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Food and
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Продовольственная и
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Organización
de las
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para la
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FINANCE COMMITTEE

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Status of Implementation of JIU Recommendations

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EXECUTIVE SUMMARY

- The JIU was established in 1966 with a mandate to assist UN agencies in improving the management of human, financial and other resources, their efficiency and effectiveness and inter-agency coordination, and to promote best practices in these areas.
- FAO has the greatest acceptance rate for JIU recommendations of any UN agency. The implementation rate of recommendations is comparable.
- Recommendations not yet fully implemented fall into six categories: action through the Chief Executives Board for Coordination; gaps in policies and procedures; human resource management; data and information for decision-making; mitigating actual and potential conflicts of interest; and strengthening inter-agency cooperation.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- The Finance Committee is invited to note the progress in implementing JIU recommendations and to provide any views or guidance.

Draft Advice

- **The Finance Committee took note of the progress made in implementing JIU recommendations.**

Introduction

1. At its 143rd session in May 2012¹, the Finance Committee requested the Secretariat to prepare a report on the status of implementation of recommendations from the Joint Inspection Unit (JIU) on matters of relevance to the mandate of the Committee. This paper outlines the role of the JIU, FAO's performance compared to other UN Agencies in accepting and implementing JIU recommendations, and the nature of the outstanding recommendations.

The Joint Inspection Unit: background

2. The Joint Inspection Unit (JIU) was established by resolution of the United Nations General Assembly in 1966. FAO accepted the statute of the JIU² in 1967 and there are currently 32 UN organizations (bodies, agencies, funds and programmes) participating. The JIU is financed by the participating organizations based on a cost-share arrangement. FAO's share of the USD 6.4 million JIU budget for 2012 was 3.9 percent (USD 250,000)³.

3. The JIU's mission contains four elements:

- a) assist the legislative organs of the participating organizations in meeting their governance responsibilities in respect of their oversight function concerning management by the secretariats of human, financial and other resources;
- b) help to improve the efficiency and effectiveness of the respective secretariats in achieving the legislative mandates and the mission objectives established for the organizations;
- c) promote greater coordination among the organizations of the United Nations system;
- d) identify best practices, propose benchmarks and facilitate information sharing throughout the system.

4. According to its statute, the Joint Inspection Unit (JIU) conducts independent system-wide evaluations, inspections and investigations related to the management by secretariats of human, financial and other resources. The Unit may issue reports, notes or management/confidential letters. The JIU web site (www.unjiu.org) provides access to all JIU reports and notes issued since 1968.

5. The topics of evaluations and inspections undertaken are defined in the JIU's annual programme of work, after a thorough screening and validation of external proposals and internal suggestions, which takes into account the work done and planned by other oversight bodies, resource implications, the topics' timeliness for consideration by governing bodies and other recipients, as well as their potential to improve effectiveness, efficiency, coordination and cooperation in the United Nations system.

6. Reports can focus on the United Nations system as a whole or on one or more organization(s) specifically. After being submitted to the executive heads of the JIU participating organizations, reports are presented to the competent legislative and governing bodies for their consideration and follow-up. Notes and management/confidential letters are addressed and submitted to concerned executive heads of the organizations. Each report is issued under the responsibility of the author and the co-authors.

7. Related documents include the public comments on JIU reports, notes and management letters transmitted by the executive heads of the participating organizations concerned to their competent organs for their consideration of the JIU reports and recommendations, as well as any other relevant information related to JIU reports and notes, such as unpublished annexes and presentation statements of reports by the Inspectors.

8. The comments presented include the CEB comments on JIU system-wide reports, as well as organizations' comments on relevant single or multiple organizations' reviews. Once the competent organs have examined these comments, executive heads of organizations concerned should ensure that

¹ CL 144/12, paragraph 42

² cf. <https://www.unjiu.org/en/corporate-information/Pages/Statute.aspx>

³ cf. <https://www.unjiu.org/en/about-us/Pages/Funding--Budget.aspx>

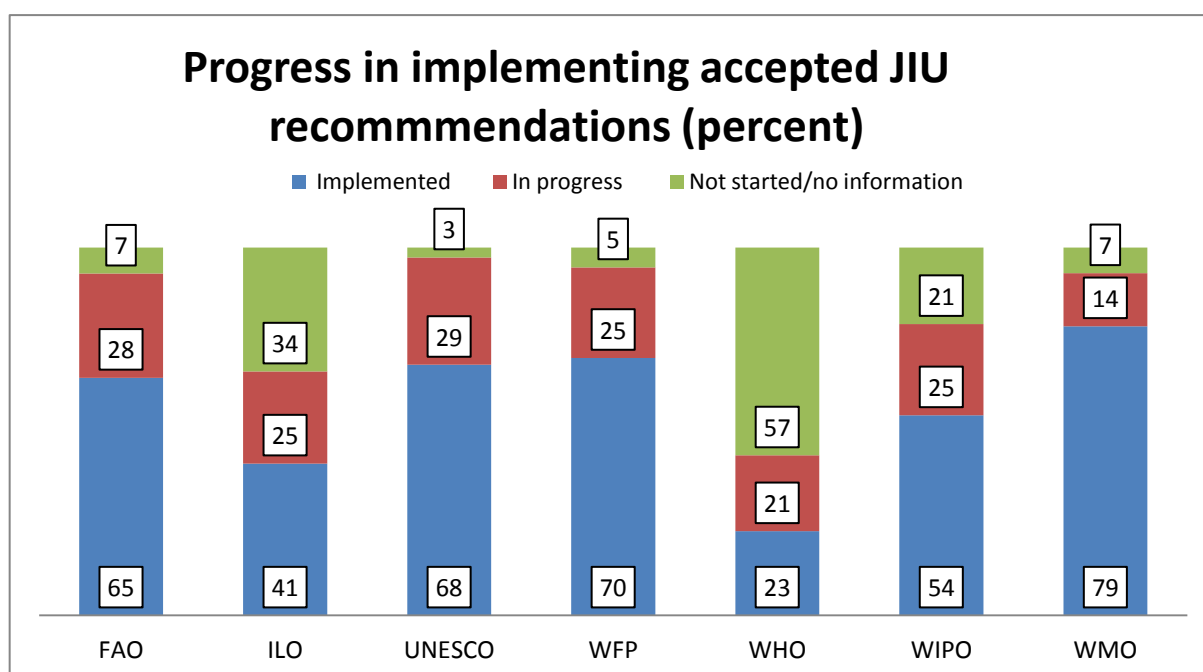
the recommendations, which have been accepted by the competent organs, are implemented as quickly as possible.

9. At FAO, JIU reports, along with the comments of the CEB and the Director-General, are presented to the Programme and Finance Committees (as appropriate) and the Council (see Annex I, which contains a list of JIU reports presented since 2004).

10. In 2012, the JIU issued 13 reports and 4 notes for the attention of its participating organizations. Of these, 11 concerned system wide issues, two concerned several organizations and four were reviews of single organizations.

Comparative recommendation acceptance and implementation rates

11. According to JIU statistics, FAO has accepted 93 percent⁴ of the recommendations issued in JIU reports and notes between 2004 and 2011, the highest percentage of any UN Agency. FAO's progress on implementing accepted recommendations is comparable with that of the other UN Specialised Agencies and WFP (see graphic below).



Recommendations accepted but not yet implemented

12. The implementation of JIU recommendations is monitored through a dedicated Web-based database created by the JIU and made available to participating UN organizations. Between 2004 and 2012 the JIU promulgated 347 recommendations that pertain to FAO and were accepted, of which 76 are reported as not yet fully implemented in the JIU database.

13. The outstanding recommendations for FAO fall mainly into six categories: action through the Chief Executives Board for Coordination; gaps in policies and procedures; human resource management; data and information for decision-making; mitigating actual and potential conflicts of interest; and strengthening inter-agency cooperation. Examples are given in the table below.

14. Two thirds (51) of the outstanding recommendations come from JIU reports issued in 2007, 2008 and 2009. The remaining twenty five recommendations are spread out across the remaining six

⁴ Source: Report of the Joint Inspection Unit for 2012 and programme of work for 2013, Annex IV (https://www.unjiu.org/en/corporate-information/AR%20%20PoW/A_67_34.pdf)

years (2004-2006 and 2010-12). The high number of outstanding recommendations in 2007-2009 is the result of three main factors:

- Recommendations that are inherently complex to implement, because they require coordinated action at inter-agency level through bodies such as the Chief Executives Board;
- Recommendations which are difficult to formally close, because they refer to ongoing commitments. For example, the 2008 JIU report on the National Execution of Technical Cooperation Projects contains a recommendation that “the executive heads of the United Nations system organizations should assist recipient governments in strengthening their capacity development and capacity assessment; thus enabling them to use civil society including NGOs as implementing partners, as appropriate.”
- Recommendations which, although potentially useful, do not constitute a priority for FAO, given current resources. It is important to recall that JIU recommendations are based on their estimation of the potential usefulness across the UN as a whole, and do not take into account FAO’s particular circumstances and requirements.

15. The Director, OSP, is the designated JIU focal point for FAO and regularly follows-up with concerned units on the status of implementation of JIU recommendations.

Category	Example recommendations	Source report
Action through the Chief Executives Board for Coordination	The Secretary-General, as Chairman of the United Nations System Chief Executives Board for Coordination (CEB), in consultation with the executive heads of relevant United Nations system organizations involved in mine action, should appoint a focal point for victim assistance within the United Nations system. This entity should place particular emphasis on integrating victim assistance into national health systems when feasible, while considering the broader work, capacity-building and the international normative framework related to the rights of persons with disabilities and the role of the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities.	Evaluation of the Scope, Organization, Effectiveness and Approach of the Work of the United Nations in Mine Action (JIU/REP/2011/11)
	The executive heads of the United Nations system organizations should work with HLCM towards defining a consistent method of recording ICT expenditures/costs to facilitate cost-benefit analysis of ICT services	Review of Information and Communication Technology (ICT) Hosting Services in the United Nations System Organizations (JIU/REP/2008/5)
Gaps in policies and procedures	Executive heads of United Nations system organizations should, in consultation with their respective human resources department and medical/occupational health services, design and implement a return-to-work policy for their staff members.	The Management Of Sick Leave In The United Nations System (JIU/REP/2012/2)

Category	Example recommendations	Source report
	The legislative bodies of United Nations system organizations should request their respective executive heads to ensure that agreements negotiated with individual donor countries for associate expert/junior professional officer programmes include a funding component for candidates from under- and unrepresented countries.	Voluntary Contributions in United Nations System Organizations: Impact on Programme Delivery and Resource Mobilization (JIU/REP/2007/1)
Human resource management	<p>Executive heads of each United Nations system organization should review, in consultation with ICSC and the CEB Human Resources Network, the standards of eligibility requirements for posts at and below P-3 level, placing more emphasis on educational qualifications, technical skills and potential performance.</p> <p>The executive head of each United Nations system organization should ensure that sufficient and sustained funding for staffing and training are allocated to website management. If such funding could not be provided through redeployment or other means, it should be reported to the governing body for its consideration in order to implement those recommendations contained in this report, which have financial implications, inter alia, CMS, staffing, training, language parity, adoption of common information exchange standards, etc.</p>	<p>Age Structure of Human Resources in the Organizations of the United Nations System (JIU/REP/2007/4)</p> <p>Review of Management of Internet Websites in the United Nations System Organizations (JIU/REP/2008/6)</p>
Data and information for decision-making	Legislative bodies of the United Nations system organizations should request the executive management to (a) submit regular reports showing retirement forecasts; (b) establish performance indicators to forecast replacement needs and monitor their implementation; and (c) take adequate measures to ensure proper knowledge transfer and safeguard institutional memory.	Age Structure of Human Resources in the Organizations of the United Nations System (JIU/REP/2007/4)
Mitigating conflicts of interest	<p>The legislative bodies should decide that the members of ACABQ, ICSC and JIU and other similar bodies within the United Nations system be subject to a uniform regime barring them from any appointment, including as a consultant, in the United Nations system organizations for which they have had oversight responsibilities both during their service and within three years of ceasing that service.</p> <p>The executive heads of the United Nations system organizations should extend financial disclosure measures to officials dealing with the private sector in the context of potential conflict of interest within those system organizations, which have not yet done so.</p>	<p>Oversight Lacunae in the United Nations System (JIU/REP/2006/2)</p> <p>Corporate Sponsoring In The United Nations System (JIU/NOTE/2009/1)</p>

Category	Example recommendations	Source report
Strengthening inter-agency cooperation	<p>The Secretary-General and the executive heads of the other United Nations system organizations should strengthen, within the existing institutional frameworks, communication and sharing of information and best practices among the different United Nations system organizations regarding their support to the AU and its NEPAD programme, in order to prevent and minimize duplication of work, overlap and inefficient use of resources, as well as to facilitate synergies.</p>	<p>Towards More Coherent United Nations System Support to Africa (JIU/REP/2009/5)</p>
	<p>All executive heads of United Nations system organizations (as represented in CEB) should issue a strong joint statement tasking their respective staff to enhance “cooperation, collaboration and coordination, including through the greater harmonization of strategic frameworks, instruments, modalities and partnership arrangements”, and stating their intention to reward them for this effort.</p>	<p>Some Measures to Improve Overall Performance of the United Nations System at the Country Level (JIU/REP/2005/2)</p>

Annex 1: List of JIU reports issued 2004-2012

		<u>FAO Council document no.</u>
<u>Reports issued in 2012</u>		
JIU/REP/2012/13	Review of Management and Administration in the International Atomic Energy Agency (IAEA)	
JIU/REP/2012/12	Strategic Planning in the United Nations system	CL 148/INF/9
JIU/REP/2012/11	Financing for Humanitarian Operations in the United Nations system	CL 148/INF/7
JIU/REP/2012/10	Staff-Management relations in the United Nations specialized agencies and common system	
JIU/REP/2012/9	Lump-Sum Payments in Lieu of Entitlements	
JIU/REP/2012/8	Review of Enterprise Resource Planning (ERP) systems in United Nations organizations	
JIU/REP/2012/7	Review of Management, Administration and Decentralization in the World Health Organization (WHO) - Part II	
JIU/REP/2012/6	Review of Management, Administration and Decentralization in the World Health Organization (WHO) - Part I	
JIU/REP/2012/5	Review of Individual Consultancies in the United Nations System	
JIU/REP/2012/4	Staff Recruitment in United Nations system organizations: A comparative analysis and benchmarking framework: Overview	CL 148/INF/6
JIU/REP/2012/3	Evaluation of UN-Oceans	CL 146/INF/12
JIU/REP/2012/2	The management of sick leave in the United Nations system	CL 146/INF/11
JIU/REP/2012/1	Review of management and administration in the United Nations Conference On Trade And Development (UNCTAD)	
<u>Reports issued in 2011</u>		
JIU/REP/2011/11	Evaluation of the scope, organization, effectiveness and approach of the work of the United Nations in mine action	CL 148/INF/8
JIU/REP/2011/10	Staff-management relations within the United Nations	
JIU/REP/2011/9	Information and communication technology (ICT) governance in the United Nations system organizations	CL 146/INF/10
JIU/REP/2011/8	Review of management and administration in the United Nations Educational, Scientific and Cultural Organization (UNESCO)	
JIU/REP/2011/7	The Investigation function in the United Nations System	CL 146/INF/9
JIU/REP/2011/6	Business continuity in the United Nations system	CL 146/INF/8
JIU/REP/2011/5	Accountability frameworks in the United Nations system	CL 146/INF/7
JIU/REP/2011/4	Multilingualism in the United Nations system organizations: Status of implementation	CL 145/INF/10
JIU/REP/2011/3	South-South and triangular cooperation in the United Nations system	CL 145/INF/11
JIU/REP/2011/2	Transparency in the selection and appointment of senior managers in the United Nations secretariat	
JIU/REP/2011/1	Review of the medical service in the United Nations system	CL 145/INF/8

		<u>FAO Council document no.</u>
Reports issued in 2010		
JIU/REP/2010/10	Review of management and administration in the United Nations Office on Drugs and Crime	
JIU/REP/2010/9	United Nations corporate partnerships: the role and functioning of the Global Compact	
JIU/REP/2010/8	Inter-agency staff mobility and work/life balance in the organizations of the United Nations system	CL 144/INF/12
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the United Nations system organizations	CL 144/INF/11
JIU/REP/2010/6	Preparedness of United Nations system organizations for the International Public Sector Accounting Standards (IPSAS)	CL 145/INF/12
JIU/REP/2010/5	The audit function in the United Nations system	CL 144/INF/9
JIU/REP/2010/4	Review of enterprise risk management in the United Nations system: Benchmarking framework	CL 145/INF/9
JIU/REP/2010/3	Ethics in the United Nations system	CL 141/INF/14
JIU/REP/2010/2	Review of travel arrangements within the United Nations system	CL 143/INF/8
JIU/REP/2010/1	Environmental profile of the United Nations system organizations	CL 143/INF/7
Reports issued in 2009		
JIU/REP/2009/9	The role of the Special Representatives of the Secretary-General and Resident Coordinators	CL 141/INF/13
JIU/REP/2009/8	Selection and conditions of service of Executive Heads in the United Nations system organizations	CL 141/INF/12
JIU/REP/2009/7	Review of management and administration in the World Food Programme (WFP)	
JIU/REP/2009/6	Offshoring in United Nations system organizations: offshore service centres	CL 141/INF/11
JIU/REP/2009/5	Towards more coherent United Nations system support to Africa	CL 141/INF/10
JIU/REP/2009/4	Assessment of the global mechanism of the United Nations Convention to Combat Desertification	
JIU/REP/2009/3	Effectiveness of the International Telecommunication Union regional presence	
JIU/REP/2009/2	Second follow-up to the management review of the Office of the United Nations High Commissioner for Human Rights	
JIU/REP/2009/1	Review of management and administration in the United Nations World Tourism Organization (UNWTO)	
Reports issued in 2008		
JIU/REP/2008/6	Review of management of Internet websites in the United Nations system organizations	CL 139/INF/9
JIU/REP/2008/5	Review of information and communication technology (ICT) hosting services in the United Nations system organizations	CL 139/INF/8
JIU/REP/2008/4	National execution of technical cooperation projects	CL 140/INF/7
JIU/REP/2008/3	Management review of environmental governance within the United Nations system	

		<u>FAO Council document no.</u>
JIU/REP/2008/2	Junior Professional Officer/Associate Expert/Associate Professional Officer Programmes in United Nations system organizations	CL 137/INF/8
JIU/REP/2008/1	Review of Management and Administration in the Universal Postal Union (UPU)	
Reports issued in 2007		
JIU/REP/2007/12	Review of the progress made by the United Nations system organizations in achieving the Millennium Development Goal 6 - target 7 - to combat HIV/AIDS	
JIU/REP/2007/11	Review of management and administration in the World Meteorological Organization (WMO)	
JIU/REP/2007/10	Liaison offices in the United Nations system	CL 136/INF/8
JIU/REP/2007/9	Review of the National Competitive Recruitment Examination as a recruitment tool	
JIU/REP/2007/8	Funding and staffing of the Office of the United Nations High Commissioner for Human Rights	
JIU/REP/2007/7	Review of management and administration in the International Maritime Organization (IMO)	
JIU/REP/2007/6	Knowledge management in the United Nations system	CL 135/INF/9
JIU/REP/2007/5	Review of management and administration at the International Civil Aviation Organization (ICAO)	
JIU/REP/2007/4	Age structure of human resources in the organizations of the United Nations system	CL 135/INF/8
JIU/REP/2007/3	Review of the working capital fund in the World Meteorological Organization (WMO)	
JIU/REP/2007/2	United Nations system staff medical coverage	CL 135/INF/7
JIU/REP/2007/1	Voluntary contributions in United Nations system organizations: impact on programme delivery and resource mobilization strategies	CL 135/INF/6
Reports issued in 2006		
JIU/REP/2006/7	Staff mobility in the United Nations	
JIU/REP/2006/6	Results-based management in the United Nations in the context of the reform process	
JIU/REP/2006/5	Towards a united nations humanitarian assistance programme for disaster response and reduction: Lessons learned from the Indian Ocean tsunami disaster	CL 132/INF/12
JIU/REP/2006/4	A second review of the implementation of headquarters agreements concluded by United Nations system organizations: Provision of headquarters premises and other facilities by host countries	CL 132/INF/11
JIU/REP/2006/3	Follow-up to the management review of the office of the United Nations High Commissioner for Human Rights	
JIU/REP/2006/2	Oversight lacunae in the United Nations system	CL 132/INF/13
JIU/REP/2006/1	Evaluation of results-based budgeting in peacekeeping operations	

		<u>FAO Council document no.</u>
Reports issued in 2005		
JIU/REP/2005/9	Common services in Vienna: Building management services	
JIU/REP/2005/8	Further measures to strengthen United Nations system support to the new partnership for Africa's development (NEPAD)	CL 131/INF/9
JIU/REP/2005/7	Policies of United Nations system organizations towards the use of open source software (OSS) for development	CL 132/INF/10
JIU/REP/2005/6	External Review of the Implementation of Strategic Budgeting within a Results-based Management Framework in the International Labour Organization (ILO)	
JIU/REP/2005/5	Review of the Management, Administration and Activities of the Secretariat of the United Nations Convention to Combat Desertification (UNCCD)	
JIU/REP/2005/4	A common payroll for United Nations system organizations	CL 131/INF/12
JIU/REP/2005/3	Policies of United Nations system organizations towards the use of open source software (OSS) in the Secretariats	CL 131/INF/11
JIU/REP/2005/2 (Part I)	Some measures to improve overall performance of the United Nations system at the country level: Part I	
JIU/REP/2005/2 (Part II)	Some measures to improve overall performance of the United Nations system at the country level: Part II	CL 131/INF/10
JIU/REP/2005/1	Review of Management and Administration in WIPO: Budget, Oversight and Related Issues	
Reports issued in 2004		
JIU/REP/2004/10	Harmonization of the conditions of travel throughout the United Nations system	CL 129/INF/5
JIU/REP/2004/9	Procurement practices within the United Nations system	CL 129/INF/9
JIU/REP/2004/8	Managing performance and contracts, Part III: Series on managing for results in the United Nations system	CL 129/INF/10
JIU/REP/2004/7	Delegation of authority and accountability, Part II: Series on managing for results in the United Nations system	CL 129/INF/10
JIU/REP/2004/6	Implementation of results-based management in the United Nations organizations, Part I: Series on managing for results in the United Nations system	
JIU/REP/2004/5	Overview of the series of reports on managing for results in the United Nations system	CL 128/INF/10
JIU/REP/2004/4	Review of management and administration in the office of the United Nations High Commissioner for Refugees	
JIU/REP/2004/3	Administration of justice: Harmonization of the Statutes of the United Nations Administrative Tribunal and the International Labour Organization Administrative Tribunal	
JIU/REP/2004/2	Review of the headquarters agreements concluded by the organizations of the United Nations system: Human resources issues affecting staff	CL 128/INF/8
JIU/REP/2004/1	Multilingualism and access to information: Case study of the International Civil Aviation Organization	