal points and participation in committees, are included in the performance discussions and assessments.

ECA accepted recommendation 6 and stated that the Organization Development Unit (ODU) in HRS was monitoring compliance with the requirement to upload workplans to Inspira and circulates performance management reports to division directors fortnightly, to ensure they follow up with non-compliant staff. HRS will circulate an advisory to first reporting officers and staff to include additional roles performed by staff in performance documents through broadcasts, training or briefings related to the beginning and end of cycle guidance.

E. Staff-management relations

ECA needs to ensure the staff communication strategy is updated

48. In December 2021, the United Nations Secretariat conducted a staff engagement survey. Overall results showed that ECA recorded slightly better results than the aggregated results of the Secretariat, especially on clarity of direction of the entity and promoting good conduct. The results also showed some marginal improvement from the 2019 engagement survey scores on clarity of direction, continuous improvement, employee empowerment, performance management, recognition and reward, and teamwork and collaboration. Five least scoring areas (below 70 per cent) out of the 13 categories were identified namely, career satisfaction, ethics and integrity, continuous improvement, anti-racism, and resources and support. These five areas also scored below 70 per cent Secretariat wide. Some of the specific concerns raised included lack of support in career development, staff perception that career development was based on interpersonal relationships rather than on merit, delays by HRS in processing client requests, conflicting interpretations of United Nations staff rules by HRS staff, and the need for better understanding of United Nations principles, values and staff entitlements. ECA developed a detailed action plan to address these issues.

49. To raise awareness, HRS organized presentations to staff, including at a town hall in June 2022. In addition, ECA set up a staff engagement project team, made up of representatives from HRS and the staff union, to comprehensively review feedback and draw action points. Draft action points were submitted to SLT and OHR in July 2022. After some amendments, SLT reviewed and endorsed ECA's staff engagement action plan and cleared it for implementation in December 2022, about a year after the survey was conducted. ECA attributed the delay in SLT approval to the need for a full consultative and participatory approach in identifying remedial actions as well as to the changes in leadership as the Executive Secretary had completed her tour of duty in August 2022 and a substantive head had not been appointed at the time of the audit. However, such delays could be interpreted as management inaction and undermine staff confidence in the exercise.

50. Staff also pointed out that actions taken by management to address gaps identified in the staff engagement survey were not effectively communicated. To address this, HRS has since enhanced its communication strategy and developed initiatives such as establishing a dedicated human resource bulletin (announcements), recently introducing a human resources newsletter, and publishing an enhanced "staff corner" on the ECA intranet. Other measures include holding regular town halls and quarterly question and answer sessions with the Executive Secretary on staff-related matters. A few more initiatives such as webinars on staff benefits are in the pipeline. While all these measures are being rolled out, HRS had not updated its staff communication strategy of 2018 to ensure that its messaging was consistently delivered using appropriate channels.

(7) ECA should ensure that the staff communication strategy is updated to ensure messaging is consistently delivered.

ECA accepted recommendation 7 and stated that elements of the staff communication strategy action plan that was created in 2018, were at various stages of implementation and would be updated to reflect the latest initiatives.

F. Learning and development

Learning needs assessments were adequately and comprehensively undertaken

51. ECA undertook learning needs assessments to identify skills and performance gaps that require training interventions and produced a report in January 2022. The assessments were based on analysis of an online survey, interviews with directors as well as conducting focus groups with national and international staff members. ECA also considered the overall results of the 2020 United Nations Secretariat learning needs assessment⁷ and the Secretariat 2021-2025 learning strategy, as inputs to further refine its own learning strategy to ensure it embraces the Secretary-General's priority areas and the ECA mandate. Gender perspectives were also considered in selecting individuals to participate in the assessment. While directors were all consulted, representation of staff at lower levels was minimal. For instance, only 96 staff participated in the survey, representing a response rate of 13 per cent out of 712 staff as of December 2021. Despite the low response rates by staff, OIOS assessed that the training needs identified were comprehensive and were in line with the overall United Nations Secretariat learning strategy.

Developing and monitoring the implementation of the training plan and budget should be enhanced

52. Following the learning needs assessment undertaken in 2021, ECA prepared training plans and associated training budgets of \$996,000 for 2022 and \$881,000 for 2023. However, the translation of the identified learning needs into the training plans was not optimal. For instance, out of over 30 substantive training courses identified in the learning needs assessment, only 7 were planned for 2022 and 8⁸ for 2023. Substantive training needs identified in the learning needs assessment such as on public policy analytical skills, political economy and analytical skills, development planning, and programme design and delivery were not incorporated.

53. Out of a total of 203 courses in the 2022 and 2023 training plans, the largest component related to courses in the leadership and management category accounting for 40 per cent and including topics such as performance management index, competency-based interviews, gender parity training, and managing consultants and individual contractors. As indicated in Table 7, substantive training for implementing the core of the ECA mandate accounted for 21 or 10 per cent of the courses in the training plan. Substantive training is critical for the achievement of the Commission's objectives. ECA explained that the lower proportion of substantive training was due to budgetary limitations and challenges in developing these courses. Proactive planning could help to alleviate this challenge.

⁷ The United Nations conducted a global learning needs assessment for the Secretariat in 2020, which identified seven learning priority areas namely, coordination/partnership, monitoring and evaluation, data analytics, knowledge management, gender mainstreaming, capacity building, and advanced information technology and programming skills.

⁸ Out of the eight courses in 2023, only two were new as the other six courses were also planned for 2022.

Table 7 – Categories of courses in the 2022 and 2023 training plan

Year	Diversity & inclusion	Induction programme	Leadership & management	Substantive training	Others	Total
2022	14	16	23	11	27	91
2023	11	16	58	10	17	112
Total	25	32	81	21	44	203

Source: OIOS Compilation from ECA data provided

54. Equally, implementation of the training plans required enhancements. ECA conducted 58 or 64 per cent of the planned 2022 activities, leaving 33 courses or 36 per cent outstanding; but conducted unscheduled 16 courses, in response to ad hoc requests. Similarly, as of 31 March 2023, ECA had executed only 59 per cent of the planned for 2023 quarter 1. Table 8 shows the status of planned programmes that were conducted.

Table 8: Number of training programmes planned and conducted

Year	Courses planned	Planned courses conducted against Plan	Planned courses not undertaken	Courses not planned but conducted	Total courses conducted		
2022	91	58	64%	33	36%	16	74
2023	34 ⁹	20	59%	14	41%	12	32
	125	78		47		28	106

Source: OIOS Compilation from ECA data provided

55. Furthermore, ECA did not effectively monitor the implementation of the training budget. While the Finance Section provided regular updates of the training funds consumed, there was no detailed analysis to determine which courses had been undertaken vis-à-vis the budgeted costs and which ones were still outstanding.

56. ODU conducted weekly meetings to review the status of planned training programmes and separately recorded all training programmes conducted but did not relate and report on the training activities conducted against the training plans to assess the level of implementation. This was compounded by the fact that Learning and Capacity Development Committee (LCDC), responsible for quarterly review of the implementation of the training plan and budget, only met twice in 2022 and had not met in 2023 as of the time of the audit in June 2023. There was no evidence that the committee reviewed the implementation of the training plans and budget in its 2022 meetings.

(8) ECA should: (a) ensure that topics identified in the learning needs assessments are adequately taken into account in the training plans; (b) enhance the monitoring and reporting of training activities; and (c) ensure that LCDC meets quarterly as required to fulfil its mandate.

ECA accepted recommendation 8 and stated that a new learning needs assessment was being concluded in December 2023 and will be translated into training plans for 2024 and 2025. Due to resource constraints, efforts will be made to accommodate as many of the learning needs as possible, depending on organizational priorities. ODU was committed to further improving the frequency and format of reporting training activities and will move to a power business intelligence platform in the first quarter of 2024. In addition, HRS had established the LCDC meeting schedule for the fourth quarter of 2023 and all of 2024.

⁹ For 2023, ECA plans to undertake a total of 112 courses. The 34 courses are planned courses for January to March 2023.

Evaluation of the effectiveness of learning interventions needed to be enhanced

57. ECA had committed to commence impact assessment of substantive and fee-attracting training courses and to progressively expand training course assessment and monitoring through 2022 and 2023. ECA had intended to engage a consultant by mid-2022 to develop an impact assessment framework and implement impact evaluation for two or more key courses in 2022 and expand it to five in 2023. Lessons learned from the 2022-23 monitoring and evaluation and impact assessment framework were to be integrated for the subsequent strategy cycle covering 2024-25.

58. However, as of March 2023, ECA had not commenced impact assessment of key training courses. While course evaluations were completed by participants, post training evaluation¹⁰ was not done to measure improvements in job performance and productivity after participants have had a reasonable amount of time to apply knowledge, skills, and behavioural changes to the work environment.

(9) ECA should implement a mechanism for evaluating the impact of substantive and fee-attracting training courses and ensure that learning points are addressed timely for enhanced training delivery and impact.

ECA accepted recommendation 9 and stated that it would develop a mechanism to evaluate the impact of substantive and fee-attracting training courses within the framework of the United Nations Secretariat learning impact assessment.

Monitoring of mandatory training to be conducted regularly

59. The Secretary-General's bulletin on mandatory learning programmes (ST/SGB/2018/4) outlines courses that all staff are required to take regardless of their level, duty or functions. ECA monitored compliance with the mandatory training applicable for all staff and as of 31 March 2023, an average of 57 per cent of staff had completed all the mandatory training, 32 per cent had completed six and 12 per cent had completed five. The compliance was low because of new courses introduced in the period namely information security awareness (due 30 June 2023) and prevention of sexual abuse and exploitation (due by end July 2023). ECA undertook to periodically update the statistics, and therefore, OIOS did not make a recommendation.

IV. ACKNOWLEDGEMENT

60. OIOS wishes to express its appreciation to the management and staff of ECA for the assistance and cooperation extended to the auditors during this assignment.

Internal Audit Division
Office of Internal Oversight Services

¹⁰ The evaluation of training programmes during the duration of the training are technically referred to as evaluations at levels 0,1 and 2. Following completion of training, it is necessary to conduct follow-up evaluation to determine if the desired outcome and impact have been achieved (levels 3 and 4).

STATUS OF AUDIT RECOMMENDATIONS

Audit of human resources management in the Economic Commission for Africa

Rec. no.	Recommendation	Critical ¹¹ / Important ¹²	C/ O ¹³	Actions needed to close recommendation	Implementation date ¹⁴
1	ECA should enhance the efficiency and effectiveness of its fellowship programme by: a) updating and enforcing the governance arrangements and in particular establishing the steering committee; and b) strengthening the controls over the management of the research topics.	Important	O	Receipt of evidence that a steering committee has been established and controls over management of research topics have been strengthened.	30 June 2024
2	ECA should implement measures to communicate internal movements of staff to the delegation of authority (DoA) focal point for timely and effective update of the DoA portal and conduct periodic reviews in Umoja and the portal to identify and correct any mismatched/expiring delegations.	Important	C	Action complete	Implemented
3	ECA should seek guidance from the Office of Human Resources on the standard requirements for a recruitment file and establish a mechanism to ensure that the guidelines are consistently adhered to for transparent recruitment practices and to provide an adequate audit trail.	Important	O	OIOS assessment of the adequacy of the measures implemented by ECA to enhance record-keeping of human resource activities.	30 June 2024
4	ECA should strengthen the candidate assessment process by: a) preparing comparative analysis report with adequate support for the conclusions reached; b) providing audit trail of how the shortlist was arrived at; and c) limiting the use of single assessments without justification.	Important	O	Receipt of evidence that comparative analysis reports are being prepared, there is adequate audit trail of how the shortlist was arrived at and use of standardized multiple stage evaluations for the professional and above categories.	31 August 2024

¹¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

¹² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

¹³ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

¹⁴ Date provided by ECA in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of human resources management in the Economic Commission for Africa

Rec. no.	Recommendation	Critical ¹¹ / Important ¹²	C/ O ¹³	Actions needed to close recommendation	Implementation date ¹⁴
5	ECA should address continued delays in the recruitment process by reviewing the effectiveness of the measures aimed at encouraging hiring managers to assess candidates and submit evaluation results to the Human Resources Section within the stipulated 40-day timeframe.	Important	O	Receipt of evidence that additional measures have been put in place to enhance the recruitment timelines and that recruitment activities have been incorporated in ePerformance goals for hiring managers.	31 December 2024
6	ECA should require first reporting officers to ensure that individual staff workplans are uploaded to Inspira timely and that additional roles performed by staff, such as acting as focal points and participation in committees, are included in the performance discussions and assessments.	Important	O	Receipt of evidence of the timely upload of workplans into Inspira, and that additional roles performed by staff are included in the performance discussions and assessments.	30 June 2024
7	ECA should ensure that the staff communication strategy is updated to ensure messaging is consistently delivered.	Important	O	Receipt of evidence that the staff communication strategy has been updated.	31 March 2024
8	ECA should: (a) ensure that topics identified in the learning needs assessments are adequately taken into account in the training plans; (b) enhance the monitoring and reporting of training activities; and (c) ensure that LCDC meets quarterly as required to fulfil its mandate.	Important	O	Receipt of evidence that a new learning needs assessment has been finalized; reporting frequency improved; and that the LCDC committee have been meeting as scheduled.	31 December 2024
9	ECA should implement a mechanism for evaluating the impact of substantive and fee-attracting training courses and ensure that learning points are addressed timely for enhanced training delivery and impact.	Important	O	Receipt of evidence that a mechanism has been established to evaluate impact of substantive training.	31 October 2024

APPENDIX I

Management Response

Management Response

Audit of human resources management in the Economic Commission for Africa

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	ECA should enhance the efficiency and effectiveness of its fellowship programme by: a) updating and enforcing the governance arrangements and in particular establishing the steering committee; and b) strengthening the controls over the management of the research topics.	Important	Yes	Director, Strategic Planning, Oversight and Results Division	30 June 2024	
2	ECA should implement measures to communicate internal movements of staff to the delegation of authority (DoA) focal point for timely and effective update of the DoA portal and conduct periodic reviews in Umoja and the portal to identify and correct any mismatched/expiring delegations.	Important	Yes	HR Officer and Chief, Strategy & Information Mgmt. Unit (SIMU) Admin Assistant (DOA)	Implemented w.e.f November 2023	HRMS (SIMU) has started copying the DoA Focal Point on the monthly report on internal movements to support the process of periodic reviews of delegation of authority. (Annex 1) .
3	ECA should seek guidance from the Office of Human Resources on the standard requirements for a recruitment file and establish a mechanism to ensure that the guidelines are consistently adhered to for transparent recruitment practices and to provide an adequate audit trail.	Important	Yes	HR Officer and Chief, Recruitment Services Unit (RSU)	Already completed	HRMS reached out to DOS/HRSD, and the guidance received indicates that every entity is able to exercise the oversight it requires to ensure how to best file its recruitment records long as the entity is able to produce such records when needed and retain their confidentiality

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

Management Response

Audit of human resources management in the Economic Commission for Africa

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						(Annex 2). The Recruitment Services Unit has now implemented the pre-Covid Recruitment Case File checklist (Annex 2a). We will continue using HPE Content Manager and SharePoint for the near future to ensure integration, accessibility, and confidentiality and implement the Recruitment Case File Checklist that existed prior to the Covid-19 pandemic. Communication has already been sent out to the Recruitment team (Annex 2b).
4	ECA should strengthen the candidate assessment process by: a) preparing comparative analysis report with adequate support for the conclusions reached; b) providing audit trail of how the shortlist was arrived at; and c) limiting the use of single assessments without justification.	Important	Yes	HR Officer (Chief, RSU)	31 st August 2024	HRMS already works within the system and established process of Inspira, which already documents the comparative analysis of candidates and provides an audit trail on shortlisting through the candidate summary done by the hiring as well as the transmittal memo which also summarizes the number of applicants at different stages of the process (this is automatically generated by Inspira based on the progress of the applicants). HRMS will commit however to standardize the use of multiple stage evaluations for P & Above categories.

Management Response

Audit of human resources management in the Economic Commission for Africa

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
5	ECA should address continued delays in the recruitment process by reviewing the effectiveness of the measures aimed at encouraging hiring managers to assess candidates and submit evaluation results to the Human Resources Section within the stipulated 40-day timeframe.	Important	Yes	HR Officer and Chief (RSU)	31 December 2024	The staffing timeline has already been reduced since 2020 by at least 60% (480 days in 202 compared to 229 days in 2023) due to the measure that has taken such as enforcing travel restrictions on Hiring Managers who exceed the regular and signed SLAs throughout the recruitment process and incorporating recruitment as one of the goals in the Hiring Managers e-PAS.
6	ECA should require first reporting officers to ensure that individual staff workplans are uploaded to Inspira timely and that additional roles performed by staff, such as acting as focal points and participation in committees, are included in the performance discussions and assessments.	Important	Yes	Second Reporting Officers (SROs) Division Directors HR Officer and Chief (ODU), HRMS	30 June 2024	<ul style="list-style-type: none"> • ODU is monitoring compliance for the upload of workplans every 14 days but does not have an enforcement mechanism other than reminders and providing assistance when needed. Non-compliant staff members are reminded every two weeks and non-compliance information is shared with Division Directors. FROs have primary responsibility for staff under their supervision and SROs need to follow-up on non-compliant FROs. • ECA-HR circulates fortnightly performance management reports to Division Directors to ensure they follow up with non-compliant staff on the need to adhere to the various stages of

Management Response

Audit of human resources management in the Economic Commission for Africa

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						<p>the ePAS system (Annex 6 and 6a).</p> <ul style="list-style-type: none"> ECA-HR will circulate an advisory to FROs and staff to include additional roles performed in both performance-related broadcasts and in any training or briefing related to end of cycle and beginning of cycle guidance.
7	ECA should ensure that the staff communication strategy is updated to ensure messaging is consistently delivered.	Important	Yes	HR Officer & Chief (SIMU), HRMS	31 March 2024	The Staff Communication Strategy document was created by ECA-HR in 2018 and its elements are at various stages of implementation. ECA-HR will ensure that it is updated to reflect the latest initiatives.
8	ECA should: (a) ensure that topics identified in the learning needs assessments are adequately taken into account in the training plans; (b) enhance the monitoring and reporting of training activities; and (c) ensure that LCDC meets quarterly as required to fulfil its mandate.	Important	Yes	HR Officer and Chief (ODU), HRMS	31 December 2024	<p>a. 2021 and 2022 Learning Offerings were closely based on LNA findings. A new LNA process is being concluded in December 2023, which will be translated into training planning for 2024 and 2024. ECA-HR implemented new substantive programmes as per LNA findings within the budget constraints. Due to resource constraints, not all learning needs will translate into training programmes, but we will try to accommodate as many as we can</p>

Management Response

Audit of human resources management in the Economic Commission for Africa

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						<p>depending on organisational priorities.</p> <p>b. ECA-HR (ODU) has diligently monitored and reported throughout the time frame assessed but is committed to further improving the reporting frequency and reporting format, moving in Q1 of 2024 to a Power BI platform. Quarterly L&D reports will be circulated to the LCDC.</p> <p>c. ECA-HR has already established LCDC meeting for Q4 of 2023 and all of 2024. The LCDC Secretariat will ensure that the LCDC meetings are organized on time as per the agreed schedule, circulate the agenda in advance and the minutes of the meeting.</p>
9	ECA should implement a mechanism for evaluating the impact of substantive and fee-attracting training courses and ensure that learning points are addressed timely for enhanced training delivery and impact.	Important	Yes	HR Officer and Chief (ODU), HRMS	31 October 2024	<ul style="list-style-type: none"> ECA will develop a mechanism to evaluate the impact of substantive and fee-attracting training courses within the framework of the UN secretariat learning impact assessment