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منظمة
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FINANCE COMMITTEE

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Status of Implementation of JIU Recommendations

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EXECUTIVE SUMMARY

- 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. JIU reports, along with the comments of the UN Chief Executives Board for Coordination (CEB) and the Director-General, are presented to the Programme and Finance Committees (as appropriate) and the Council.
- FAO has the greatest acceptance rate for JIU recommendations of any UN agency. The implementation rate of recommendations is comparable with other UN agencies. For the period 2004 to 2013 the JIU promulgated 335 recommendations that pertain to FAO and were accepted of which, at the time of preparing this document, 38 are not yet fully implemented. Of these, 19 are for action by the UN General Assembly or CEB-level and 19 are for direct action by FAO.

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 151st session in November 2013, the Finance Committee considered a report it had requested on the status of implementation of Joint Inspection Unit (JIU) recommendations by the Organization.¹ The report provided detailed background on the JIU, a list of JIU reports issued from 2004-2012, a comparison of the rate of acceptance and implementation by UN Specialized Agencies and WFP during this period, and an analysis of recommendations accepted but not implemented by FAO.
2. The Committee appreciated the overall rate of acceptance and implementation of JIU recommendations by the Secretariat, noted that 43 accepted recommendations had not been fully implemented, urged the Secretariat to work through the mechanisms of the UN Chief Executives Board for Coordination to address recommendations with system-wide implications, and requested an annual update on the status of implementation of JIU recommendations of relevance to FAO.
3. This document presents the annual update to the status of implementation by FAO of recommendations of reports of the Joint Inspection Unit (JIU), covering the period 2004 to 2013.

Background

4. The JIU conducts independent system-wide evaluations, inspections and investigations related to the management by Secretariats of human, financial and other resources. The JIU Web site (<https://www.unjiu.org/>) provides access to all JIU reports and notes, as well as system-wide comments provided by the Chief Executives Board for Coordination (CEB). The JIU is financed by the participating organizations based on a cost-share arrangement. FAO's share of the JIU budget for 2014-15 is USD 687,000 (4.9 percent).
5. Reports of the JIU, after being submitted to the executive heads of participating organizations, are presented to the competent legislative and governing bodies for their consideration and follow-up. 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 (Annex 1 contains a list of JIU reports issued in 2013).

Comparative recommendation acceptance and implementation rates

6. FAO brings to the attention of the Finance Committee the following information extracted from the "Report of the Joint Inspection Unit for 2013 and Programme of Work for 2014" to the UN General Assembly, document [A/68/34](#). The data provided in the Report confirms FAO's high rate of acceptance and implementation of JIU's recommendations.

¹ FC 151/21 and CL 148/6 paragraphs 44-45

Extract from document A/68/34 Report of the Joint Inspection Unit for 2013 and Programme of Work for 2014:

System-wide and several organizations reports and notes acceptance or approval of recommendations

Para. 76.[...] Consistently strong performance regarding the status of acceptance (70 percent and above) is reported for FAO, ICAO, UNDP, UNFPA, UNHCR, UNICEF, UNIDO, UNOPS, UNRWA and WFP.

Higher recommendation acceptance rate of the eight largest participating organizations

Para. 79. [...] the acceptance rate of the eight largest participating organizations is above the average acceptance rates system-wide. These organizations pay 4 percent and more to the Unit budget and make up the 80 percent of total contribution to the budget.²

Implementation of accepted recommendations of system-wide reports and notes (2005-2012)

Para. 85. The implementation rate of all system-wide recommendations was 67 percent during the period 2005-2012 [...] The last two bienniums show implementation rates at around 70 percent. Concerning the implementation of recommendations, FAO, ICAO, OHCHR, UNCTAD, UNESCO, UNFPA, UNOPS, UNRWA, UNWTO, WFP and WMO reported the highest rates.

Para. 88. [...] Governing bodies are expected to carry out their governance role by deciding on a concrete course of action on recommendations and avoiding the ambiguity of the term “takes note”, which renders the follow-up of recommendations difficult, as it indicates neither agreement nor disagreement and leads to no subsequent action. Good practice regarding explicit acceptance [of recommendations] is demonstrated by the governing bodies of FAO, UNESCO, UNODC and WIPO.

Status of implementation of recommendations by FAO

7. The Finance Committee at its 151st session urged the Secretariat to work through the mechanisms of the UN Chief Executives Board for Coordination (CEB) to address recommendations with system-wide implications. FAO actively participates in meetings and working groups of the CEB and its mechanisms (e.g. High Level Committee on Management), working to progress on important issues of a system-wide nature, including the recommendations raised by the JIU.

8. As shown in Table 1 row 1, for the period 2004 to 2013 the JIU promulgated 335 recommendations that pertain to FAO and were accepted.

² The Joint Inspection Unit budget is apportioned among participating organizations according to their budget size and number of staff.

Table 1: Number of JIU recommendations (all reports, notes, letters) promulgated in the period 2004 to 2013 and acceptance status (source JIU Follow-up system)

Recommendation Acceptance status	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
1) Accepted	17	11	25	27	48	41	58	57	39	12	335
2) Not accepted	2	4	5	2	1	0	1	0	5	0	20
3) Not relevant	0	0	0	0	1	0	0	2	3	1	7
4) Under consideration	0	1	0	0	0	0	0	0	0	1	2
5) Not available	0	0	0	0	0	0	0	0	0	6	6
6) TOTAL recommendations	19	16	30	29	50	41	59	59	47	20	370

9. As shown in Table 2 row 6, as of September 2014 FAO has a balance of 38 recommendations not formally closed due to three factors noted in the 2013 report: recommendations that are inherently complex to implement; recommendations that refer to ongoing commitments; and recommendations that do not constitute a priority for FAO given current resources.

10. Of the 38 open recommendations, 16 are directly related to action at system-wide level (UN General Assembly or CEB) and 3 are actions archived by the JIU, leaving a total of 19 recommendations for direct action by FAO.

Table 2: Implementation status of JIU recommendations accepted by FAO (2004 to 2013)

(source JIU Follow-up system)

Implementation status	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
1) Accepted	17	11	25	27	48	41	58	57	39	12	335
2) Implemented	16	9	24	27	38	36	55	56	28	8	297
3) In progress	0	0	1	0	6	2	3	1	7	3	23
4) Not started	0	0	0	0	4	1	0	0	4	0	9
5) Not available	1	2	0	0	0	2	0	0	0	1	6
6) <i>SUBTOTAL not yet fully mplemented (6=3+4+5)</i>	1	2	1	0	10	5	3	1	11	4	38
7) Action closed and archived in JIU tracking system	1	2	0	0	0	0	0	0	0	0	3
8) Action at UN General Assembly or CEB	0	0	1	0	3	2	1	1	5	3	16
9) BALANCE for FAO action (9=6-7-8)	0	0	0	0	7	3	2	0	6	1	19

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

Guidance sought from the Finance Committee

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

Annex 1: List of JIU reports 2013³

	Web link	Reports submitted to FAO Council in 2013
JIU/REP/2012/4	<u>Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework</u>	CL 148/INF/6
JIU/REP/2012/11	<u>Financing for Humanitarian Operations in the United Nations System Organizations</u>	CL 148/INF/7
JIU/REP/2011/11	<u>Evaluation of the scope, organization, effectiveness and approach of the work of the United Nations in mine action</u>	CL 148/INF/8
JIU/REP/2012/12	<u>Strategic planning in the United Nations system</u>	CL 148/INF/9
JIU/REP/2011/5	<u>Accountability frameworks in the United Nations system</u>	CL 146/INF/7
JIU/REP/2011/6	<u>Business continuity in the United Nations system</u>	CL 146/INF/8
JIU/REP/2011/7	<u>The investigations function in the United Nations system</u>	CL 146/INF/9
JIU/REP/2011/9	<u>Information and Communications Technology (ICT) Governance in the United Nations System Organizations</u>	CL 146/INF/10
JIU/REP/2012/2	<u>Management of sick leave in the United Nations system</u>	CL 146/INF/11
JIU/REP/2012/3	<u>Evaluation of UN-Oceans</u>	CL 146/INF/12

³ A list of JIU reports issued in the period 2004-2012 is available in document FC 151/21