



# OIOS

**Office of Internal Oversight Services**

**Monitoring, Evaluation and Consulting Division  
(MECD)**

**Inspection of programme management and administrative  
practices in the Office for Outer Space Affairs (OOSA)**

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**Report of the Office of Internal Oversight Services on the Inspection  
of programme management and administrative practices  
in the Office for Outer Space Affairs (OOSA)**

**EXECUTIVE SUMMARY**

*The Office of Internal Oversight Services (OIOS) carried out a review of programme management and administrative practices in the United Nations Office for Outer Space Affairs (OOSA) in Vienna. This was the first ever inspection done of this Office. OIOS concluded that the office is well run, cohesive and productive and performing higher than the average programme in the United Nations Secretariat.*

*While efficient and effective in its work towards the implementation, along with Member States, of the recommendations of Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III), OIOS observed that there are certain aspects of its work that could be improved. In this line, OIOS made eleven recommendations aimed at improving its strategic planning, fund-raising and the resource base by way of a fund-raising strategy, partnership with the private sector as well as its visibility through their website and a periodic report on its performance.*

*The above along with strengthened support to the regional centres for space science and technology education affiliated to the United Nations together with securing continuity of the able leadership of the Office will ensure the achievement of its goals.*

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## I. INTRODUCTION<sup>1</sup>

1. The Office for Outer Space Affairs (OOSA) was created as a Secretariat unit servicing the ad hoc Committee on the Peaceful Uses of Outer Space (COPUOS) established by the General Assembly in 1958. It became a unit in 1962, then Outer Space Affairs Division (in 1968) of the Department of Political and Security Council Affairs and then the Office for Outer Space Affairs (OOSA) within the Department for Political Affairs. In 1993, the Office was relocated to the United Nations Office at Vienna. Currently, its responsibilities include providing substantive secretariat services to COPUOS, its Scientific and Technical Subcommittee and its Legal Subcommittee<sup>2</sup>; discharging responsibilities of the Secretary General under the Treaties on outer space; assisting developing countries in using space technology for development; and following up on legal, scientific and technical developments relating to space activities, technology and applications in order to provide technical information and advice to Member States, international organizations and other United Nations offices.

2. The work of OOSA is focused on the implementation of recommendation of Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III) as translated into the relevant Plan of Action of COPUOS.

3. OOSA has two Sections. The Committee Services and Research Section provides substantive secretariat services to the COPUOS, its two subcommittees and its working groups. It also convenes and services the Inter-Agency Meeting on Outer Space Activities, maintains the United Nations Register of Objects Launched into Outer Space, prepares and distributes reports and publications on international space activities and on international space law. The Space Applications Section, organizes and carries out the United Nations Programme on Space Applications that emphasizes the promotion of international cooperation in the uses of space technology for economic and social development including disseminating information and providing training in the practical applications of space technology, in particular for developing countries.

## II. METHODOLOGY

4. OIOS used a multi-method approach which included: a) Review of programme planning and performance data through IMDIS and other sources; b) Review of official documents, budgets, reports, websites and publications dealing with OOSA's work including resolutions and decisions of the relevant intergovernmental bodies; c) a survey was sent to all 20 staff of OOSA, including (5) follow-up queries; In Vienna, OIOS held interviews and conducted focus group discussions with management and staff of OOSA and held consultations with stakeholders and beneficiaries including interviews with representatives of Member States.

5. The comments of the management were sought on the draft report and are reflected in its final version. OIOS greatly appreciates the cooperation extended to it by OOSA management and staff during this inspection.

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<sup>1</sup>Throughout the present report the asterisk (\*) denotes the availability, through hyperlinks, of more detailed information, related reports, online tools, websites and evaluations in the electronic version of this report that can be found at [http://iseek.un.org/webpgdept617\\_15.asp?dept=617](http://iseek.un.org/webpgdept617_15.asp?dept=617)

<sup>2</sup> Since 1993. Before then, these services were provided by the Office of Legal Affairs in New York.

### III. FINDINGS

#### A. Programme delivery

6. OOSA is demonstrating programme performance above the average for the Organization. Its output implementation rate for 2004-2005 biennium was of 94 per cent (compared to the average for the Secretariat of 91 per cent) of 322 mandated, quantifiable outputs. Likewise, it implemented 228 additional outputs, while terminating only 19 which demonstrate efficient and productive programme delivery.<sup>3</sup> This has facilitated and supported the achievement of results which include the provision of efficient support to the work of COPUOS and its subcommittees. On numerous occasions, COPUOS expressed its appreciation for the excellent services provided by its secretariat.<sup>4</sup>

7. Regarding results, in the 2004-2005 biennium, OOSA's continuous facilitation and assistance led to four additional Member States ratifying and one intergovernmental organization declaring its acceptance of the rights and obligations of one or more of the United Nations treaties on outer space. This represents doubling the target for the biennium which was to grow by 2 from 328 to 330 to actually achieving 333.<sup>5</sup> Two additional Member States enacted national space laws. Training of 120 policymakers and managers from 23 governmental agencies, national legislative bodies and licensing authorities from developing countries enhanced their capacity to apply those international legal instruments to national space activities. Technical workshops strengthened the capacity of 2200 officials from developing countries to use space technologies to support sustainable development and have increased awareness in the international community of the effective application of space science and technology in economic, social and cultural development in line with OOSA's expected accomplishments. As focal point for United Nations entities responding to major disasters, the International Charter "Space and Major Disasters" was used 19 times, through which these entities were provided with satellite images free of charge, which assisted them in responding to the Indian Ocean tsunami, hurricanes, typhoons, floods, landslides, earthquakes and a volcanic eruption. In cooperation with the United States Government, Earth observation satellite (Landsat) images of the entire African continent were distributed to institutions in Africa free of charge to serve as a tool for promoting economic and social benefits in the region.

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<sup>3</sup> OIOS notes that out of the 550 outputs delivered by OOSA, there were 127 substantive servicing of meetings, 290 parliamentary documentation, 63 expert group meetings, 9 recurrent publications, 14 non-recurrent publications, and 47 other substantive activities.

<sup>4</sup> See, for example, paragraphs 12 and 18 of the Report of the Committee on the Peaceful Uses of Outer Space General Assembly, Official Records, Sixtieth session Supplement No. 20 (A/60/20(Supp))

<sup>5</sup> Belgium and Peru ratified the Agreement Governing the Activities of States on the Moon and Other Celestial Bodies, Nigeria the Convention on International Liability for Damage caused by Space Objects and Italy the Convention on Registration of Objects Launched into Outer Space, and the European Organization for the Exploitation of Meteorological Satellites declared its acceptance of the rights and obligations of the Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space and the Liability Convention, thereby bringing the total number of ratifications and declarations by Governments and international organizations to 334. In addition, Belgium and Italy enacted national space laws and another five States documented their actions towards ratifying treaties and/or developing national space laws and policy documents.

## B. Priorities and resources

8. The work of OOSA is focused on the implementation, along with Member States, of the recommendations of (UNISPACE III). In this regard, OOSA prepared a strategy<sup>6</sup> which is part and parcel of the Plan of Action of COPUOS. OIOS noted that the General Assembly had recalled the unique organizational aspects of UNISPACE III, which allowed the active contributions by non-governmental organizations, industry and youth to its outcomes. The structure of the agendas of the Scientific and Technical Subcommittee and Legal Subcommittee, as revised by the COPUOS immediately preceding UNISPACE III, and the establishment of action teams, under the voluntary leadership of Member States, served as unique mechanisms to revitalize the work of COPUOS and its subsidiary bodies and to implement the recommendations of UNISPACE III.<sup>7</sup>

9. The recent review of the work of the OOSA<sup>8</sup> in the light of its current human and financial resources, has determined that a number of such activities could be incorporated into its programme of work by redefining operational priorities while maintaining current commitments and without the need for additional human or financial resources. This was welcomed by the General Assembly, which at the same time noted that some actions identified for implementation by the Office in the Plan of Action of the Committee could only be integrated into its programme of work if additional staff and financial resources were provided and urged all Member States to contribute to the Trust Fund for the United Nations Programme on Space Applications<sup>9</sup>.

10. OIOS noted that on numerous occasions the General Assembly requested the Secretary-General to recommend measures to ensure that OOSA was provided with adequate resources for implementing those recommendations of UNISPACE III that it was made responsible.<sup>10</sup> While there was no discernible increase in the regular budget resources of OOSA, the thematic coverage of its work keeps on expanding. OOSA identified its priorities as building capacity in space law, integrating space capabilities into national development programmes and strengthening the regional centres; and improving the awareness of the benefits of space science and technology.<sup>11</sup> Most recently, they included also the promotion of contributions of space applications to sustainable development, support to the International Committee on Global Navigation Satellite Systems (GNSS) and implementing the United Nations Platform for Space-based Information for Disaster Management and Emergency Response.

11. While OIOS was impressed with dedication and effectiveness of OOSA staff in delivering its outputs, it has some serious concerns that the very limited core resources of OOSA hinder the pursuit of its priorities and put a limit on potential accomplishments that it could achieve.

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<sup>6</sup> See paragraphs 26-28 and 228-316 of A/59/174 of 23 July 2004.

<sup>7</sup> A/RES/59/2 of 20 October 2004, preamble

<sup>8</sup> See A/AC.105/L.262 of 1 August 2005

<sup>9</sup> A/RES/60/99 of 8 December 2005, para. 45-47.

<sup>10</sup> See General Assembly resolutions 54/68, 55/122,

<sup>11</sup> See paragraphs 19, 24 and 30 of A/AC.105/L.262, respectively.

### C. Fundraising strategy

12. OIOS noted that the operational activities of OOSA that are financed by extrabudgetary resources are efficiently delivered and highly regarded by beneficiaries. However, OOSA's success in the operational area has its downside in the chronic excess of demand over OOSA's ability to deliver technical assistance. Despite COPUOS urging to increase the predictability of voluntary contributions to support the activities of the Office for Outer Space Affairs, to increase the overall number of donors contributing to the Trust Fund for the United Nations Programme on Space Applications as well as to strengthen the stability and flexibility of the OOSA's technical cooperation programme, there was little improvement in this regard.<sup>12</sup> OIOS observed that in response to these concerns, OOSA envisaged developing a fund-raising strategy aimed at mobilizing additional resources for the provision of technical assistance to Member States in relation to space science and technology and space law and the development and implementation of pilot projects that build operational capacity.<sup>13</sup> However, there was no progress in this direction at the time of OIOS inspection. OIOS noted that currently the OOSA reports are vague on what desirable additional activities could be delivered if additional extrabudgetary resources are made available.<sup>14</sup>

13. OIOS observed that OOSA made a successful contribution to enhancing the fundraising acumen of its beneficiaries.<sup>15</sup> It is time for OOSA to take measures towards ensuring the longer-term stability of its own operational activities.

14. OIOS noted that in 2002-2003 OOSA did develop a portfolio of activities which was circulated among the larger donors. This led to some inflow of additional contributions. However, this practice was then discontinued for a more individual approach to fundraising, which were two of the variety of fund-raising approaches that OOSA tried over time. OIOS observed that the resulting financial support was mostly in earmarked funds making it difficult for OOSA to develop mid to long-term plans for building capacity in the developing countries in the priority areas identified by the COPUOS. Legislative appeals to donors to provide some amount of discretionary funding to the Office have only produced occasional and modest contributions.

15. OIOS noted that at one point, OOSA envisaged creating a comprehensive database of potential funding institutions and their areas of interest. Establishing such a database would have made it possible to seek funding from a wide variety of sources and/or to tailor a project

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<sup>12</sup> See paragraphs 209-211 and 315 of A/59/174 of 23 July 2004.

<sup>13</sup> See paragraph 29 of the Annex to A/AC.105/L.262 of 1 August 2005. The OIOS observed that developing a long-term fundraising strategy for the Office has been included in the working draft of the 2006-2007 Work Plan of CSRS dated 5 October 2006.

<sup>14</sup> Rather, they only present an overview of the contributions received but contain no indication whether their level was sufficient or whether it would be desirable to increase it in order to accomplish specific additional results and deliver concrete additional outputs (see, for example, the Reports of the Expert on Space Applications, A/AC.105/840 of 27 January 2005, paras. 50-51 and A/AC.105/861 of 12 January 2006, paras. 51-52). It is noted in paragraph 53(a) of A/AC.105/861 that the resources expected under the regular budget of the United Nations will nevertheless be insufficient to enable the Programme to carry out effectively its mandated and expanded activities, in particular those aimed at implementing the recommendations of UNISPACE III. The Programme must solicit additional funds, in the form of voluntary contributions, in support of its activities, in order to supplement the expected regular budget of the Programme. However, there is no information on what concrete amounts of additional XB contributions are necessary for implementing specific, necessary additional outputs.

<sup>15</sup> See paragraphs 59-79 of A/AC.105/775.

to a specific and relevant funding niche. It was also considered that a database of successful project case studies as well as a database of funding and donor institutions would be very useful. OIOS found these ideas worthwhile but remaining at the conceptual phase.

16. OIOS observed that best practices in fund raising at other UN programmes include identifying in their various solicitations the convincing and detailed description of results that can be achieved in 2–3 years with potential contributions and present a set of related activities as a package to be sponsored by a donor. The fundraising should be based on clear understanding of the interests and expectations of hosts and sponsors and on delivering results commensurate with such expectations. It should be informed by the knowledge of the institutional or national limitations to providing funding and by exploring alternative ways of co-sponsorship. It should take advantage of situations where the universality of the United Nations is a valuable asset.

17. Among the twelve Action Teams comprised of Member States and entrusted with implementing the recommendations of UNISPACE III<sup>16</sup>, there was an Action Team on New and Innovative Sources of Funding. OIOS noted that OOSA was envisaged to provide assistance to this Action Team as well as to Member States and space-related organizations interested in implementing the recommendations of this Action Team.<sup>17</sup> However, at the time of inspection the Action Team on New and Innovative Sources of Funding, was not in existence. OIOS noted that the key actors behind this initiative are no longer involved with the work of COPUOS. OIOS regrets the missed opportunity of catalyzing the creative thinking of Member States on this crucial issue along with OOSA engagement with them. However, OIOS believes that this initiative is too important to be allowed to expire without consequence.

18. OIOS recalls that since 1998, in the area of outer space activities, investment by the private sector has surpassed considerably spending by governments. Nevertheless, this change of the financial landscape has little bearing on the inflow of voluntary contributions to OOSA - the participation by the private sector in OOSA activities is currently miniscule. OIOS believes that there is a great unexplored opportunity in developing partnership with the private sector as a resource multiplier for OOSA, while being cognizant and realistic about the specific areas of collaboration with such highly specialized sector

#### **D. Knowledge and information management**

19. In order for a relatively small team of OOSA staff to provide effective support to multifaceted intergovernmental deliberations in different committees subcommittees and working groups along with delivering a diverse programme of technical cooperation, it is imperative to have a well-structured, clearly indexed and user-friendly system of accumulating and maintaining institutional knowledge. OIOS found that OOSA developed and maintains various tools for retaining institutional knowledge – from traditional hard copy files on “how to” subjects related to servicing COPUOS and its subcommittees, to electronic files on the shared drive on the local computer network. While these tools serve the purpose to a degree, they are neither well-structured or user friendly, nor are they forward looking. OIOS observed

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<sup>16</sup> The COPUOS adopted the innovative mechanism of establishing action teams under the voluntary leadership of Member States to translate priority recommendations into specific actions (see paragraph 225 of [A/59/174](#) of 23 July 2004).

<sup>17</sup> See paragraph 18 of [A/AC.105/L.262](#).



that currently OOSA does not have a common understanding or strategy concerning the way ahead with knowledge management although it is referred to as a high management priority.

20. Data from interviews as well as OIOS survey responses indicate that a certain compartmentalization of knowledge prevails. There is no well-identified virtual space where staff members can acquaint themselves with different ongoing projects of which others are in charge, where they can obtain a full picture of current and future activities in other parts of OOSA. Obtaining various historical and factual references sometimes required OOSA staff to go through an excessive number of both hard copy and electronic files without clear direction to follow. In OIOS opinion, a customized database with a search capability would facilitate the retrieval of pertinent documents.

21. OIOS believes that the most important knowledge gaps that need to be addressed are the absence of a database on the status of implementation of various conclusions and recommendations of COPUOS, its subcommittees and Action Teams, including information on their origin, in what manner they were approved for action, who is responsible for their implementation; what are the deadlines; what exactly is the role OOSA, etc. Equally of concern is the lack of progress in creating the fundraising-related databases mentioned in paragraph 15 above, along with the need for creating a database with information on lessons learnt from various activities and project implementation; and the need to develop a comprehensive, structured and referenced database of national, regional, and international contacts; and an easily accessible, structured archive of historically useful materials/notes. A well designed and structured Intranet could serve as a portal to support all the above information requirements.

22. Concerning the OOSA website, OIOS found its design tidy and its content informative regarding the mandate of OOSA and its work. There is a site map to guide the user towards the information sought. At the same time, its content does not seem to be sufficiently prioritised and user-friendly. The achievements of OOSA in different areas are not highlighted<sup>18</sup> in clear and convincing manner which minimizes the public information value of the website. There is no use of tickers, gliding or pop-up menus that make navigation easier to avoid the user from getting through three levels of clicking to get to the needed information.

23. OIOS also found that the useful tool as hyperlinking of electronic copies of documents that are posted on the OOSA website for greater efficiency and ease in checking references is not available. Many pages of these documents are populated with dozens of acronyms and references to websites of different entities involved in space activities but the user/visitor has no means of getting quick access to them. Hyperlinking each and every acronym and reference to the source website or document<sup>19</sup> in the same manner as it is done in the electronic copy of this OIOS report would increase the informational value of the OOSA website that could evolve into a major gateway to more space-related information.

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<sup>18</sup> For example, the much discussed successful project of "Telemedicine" was nowhere in sight at the portal and on the site map. The search of the OOSA website for it resulted in 132 official documents of various degree of importance but none of them had any public relations value (see <http://www.unoosa.org/oosa/search.html?q=Telemedicine> ).

<sup>19</sup> All OOSA reports and extracts from them posted on various OOSA webpages such as "poverty eradication", for example, could be made considerably more user friendly and informative if they are equipped with hyperlinks to acronyms in the following manner : GEOSS, COSPAS-SARSAT, Global Disaster Alert System, UNOSAT, GMES, Global Environment Outlook (GEO), VAM SIE, MODIS, AVHRR, GIEWS . It takes very little time and effort.

24. Similarly, OIOS took note of the concern that the restrictions on the volume of documentation do not allow OOSA to reflect the full extent of its work and accomplishments in the COPUOS report. However, the problem can be solved, at least in the electronic copy of the COPUOS report posted on the OOSA website, equipping it with as many hyperlinks as necessary to various documents and websites. The United Nations journal as well as the electronic copy of the most recent Programme Performance Report for 2004-2005 (PPR 2004-2005) which contains over 1200 hyperlinks<sup>20</sup> could be used as examples in this regard.

25. OIOS noted very forthcoming and constructive reaction of OOSA staff responsible for the website to various criticisms and suggestions. Some of the OIOS suggested improvements were promptly implemented and taken into consideration during the on-site inspection.<sup>21</sup>

26. OIOS noted that in addition to the information that is presented by OOSA in the COPUOS report and the summarized results statements available by way of the PPR 2004-2005, OOSA did not have any other means to disseminate information on their achievements. This hampered OOSA's visibility. There was no annual report of biennial account of the results achieved. OIOS believes that a periodic report on the commitments made by way of the budget and other mechanisms that would reflect in a comprehensive manner the main outcomes, lessons learned and areas in need of improvement, as well as a more detailed progress achieved in the implementation of their work programme, and which could be used in conjunction with the fund-raising strategy, would help convey the results achieved and ultimately enhance its visibility and profile.

#### **E. System-wide coordination**

27. OIOS noted that OOSA is convener, and the secretariat to the Inter-Agency Meeting on the Outer Space Activities, which serves as a focal point for interagency coordination and cooperation in space-related activities and reports to the United Nations System Chiefs Executives Board for Coordination. On the basis of submissions from the participants of the meeting and its proceedings, OOSA compiles annual reports of the Secretary-General to the COPUOS' Scientific and Technical Subcommittee on the plans and programmes of the United Nations entities related to the outer space activities.

28. OIOS noted a commendable OOSA initiative in establishing the system-wide coordination website and within it a forum page related to the Inter-Agency Meeting. An attractive feature of the website content was the recently updated list of space-related initiatives and programmes carried out by member States of the Committee on the Peaceful Uses of Outer Space and within the United Nations system that respond to specific recommendations contained in the Johannesburg Plan of Implementation of the World Summit on Sustainable Development. The website also contains the directory of United Nations funds, programmes, organizations and agencies involved in outer space activities. OIOS recognizes that maintaining this website is certainly a challenge for a small office like OOSA. Nevertheless, a few observations aimed at improving the website's value are in order. OIOS believes that OOSA should call on the United Nations entities participating in the Inter-Agency Meeting on the Outer Space Activities for their assistance in enhancing their common website to become an effective coordination instrument.

<sup>20</sup> They are indicated by \* in the body of the report

<sup>21</sup> These include the reporting module structure, the amendments and improvements to the website for UN Coordination of Outer Space Activities <http://www.uncosa.unvienna.org>, among others.

29. One issue that has to be addressed in improving the website is making the above mentioned directory of United Nations entities involved in outer space activities more useful and informative. Currently, the information on different United Nations entities is drastically different: in some web pages a detailed description of their engagement in outer space activities and contact details for persons responsible for them is available, whereas in others only a one paragraph description of the entity's mandate is registered without any mention of its involvement in outer space activities. In this shape and form the directory is not of much practical use in facilitating either understanding of the nature of an involvement of a specific UN entity in outer space activities or promptly locating officials with whom relevant issues should be discussed.

30. Another issue to look into is the possibility of revitalizing the forum page of the website. At the time of inspection, this forum remained inactive with no postings and no discussions. This is regrettable because it could have served as an excellent medium for discussing the issues of mutual concern by various United Nations entities in the period between the Inter-Agency Meetings on the Outer Space Activities. OIOS was not able to establish the reason for the forum being deserted but this problem certainly requires attention and calls for a solution.

#### **F. Regional Centres**

31. The strengthening of the regional centres for space science and technology education affiliated to the United Nations was defined as one of the OOSA priorities. Towards this end, OOSA envisaged to launch a support campaign for the centres among space-related institutions and relevant companies; promote cooperation with and support for the centres among Member States at the regional and international levels; provide assistance to the regional centres in organizing short-term workshops on space law by developing a relevant model education curriculum to be integrated into the programme of the regional centres; to disseminate a list of international activities carried out around the world with a view to strengthening the capacity of developing countries; to develop a database of experts from space agencies who could assist the regional centres in providing specialized training, making space-related education and training materials available for use by the regional centres; and to organize specialized training courses on the operational use of Earth observations in cooperation with the regional centres.<sup>22</sup>

32. Most of these measures helped to strengthen the expertise and capacity of the regional centres. However, the differences in the services provided and the information available between them still remain significant. While OIOS recognizes that the Member States have the primary responsibility for the regional centres, the OOSA support should continue to play a vital role in their development and in strengthening cooperation between them. In this regard, fully implementing earlier OOSA commitments, especially those related to developing a database of experts from space agencies available to assist the regional centres and launching a support campaign for the centres among space-related institutions and relevant companies. OIOS discussed with OOSA a possibility of enriching the educational curriculum of the regional centres with free academic courses<sup>23</sup> available on Internet and noted that OOSA took immediate interest in taking advantage of this opportunity.

<sup>22</sup> See paragraphs 9, 16(c), 17, 19(c), 24 and 28 of A/AC.105/L.262 of 1 August 2005.

<sup>23</sup> One of such useful free tools is the well-known MIT OpenCourseWare, for example: <http://ocw.mit.edu/OcwWeb/Global/all-courses.htm#AeronauticsandAstronautics>,

## **G. Staff mobility**

33. OOSA is an office with a small complement of professional staff with highly specialized skills in the area of space science and technology, and international space law and policy. Whilst the specialized technical knowledge is a part of the entry requirements, the expertise accumulated during service at OOSA does not yield to easy transfer or replacement. OIOS observed concern on the part of OOSA management and staff that the mobility exercise could damage the critical mass of knowledge and expertise in OOSA and adversely impact its effectiveness.

## **H. Succession and continuity**

34. OIOS noted that the Director of OOSA retires in the near future and that staff considers the successful succession a key to the vitality and efficiency of OOSA. OIOS concurs that the able leadership of the incumbent a major factor in OOSA accomplishments during the recent biennia and that it is important to ensure that it remains of the same calibre in the future. In view of the critical importance of the qualifications and attributes of the function, OIOS recommends the following as some of the necessary attributes that should be considered in the selection of the future Director .

35. The Director should have a solid overview of space-related issues at an international level including the activities that are subject to international cooperation in the peaceful uses of outer space. Although it would be difficult to find someone with equal expertise covering the scientific, technical and legal areas, the Director should have knowledge of the space policy issues involved in the work of the Committee on the Peaceful Uses of Outer Space and its Scientific and Technical Subcommittee and Legal Subcommittee as well as of the Fourth Committee of the General Assembly.<sup>24</sup> Of particular importance is awareness of the results of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III), and of the Plan of Action of the Committee to implement the recommendations of UNISPACE III. The Director should have a vision of how implementing of the recommendations of UNISPACE III can contribute to achieving the internationally agreed development goals as contained in the Millennium Declaration, the Plan of Implementation of the World Summit on Sustainable Development, the World Summit on the Information Society and the Hyogo Framework for Action<sup>25</sup>.

36. Staff in OOSA are fully competent in carrying out the actions needed within the programmatic, budgetary and reporting processes of the United Nations as well as regarding the interaction of the relevant intergovernmental bodies with the secretariat. Nevertheless, the Director should be closely familiar with these processes to guide the directions of the Office's overall strategies and policies, including preparing documents on the use of space science and technology and space policy issues. During meetings of the intergovernmental bodies, the Director should be able to identify key issues in complex situations and make timely statements or recommendations.

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<http://ocw.mit.edu/OcwWeb/Aeronautics-and-Astronautics/16-891JSpace-Policy-SeminarSpring2003/Syllabus/> ,

<http://ocw.mit.edu/OcwWeb/Global/all-courses.htm#EarthAtmosphericandPlanetarySciences>

<sup>24</sup> Especially when it takes up the item on international cooperation in the peaceful uses of outer space.

<sup>25</sup> Adopted by the World Conference on Disaster Reduction held from 18-22 January 2005 in Kobe, Japan.

37. Additionally, the Director should have practical experience in the preparation of medium term plans, budget proposals and their relation to programme performance reports. The Director should be aware, even if in overview terms, of space activities of entities of the UN system in order not to duplicate work.

38. Concerning skills, the Director should have a culture of reporting to the inter-governmental bodies, listening to the views of Member States and be able to integrate the information acquired or feedback received into the development of the strategy through which the Office implements the mandates and requests it receives in order to maintain the trust in the Office. Concerning staff, the Director should be able to learn from their experience, communicate well with all, mentor staff, maintain a congenial work environment and provide a feeling of leadership. As the Office carries out an important part of its work through cooperation and extra-budgetary resources, the Director should have good communication and negotiating skills to deal with representatives of all Member States, intergovernmental and non-governmental organizations.

#### IV. CONCLUSION

39. OIOS found that OOSA is a well-run, cohesive and productive team delivering a diverse programme of outputs and services in a timely and efficient manner. It enjoys excellent rapport with the intergovernmental bodies that it services and maintains dynamic partnerships with entities involved in outer space affairs within the United Nations system. OOSA's facilitating the use of space applications in the wide spectrum of problems related to sustainable development and disaster reduction reassert the value and impact of this compact but energetic United Nations entity. OIOS believes that the implementation of recommendations that follow would further advance the effectiveness of OOSA.

#### V. RECOMMENDATIONS

40. OOSA should review the relationship between its regular budget resources and its core activities with a view to informing COPUOS and the General Assembly in concrete and credible terms on what are the limits for OOSA absorbing additional mandates within available resources and what its priorities are regarding potential accomplishments and outputs that could be delivered with specific additional regular budget resources (SP-06-004-001)(paras. 1-11)<sup>†</sup>.

41. OOSA should review the best fundraising practices of the United Nations system and develop a strategy for comprehensive, convincing, properly focused and targeted fundraising (SP-06-004-002)(paras. 12-16).

42. OOSA should take initiative with Member States in reviving the Action Team on New and Innovative Sources of Funding in whatever shape and form it would be feasible, facilitating the initiation of its work and linking it to the OOSA's fundraising strategy (SP-06-004-003)(para 17).

43. OOSA should take initiative in obtaining advice of Member States on what would motivate private industry to sponsor OOSA activities. Such efforts should be equitable

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<sup>†</sup> An internal code used by the Office of Internal Oversight Services.

geographically and they should take into account the tendency of Governments to protect or gain advantages for their national industries. OOSA should use every opportunity of promoting its comparative advantages at private industry forums with a view to developing new partnerships (SP-06-004-004)(para. 18).

44. OOSA should decide on the list and structure of the databases that would allow it to efficiently manage its acquired knowledge and implement them on the Intranet, seeking technical support from the Information Technology Service (ITS) as necessary (SP-06-004-005)(paras. 19-21).

45. OOSA should revisit the concept of its website that would be based on clear understanding of its target group and how to maximize its possible impact. The content of electronic copies of documents posted on OOSA website should be extensively hyperlinked to maximize the informational value of such documents and of the OOSA website overall (SP-06-004-006)(paras. 22-25).

46. OOSA should consider preparing a results-based annual or biannual report detailing its achievements, lessons learned and areas in need of improvement which should be combined with any fund-raising efforts to support the delivery of the technical assistance programme (SP-06-004-007)(para. 26).

47. During preparations for the annual Inter-Agency Meeting on Outer Space Activities, OOSA should request all participants to update the information contained in their entry in the directory of United Nations entities involved in outer space activities. OOSA should also request their proposals on revitalizing the forum at the coordination website, formulate a solution to its revitalization and promote such solution at the Inter-Agency Meeting on the Outer Space Activities in January 2007, and follow up those actions during the inter-sessional period leading up to the Inter-Agency Meeting in January 2008 (SP-06-004-008)(paras. 27-30).

48. OOSA should take practical measures by a set deadline to: (a) Launch a support campaign for the centres as envisaged earlier; (b) Develop a database of experts available to assist the regional centres; and (c) Introduce the free Internet academic courses into educational curricula of the regional centres (SP-06-004-009)(paras. 31-32).

49. In conducting the mobility exercise at UNOV, full consideration should be given to unique technical expertise accumulated at OOSA(SP-06-004-010)(para. 33).

50. The Executive Director of UNOV may wish to give consideration to the qualifications and attributes of the future incumbent of the post of Director of the Office for Outer Space Affairs described in paragraphs 34-38 (SP-06-004-011) (paras. 34-38).

51. The Office for Outer Space Affairs may wish to share the findings and conclusions of this report directly with COPUOS (SP-06-004-012).

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