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Report of the Joint Inspection Unit for 2022 and programme of work for 2023

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Report of the Joint Inspection Unit for 2022 and programme of work for 2023



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Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Abbreviations

CEB	United Nations System Chief Executives Board for Coordination
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ILO	International Labour Organization
IMO	International Maritime Organization
ITC	International Trade Centre
ITU	International Telecommunication Union
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNU	United Nations University
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Message by the Chair

In accordance with article 10, paragraph 1, of the statute of the Joint Inspection Unit of the United Nations system, I have the honour to present the annual report of the Unit for the year 2022. The report contains an account of the Unit's activities for the period from 1 January to 31 December 2022 and an outline of its programme of work for 2023.

As the only independent and external oversight body with a system-wide mandate, the Unit's work over the years has brought a unique value to and perspective on a variety of topics that responded to the needs of organizations and their legislative organs and governing bodies, as attested to by the executive heads of organizations and the legislative organs with which the Unit engaged over the course of the year.

In 2022, the Unit restored many of the working methods and activities that were disrupted during the coronavirus disease (COVID-19) pandemic. Essential on-site interviews and inspection missions complemented and added depth to the Unit's work. While the Unit was largely able to deliver on its mandate in the two previous years of the pandemic, the cumulative impact of numerous impediments has resulted in the delay of several reviews. The Unit released two reviews in 2022 and it anticipates releasing five more, which were carried over from 2022, by the summer of 2023. Ideally, the delays will be addressed by applying improved procedures and more refined processes informed by the Unit's self-assessment.

Mindful of the uncertainties surrounding funding for missions as a result of the decision by the Finance and Budget Network of the Chief Executives Board for Coordination to reduce the budget of the Unit, as approved by the General Assembly in its resolution [77/263](#), and recognizing the concomitant risks to the depth and quality of products, the inspectors decided to limit the Unit's programme of work for 2023 to three new reviews. A review of the medical services will address an issue of system-wide importance from a strategic and risk-based perspective. The programme of work also includes a resumption of the management and administration review of FAO, which was suspended in 2022, as well as a first-ever management and administration review of UN-Women. In addition to adjusting the programme of work by not adopting reviews that require more resources, the Unit will consider revisions to the scope of ongoing reviews and other strategic initiatives in order to operate within the reduced budget. However, should the availability of resources improve, the Unit may add more topics to the 2023 programme of work in the course of the year.

Other focus areas for the Unit in 2023 include implementing prioritized recommendations from the self-assessment of the Unit's work and operations. The web-based tracking system, which is widely used by participating organizations and Member States, is nearing its practical limit, and an updated solution has been identified. Funding is being sought to replace the system with a more useful and sustainable platform.

While inspectors are responsible for the reports that are published under their names, they do not work alone. We greatly appreciate the dedication, support and contributions of the Unit's executive secretary and secretariat staff. The Unit's focal points in each of its participating organizations also deserve special recognition for their continued support in 2022, and we look forward to convening them in 2023 for the biennial focal points meeting.

I would like to take this opportunity to thank inspectors Jean Wesley Cazeau (Haiti), Sukai Prom-Jackson (Gambia), Keiko Kamioka (Japan), Nikolay Lozinskiy (Russian Federation) and my predecessor as Chair of the Unit, Gopinathan Achamkulangare (India), who left the Unit at the end of 2022. I would like to extend

a warm welcome to their successors, Mohanad Ali Omran Al-Musawi (Iraq), Pavel Chernikov (Russian Federation), Gaeimelwe Goitsewang (Botswana), Toshiya Hoshino (Japan) and Conrod Hunte (Antigua and Barbuda).

Although we have lost gender parity among our inspectors, both members of this year's Bureau are women, as I congratulate inspector Carolina Fernández Opazo (Mexico) with her appointment as Vice-Chair for 2023.

(Signed) Eileen A. **Cronin**
Chair
Geneva, 19 January 2023

Chapter I

Overview of activities in 2022

1. The Joint Inspection Unit started 2022 with 10 reviews in its workplan, which comprised four reviews carried over from 2021 and six reviews added for the 2022 programme of work.
2. Of the four reviews carried over, two were completed during the year: the review of management and administration at UN-Habitat (which had previously been suspended during the pandemic); and the review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations. The Unit will complete the other two reviews carried over from 2021 in the first part of 2023. Those are the review of the internal pre-tribunal-stage appeal mechanisms available to staff members in the United Nations system organizations; and the review of accountability frameworks in the United Nations system organizations.
3. Of the six reviews in the programme of work for 2022, five were started during the year and are carried forward for completion under the workplan in 2023. They concern the following topics: flexible working arrangements in United Nations system organizations; mental health and well-being policies and practices in United Nations system organizations; management and administration in UNFPA; quality, effectiveness, efficiency and sustainability of health insurance schemes in the United Nations system organizations; and use of non-staff personnel and related contractual modalities in the United Nations system. The review of the acceptance and implementation of Joint Inspection Unit recommendations by the United Nations system organizations, the process of handling the Joint Inspection Unit reports by the Joint Inspection Unit participating organizations and their consideration by their legislative organs and governing bodies will be started shortly in 2023.
4. The delays in completing reviews in 2022 as planned are attributed to several factors. The cumulative impact of the pandemic leading to delayed starts of the reviews in 2021 was one factor. That was exacerbated by the fact that the Unit's reviews subjected participating organizations to longer and more complex questionnaires and requests for data, which meant that organizations took longer than the allotted time to respond. For system-wide reviews, the consolidation and analysis of data, especially for comparison purposes, is severely affected even when only a few organizations are delayed. The concomitant impact of delayed responses from participating organizations is further exacerbated when the time frames coincide with periods in which organizations are under pressure to deal with their programme priorities, cope with the return to normal working arrangements after the pandemic and the availability of staff.
5. The status of the implementation of the workplan for 2022 is included in annex I to the present report, while the summaries of the reviews that were completed are set out in section A below.

A. Reports and notes issued in 2022

6. A summary of the salient aspects of the report and of the note issued in 2022 is set out below.

Review of management and administration in the United Nations Human Settlements Programme (JIU/REP/2022/1)

7. The review of management and administration in UN-Habitat was focused on the Programme's recent governance reform, its financial management, its organizational restructuring and management and its oversight and evaluation.

8. A new three-tier governance structure was viewed as a positive change, but there was a compelling need to clarify the distinct roles and responsibilities of each of the governing bodies, in particular those of the Committee of Permanent Representatives. Over the years, contributions from Member States to the United Nations Habitat and Human Settlements Foundation non-earmarked fund have fallen far short of the budgets approved by the UN-Habitat Executive Board. Management had made various efforts, including austerity measures and strenuous appeals to Member States, to address the gaps. The situation was improving, but still, less than a quarter of Member States contributed to the fund. As a result of the shortfalls in the fund, many core functions of normative work, management, advocacy and oversight were severely underfunded and understaffed. The low implementation rate of audit recommendations was another severe risk to the organization.

9. UN-Habitat, as part of the United Nations Secretariat, should urgently seek substantive support from the Secretariat. The Secretary-General should urgently explore ways to make UN-Habitat more viable and sustainable.

10. In its review, the Unit made eight formal recommendations and 24 informal recommendations aimed at improving the overall effectiveness and viability of UN-Habitat. The report was presented to the Executive Board in November 2022 and has been well received by the Board. The Executive Director accepted the recommendations addressed to her. The Executive Board requested the Executive Director to report to the Board annually on progress in the implementation of the recommendations.

Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations (JIU/NOTE/2022/1)

11. Addressing racism and racial discrimination is important for the credibility of the leadership role of the United Nations system with regard to global governance, organizational productivity and achievement of results, and the health, security and dignity of personnel across the system. The review served to assess: (a) racism and racial discrimination in the United Nations system at the individual, institutional and macrostructural levels; (b) the measures and mechanisms in place in organizations; and (c) the next steps for continuous improvement, impact and relevance.

12. The Unit found that while there had been progress in certain parts of the United Nations system, racism and racial discrimination in United Nations system organizations was a major concern and was widespread throughout the system, yet underrecognized or at times misunderstood and requiring urgent United Nations system-wide responses. In the absence of a clear working definition of race and identifiers, and of racism, the United Nations system organizations were unable to undertake the necessary assessment and analysis of the issues of race and racism. This hampered organizations' ability to deliver effective action and provide effective oversight and accountability.

13. Overall, the coverage, quality and performance of the current management practices and the associated measures and mechanisms were not commensurate with the assessed magnitude of racism and racial discrimination. The adoption of a balanced approach was important for both the effectiveness and sustainability of the change process. Across all organizations, there was a focus on the development of

systems and structures without an equivalent focus on addressing racism and racial discrimination at the individual and managerial levels. The assessment of equality in the distribution of opportunity and career progression in human resource management indicated that the United Nations system had a long way to go. Intersectionality in addressing all forms of discrimination needed to be restructured to effectively address racism and racial discrimination.

14. The Unit found that United Nations system organizations had embarked on an intensive effort to address racism and racial discrimination. This had created momentum for change and transformation that could have a positive effect on addressing the issue as well as on other forms of discrimination. The review resulted in six formal recommendations to executive heads and 16 informal recommendations aimed at further strengthening and enhancing the measures and mechanisms for addressing racism and racial discrimination.

B. Engagement with executive heads, oversight entities, and legislative organs and governing bodies

15. The Unit continued its outreach to the executive heads and senior management in its participating organizations with a view to highlighting the Unit's work and the organizations' status of implementation of the Unit's recommendations, as well as engaging the leadership of each organization on specific risks and challenges. In 2022, in addition to its interactions in the course of specific reviews, the Unit met with executive heads and senior officials in nine entities. As in the past, the Unit was well received and was given positive feedback about its work and impact. All entities expressed their commitment to continued collaboration with the Unit and to an improved focus on the implementation of its recommendations, where required.

16. No tripartite meeting of the Board of Auditors, the Office of Internal Oversight Services and the Unit was held in 2022. However, a meeting had been scheduled for the end of January 2023. The three oversight entities will continue to use the tripartite meetings to discuss their ongoing work, the emerging risks and challenges they face and their respective plans for future work. Despite the differences in their mandates, sharing experiences, learning and understanding the areas of focus is very useful. Awareness of each other's workplans ensures that oversight entities do not simultaneously focus on the same areas. The Unit engaged with the Chairs of the United Nations system audit and oversight committees during their seventh annual meeting and with the Representatives of Internal Audit Services of the United Nations Organizations at their fourteenth meeting, presenting relevant reviews and discussing topical issues with those key stakeholders.

17. Following the Unit's concerted efforts, the process of and planning for the consideration of its reports by the respective legislative organs and governing bodies of participating organizations have improved. The Unit will continue to monitor the presentation of reports to each legislative organ or governing body in accordance with the Unit's statute. Some organizations have yet to meet their obligation to keep the Unit informed of relevant decisions and outcomes following the meetings of their legislative organ or governing body.

C. Investigations

18. The Unit focuses on alleged violations of regulations and rules and of other established procedures by executive heads, heads of internal oversight bodies, officials of the participating organizations other than staff members and, on an

exceptional basis, by staff of organizations that do not have an in-house investigation capacity. In the course of 2022, the Unit received three complaints in that regard.

19. The Unit's investigative component, the Vice-Chair and the professional staff investigator, represented the Unit in person at the twenty-second Conference of International Investigators, held in Luxembourg from 1 to 3 June 2022.

20. In July 2022, the component authored a document entitled "Provisional internal standard operating procedure for handling of allegations or complaints" and circulated it to the Unit. The document serves to codify for operational purposes the component's current practices based on the provisions in the framework document known as the general principles and guidelines for investigations (see [A/68/34](#), annex VII).

D. Self-assessment

21. In 2022, the Unit completed a comprehensive self-assessment exercise under the terms of reference and the benchmark framework developed for that purpose in 2021 and the first part of 2022. The aim of the self-assessment was to propose improvements to the Unit's work in line with an assessment of the current situation from both a strategic and an operational perspective and to consider the evolution in that regard since the previous self-evaluation, which was held in 2013. This internal exercise covered the following areas:

(a) Implementation of the recommendations from the previous self-evaluation, undertaken in 2013;

(b) Internal and external stakeholders' perceptions with regard to aspects of the Unit's functioning, including the delivery of its mandate in accordance with its statute and pertinent resolutions of the legislative organs, and the quality, usefulness and impact of its reports, notes and other products;

(c) Relevance and responsiveness of the Unit's programme of work and planning process;

(d) Adequacy and utilization of the Unit's human and financial resources, and effectiveness of its internal regulatory framework;

(e) Effectiveness and efficiency of the Unit's internal processes, including data collection, information management processes, information technology tools, outreach and communication, and quality assurance mechanisms;

(f) Quality, usefulness and impact of the Unit's reports and recommendations.

22. Although the exercise as a whole will contribute to the midterm assessment of the Unit's 2020–2029 strategic framework, scheduled for 2024, the exercise was focused more specifically on various elements in the framework, such as the guiding principles, the long-term goals and the thematic areas of focus (e.g., how the Unit leverages its system-wide mandate to add value, efficiency and transparency to the United Nations system organizations and how, in that context, its working procedures support its independence, impartiality and relevance).

23. Thanks to the detailed technical analysis and the feedback received from Member States, the organizations participating in the Unit, the Unit's inspectors and members of its secretariat staff who took part in the self-assessment, the exercise resulted in a thorough evaluation of the utility of the Unit's policies, processes and procedures in achieving its mandate.

24. In the course of the self-assessment, the Unit found opportunities for improvement to its methods and internal regulatory framework. The exercise covered

topics such as the programme of work, management and administrative reviews, data collection, reporting, governance, quality assurance, outreach and communication, and the implementation of and follow-up to the Unit's recommendations. The self-assessment resulted in recommendations regarding, inter alia, the availability and use of resources, including the reporting thereon in the Unit's annual reports, the development of a more effective approach to human resources management, and the consideration of a resource mobilization policy and strategy, as appropriate. It also resulted in suggestions for implementing those recommendations by means of prioritization and action plans.

25. Recommendations were made to better align annual programmes of work with the thematic areas of focus contained in the strategic framework. However, the self-assessment did not result in a recommendation to make immediate changes to the strategic framework, as it was expected that the self-assessment's conclusions and recommendations would be used in the midterm evaluation to be carried out in 2024. In particular, the self-assessment would be used to share insights into the implementation of the strategic framework, such as with regard to improving planning and optimizing the use of resources.

26. To achieve the goals contained in the strategic framework, more focus on outreach will be required. It is clear from stakeholder feedback that greater emphasis will need to be put on communicating results to, in particular, legislative organs and governing bodies, to ensure that information about the Unit's work is disseminated effectively. In addition, more in-depth and regularized reporting on the impact of actions taken in response to the Unit's recommendations should be incorporated into the Unit's workplans and reporting.

27. Overall, it was found that the Unit's internal working procedures supported its mandate and strategy and that external stakeholders valued the Unit's products. The system-wide reviews and the resulting dissemination of information on good practices prevailing at the United Nations were valued by stakeholders, and stakeholders saw the Unit as an independent, credible and impartial body. The Unit's in-depth reporting and reviews of relevant topics were what made it valued in the United Nations system.

28. In 2023, the Unit will formally consider and prioritize the recommendations from the self-assessment and develop action plans to address those accepted and prioritized. It is expected that the results of the self-assessment will further support the 2024 midterm evaluation of the Unit's strategic framework.

E. Web-based tracking system

29. As the Unit reported in previous years, the web-based tracking system application is overdue for replacement. In 2022, a proposal was prepared for a solution to be developed, hosted and maintained by the Office of Information and Communications Technology.

30. The proposal prepared by the Unit included cost estimates for the development and maintenance of the replacement system. Requests for extrabudgetary funds are proceeding. The commencement of the development of the new system is pending the confirmation of extrabudgetary resources.

Chapter II

Acceptance and implementation of the recommendations of the Joint Inspection Unit

Number of recommendations

31. Table 1 indicates the average number of recommendations by report, note and management letter.

Table 1
Number of Joint Inspection Unit reports, notes and management letters and recommendations, 2014–2022

	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Reports, notes and management letters										
System-wide and several organizations	7	5	11	9	6	7	7	6	1	59
Single organization	3	6	25	2	1	3	1	1	1	43
Total, reports, notes and management letters	10	11	36	11	7	10	8	7	2	102
Recommendations										
System-wide and several organizations	61	33	74	56	49	44	56	33	6	412
Single organization	16	16	26	20	3	14	4	4	8	111
Total, recommendations	77	49	100	76	52	58	60	37	14	523
Average number of recommendations by output	7.7	4.5	2.8	6.9	7.4	5.8	7.5	5.3	7	5.1

Source: Web-based tracking system, January 2023.

Acceptance and implementation rates of system-wide and single organization recommendations

32. In the analysis of the acceptance and implementation of the Unit's recommendations, it is important to take into account that it takes an average of two years from the year of publication for recommendations to be fully processed by all 28 participating organizations and their respective legislative organs and governing bodies. For that reason, the reporting by the Unit includes data for reports issued between 2014 and 2021 (see tables 2 and 3; for the status of acceptance and implementation of the Unit's recommendations by participating organizations, see annex II).

Table 2
Rate of acceptance of the Joint Inspection Unit recommendations, 2014–2021

(Percentage)

	2014	2015	2016	2017	2018	2019	2020	2021	Average ^a
Accepted	76.3	80.5	83.7	72.3	77.1	75.5	72.8	48.6	73.4
Not accepted	5.1	5.6	4.0	6.1	3.9	4.0	4.0	3.1	4.5
Not relevant	14.3	9.3	8.9	10.1	5.0	8.8	7.0	3.9	8.6
Under consideration	0.7	1.7	1.3	2.0	4.5	4.0	6.6	10.1	3.6
Not available	3.7	2.9	2.1	9.4	9.5	7.7	9.6	34.3	9.9

Source: Web-based tracking system, January 2023.

^a The numbers in the right-hand column are not simple averages since the number of recommendations varies from year to year.

33. During the reporting period (2014–2021), an average of 73 per cent of the recommendations were accepted by the participating organizations.

34. The Unit has requested organizations to explain their reasons for recording recommendations as “not relevant” or “not accepted”. Not many organizations have complied. This is an issue that the Unit will address in its review of the acceptance and implementation of recommendations to be undertaken in 2023.

35. Another gap in information from organizations concerns the consideration of the Unit’s reports by their legislative organs and governing bodies. Again, organizations have not completed the requested fields in the Unit’s web-based tracking system. Among the enhancements being considered in the replacement system is a functionality to provide timely notification to participating organizations and one to facilitate the efficient updating of their records.

36. The rate of acceptance of recommendations addressed to legislative organs and governing bodies is usually lower than for those addressed to the executive heads. The main reason is that it takes longer for legislative organs and governing bodies to consider the Unit’s reports and recommendations. In addition, the recommendations addressed to legislative organs and governing bodies often do not result in a clear decision regarding their acceptance.

37. The Unit’s participating organizations have recorded that they have implemented 77.6 per cent of the recommendations accepted by them. While it is reasonable for the implementation of recommendations issued in the past two to three years to continue to be in progress, it is a concern to the Unit that recommendations issued in earlier years remain unimplemented. This concern requires the attention of the participating organizations as well as the focus of oversight committees and of legislative organs and governing bodies.

Table 3

Rate of implementation of the Joint Inspection Unit recommendations that have been accepted, 2014–2021

(Percentage)

	2014	2015	2016	2017	2018	2019	2020	2021	Average ^a
Implemented	94.3	85.6	84.5	82.4	70.7	70.6	66.6	45.0	77.6
In progress	4.2	11.1	12.7	14.4	22.9	20.9	21.4	34.9	16.3
Not started	1.0	0.8	2.3	2.1	4.0	5.8	5.8	11.4	3.6
Not available	0.5	2.6	0.5	1.1	2.4	2.6	6.3	8.7	2.5

Source: Web-based tracking system, January 2023.

^a The numbers in the right-hand column are not simple averages since the number of recommendations varies from year to year.

Acceptance and implementation of recommendations by intended impact

38. In its resolution [75/270](#), the General Assembly requested the Unit to include in the annex to its annual report yearly statistics on the status of acceptance and implementation by participating organizations, according to the intended impact categories as defined in the web-based tracking system. In compliance with the request, the Unit prepared statistics on the average rate of acceptance and rate of implementation of accepted Unit recommendations by intended impact category (see annex III).

39. The intended impact categories with the highest rates of acceptance are “management improvement through enhanced efficiency” (80.4 per cent),

“management improvement through enhanced controls and compliance” (80.0 per cent) and “management improvement through the dissemination of good/best practices” (76.4 per cent).

40. The intended impact category with the lowest acceptance rate is “significant one-time or recurrent financial savings” (18.5 per cent). All remaining impact categories have an acceptance rate higher than 60 per cent.

41. While the average implementation rate across impact categories was 77.6 per cent, the implementation rate of the recommendations in the impact category “strengthened coherence and harmonization” reached 68.4 per cent only. This may be explained by the fact that 20 per cent of recommendations falling under this impact category are still in progress and that the implementation of this type of recommendation takes more time to complete.

42. The Unit will continue its follow-up with the participating organizations on the reasons for the lower acceptance and implementation of the above-mentioned recommendations. However, the Unit also encourages legislative organs and governing bodies as well as oversight committees to challenge the management in their respective organizations to follow up similarly on the issue.

Chapter III

Outlook for 2023

43. The restoration of in-person meetings and missions in 2022 reversed the pandemic-related trends of the previous two years, adding depth and integrity to reviews and inspections. The Unit was anticipating that this trend would continue, but a tenuous budget environment has since forced it to curtail the 2023 programme of work, which has severely limited its ability to conduct missions that are essential to the Unit's methodology for inspection and evaluation. Furthermore, in order to mitigate risks to the quality and depth of its products, the Unit will limit the scope of the topics in this year's programme of work.

44. While the Unit continues to address the process by which it receives its 2023 budget allocation, the programme of work will include three reviews: one system-wide review of the medical services in United Nations system organizations that will complement a cluster of similar products related to the COVID-19 pandemic, including coverage of business continuity, flexible working arrangements and mental health and well-being; and two single-organization management and administration reviews, namely the resumed review of FAO and an inaugural review of UN-Women.

45. Utilizing the good practice from years past to capitalize on synergies and ensure substantive orientation, the five new inspectors who joined the Unit in 2023 will partner with seasoned inspectors to address new topics, join existing teams or co-author on a new topic.

46. By the summer, the Unit anticipates releasing five reviews carried over from 2022 on the following topics: internal pre-tribunal mechanisms, accountability frameworks, flexible working arrangements, mental health and well-being policies and practices, and management and administration at UNFPA. In doing so, the Unit anticipates clearing a backlog of reports owing to various delays.

47. In line with the good practices prevailing in the oversight community, the Unit undertook a self-assessment exercise in 2022 to evaluate its overall performance since the previous self-evaluation, in 2013. The Unit will formally consider the recommendations from the self-assessment (see paras. 21–28 for details on the results).

48. Other internal efforts will continue to be directed at the effectiveness and efficiency of review processes and the quality of reports, consistently adhering to the Unit's norms and standards and its internal working procedures. Training and skills enhancement for staff and inspectors will also be part of that exercise.

49. In 2022, the Unit explored options for updating its web-based tracking system and identified a sustainable and viable solution. The current system, which tracks, monitors and produces reports on the status of acceptance and implementation of the Unit's recommendations is nearing the end of its life cycle. In 2023, the Unit will seek extrabudgetary funding to implement the solution; it aims to have the new platform in place in 2024.

50. As part of its outreach strategy for 2023, the Unit will continue its endeavours to improve its communication products with a view to making the salient features of its reports available to its diverse stakeholders in user-friendly summaries, and include appendices and complementary products for more technically oriented topics. The Unit will look at ways to better integrate the preparation of these products into the life cycle of the review and to provide the tools and training to staff to develop them.

51. The Unit looks forward to hosting its focal points in participating organizations for its biennial meeting and gathering additional feedback to improve our communication and review processes. At the request of focal points, the Unit piloted efforts in 2022 to improve its communication with participating organizations and give them a better idea of what to expect by issuing monthly reports on milestones for each review, to assist focal points with planning. Targeted briefings on major milestones within a review were also piloted, so that technical focal points could receive timely progress updates and provide their input on various data collection instruments.

52. Outreach initiatives for 2023 will be directed at the executive heads of the participating organizations, their legislative organs and governing bodies, and other oversight bodies to explain the workings of the Unit, gather feedback on how the Unit can improve its processes and products, and report on the findings from the Unit's self-assessment. The executive heads will be encouraged to suggest ways to reinforce the work of the Unit, and the Unit will stress to them the importance of accepting and implementing the recommendations.

53. In addition, the executive heads will be encouraged to be more forthcoming in their interactions with the Unit, particularly in bringing forward subjects for review that are relevant, important and a high priority for their organizations and other organizations in the United Nations system. Owing to the tangible progress it has achieved in that important area in recent years, the Unit will persist in its efforts to improve the consideration of its reports and the recommendations therein by the legislative organs and governing bodies of the participating organizations.

54. As the Unit is experiencing an unprecedented and challenging budget environment owing to the decision to reduce the Unit's budget allocation for travel, it will endeavour to engage more constructively and substantively with its stakeholders on the budget processes with a view to increasing transparency and ensuring the Unit's independence and ability to deliver fully on its mandate.

Chapter IV

Programme of work for 2023

55. In preparing its programme of work, the Unit considered proposals for reviews submitted by its participating organizations as well as oversight and coordination bodies of the United Nations system and the inspectors themselves. The final programme of work adopted by the Unit at its session in January 2023 includes one system-wide project and two management and administration reviews (see annex VI).

56. The workplan of the Unit for 2023 comprises a total of 11 reviews and contains the reviews carried over from 2022 and new reviews adopted in the 2023 programme of work.

Summaries of projects in the programme of work for 2023

Review of management and administration in the United Nations Entity for Gender Equality and the Empowerment of Women

57. UN-Women was established by General Assembly resolution [64/289](#) and started its operation in January 2011. It is a composite body whose aim is to strengthen the institutional arrangements for the support of gender equality and the empowerment of women. UN-Women is backed by a multi-tiered intergovernmental governance structure to enhance its integral role in mainstreaming gender across the United Nations system.

58. Guided by such landmark agreements as the Beijing Declaration and Platform for Action and the Convention on the Elimination of All Forms of Discrimination against Women, the Entity supports inter-governmental bodies, such as the Commission on the Status of Women, helps Member States to implement the relevant standards and leads and coordinates the United Nations system's work on gender equality. However, with the adoption of the 2030 Agenda for Sustainable Development, followed by the repositioning of the United Nations development system, the Entity's role in system-wide coordination would have to be pursued within a more complex context, since the gender equality becomes ever more important in the implementation of the Sustainable Development Goals.

59. In its first-ever management and administration review of UN-Women, the Unit will examine organizational arrangements within the Entity to support the achievement of its mandate and mission. In accordance with the usual conduct of management and administration reviews, the Unit may examine the following areas: governance; organizational structure and management; strategic planning; oversight, accountability, risk management and ethics; the financial and budgetary framework; human resources management; information technology management and inter-agency collaboration.

60. By revisiting the original expectation that the Entity would ensure the system-wide coordination of efforts to mainstream gender equality and the empowerment of women in the contemporary context, the Unit will focus on challenges that the Entity has faced in delivering its coordination mandate and help to identify ways to improve its impact at both the headquarters and field levels.

Review of management and administration in the Food and Agriculture Organization of the United Nations

61. The review was originally included in the Unit's programme of work for 2021. However, following an FAO request for its deferral, the Unit decided to suspend the review. In 2022, the FAO Council expressed its willingness to reschedule the exercise to start at the Unit's earliest convenience. Subsequently, the Unit included the review in its 2023 programme of work.

62. Founded in 1945 as a specialized agency of the United Nations, FAO is dedicated to leading international efforts to defeat hunger. Its goal is to achieve food security for all. Following a change in leadership in 2019, a new strategic vision and direction have been established for building a more dynamic FAO. The secretariat has also undergone a major restructuring

63. This is the second time that FAO is reviewed by the Unit.¹ The main objective is to conduct an independent assessment that may include the following areas: governance and leadership; organizational structure; budgetary and financial management; administrative and human resources management; information and communications technology management; risk management, controls and accountability; oversight, monitoring and evaluation; inter-agency collaboration; and implementation of recent and/or ongoing reforms.

Review of the medical services in the United Nations system

64. The general purpose of the medical services in the United Nations system organizations is to promote and safeguard the occupational health, safety and well-being of United Nations personnel worldwide in accordance with each organization's occupational safety and health policies and other pertinent policies and procedures. There are various arrangements within the United Nations system organizations regarding the provision of medical support and medical and health-care services, and different mandates regarding the services provided.

65. Responding to suggestions from organizations participating in the Unit, and building on a previous review conducted by the Unit in 2011 ([JIU/REP/2011/1](#)), the Unit will use the review to provide an updated assessment of the medical services in the United Nations system, their adequacy and their effectiveness against the backdrop of the COVID-19 pandemic and contemporary challenges. The review will include an analysis of how medical support and medical and health-care services are provided, managed and monitored, as well as lessons learned and good practices. It will explore ways to achieve a more harmonized approach of medical support and medical and health-care services in the United Nations system. The Unit will take into consideration its other pertinent reviews that have covered aspects of occupational safety and health, such as the reviews of staff medical coverage ([JIU/REP/2007/2](#)), sick leave ([JIU/REP/2012/2](#)) and business continuity management ([JIU/REP/2021/6](#)).

66. The objective of the review is to provide recommendations to executive heads and legislative organs of United Nations system organizations with the aim of enhancing efficiency and effectiveness in the delivery of medical support and medical and health-care services, including in the field, and of fostering United Nations system-wide coordination and coherence.

¹ In its first review of the management and administration in FAO ([JIU/REP/2002/8](#)), the Unit made a total of 13 recommendations, 3 of which were addressed to the FAO Council and 10 to the executive management. The status of their implementation will be taken into consideration to the extent that it still is relevant and applicable.

Annex I

Status of implementation of the workplan of the Joint Inspection Unit for 2022, as at 31 December 2022

<i>Project title</i>	<i>Symbol/completion date</i>
Review of management and administration in the United Nations Human Settlements Programme	JIU/REP/2022/1
Measures and mechanisms for addressing racism and racial discrimination in United Nations system	JIU/NOTE/2022/1
Review of the internal pre-tribunal-stage appeal mechanisms available to staff members in the United Nations system organizations	To be completed in 2023
Review of accountability frameworks in the United Nations system organizations	To be completed in 2023
Flexible working arrangements in United Nations system organizations	To be completed in 2023
Review of mental health and well-being policies and practices in United Nations system organizations	To be completed in 2023
Review of management and administration in the United Nations Population Fund	To be completed in 2023
Review of the acceptance and implementation of Joint Inspection Unit recommendations by the United Nations system organizations, the process of handling the Joint Inspection Unit reports by the Joint Inspection Unit participating organizations and their consideration by their legislative organs and governing bodies	To be completed in 2023
Review of the quality, effectiveness, efficiency and sustainability of health insurance schemes in the United Nations system organizations	To be completed in 2023
Review of the use of non-staff personnel and related contractual modalities in the United Nations system	To be completed in 2023

Annex II

Status of acceptance of Joint Inspection Unit recommendations and of the implementation of accepted recommendations by participating organizations, 2014–2021

(Percentage)

Organization	Acceptance					Implementation			
	Accepted	Not accepted	Not relevant	Under consideration	Not available	Implemented	In progress	Not started	Not available
FAO	68.37	2.72	11.56	2.72	14.63	76.12	12.44	3.48	7.96
IAEA	41.95	3.39	30.51	2.97	21.19	83.84	14.14	2.02	–
ICAO	82.33	9.02	1.88	–	6.77	79.45	20.55	–	–
ILO	68.77	15.79	4.21	3.86	7.37	84.18	14.29	1.53	–
IMO	86.50	2.53	7.59	3.38	–	51.22	41.95	2.44	4.39
ITC	82.12	1.32	9.27	–	7.28	89.52	3.23	–	7.26
ITU	81.52	0.36	3.26	6.16	8.70	26.67	51.11	18.22	4
United Nations	73.05	8.82	11.34	6.80	–	82.41	15.17	2.41	–
UN-Habitat	22.07	–	–	–	77.93	38.78	32.65	10.20	18.37
UN-Women	77.82	3.75	8.19	9.90	0.34	83.77	16.23	–	–
UNAIDS	78.06	–	0.36	11.51	10.07	64.98	18.89	0.46	15.67
UNCTAD	58.76	1.03	37.63	2.58	–	78.07	18.42	3.51	–
UNDP	74.06	5.46	13.65	6.83	–	98.16	1.38	–	0.46
UNEP	25.62	0.83	4.55	0.83	68.18	30.65	38.71	22.58	8.06
UNESCO	95.86	0.69	2.07	1.38	–	81.65	14.75	3.60	–
UNFPA	92.04	6.57	1.38	–	–	60.90	25.19	13.91	–
UNHCR	65.58	6.16	19.57	2.54	6.16	89.50	4.97	1.10	4.42
UNICEF	78.23	5.10	9.52	0.34	6.80	94.78	5.22	–	–
UNIDO	76.11	7.51	5.12	10.92	0.34	71.75	20.18	5.83	2.24
UNODC	57.21	8.11	32.88	0.45	1.35	77.17	21.26	1.57	–
UNOPS	88.89	4.30	6.09	–	0.72	95.97	–	–	4.03
UNRWA	67.36	–	–	–	32.64	84.05	8.59	–	7.36
UNWTO	64.44	3.11	7.11	18.67	6.67	38.62	36.55	24.83	–
UPU	75.11	15.19	8.02	1.69	–	82.58	17.42	–	–
WFP	91.25	1.68	0.34	–	6.73	99.63	0.37	–	–
WHO	81.13	2.32	4.97	4.64	6.95	75.92	19.59	1.22	3.27
WIPO	91.86	0.78	7.36	–	–	88.61	8.86	1.69	0.84
WMO	81.71	3.50	6.61	–	8.17	91.90	8.10	–	–
All organizations	73.37	4.46	8.65	3.65	9.87	77.57	16.32	3.60	2.51

Source: Web-based tracking system, 13 January 2023.

Annex III

**Average rate of acceptance and rate of implementation of
accepted Joint Inspection Unit recommendations by
intended impact category, 2014–2021**

(Percentage)

<i>Impact category</i>	<i>Acceptance</i>					<i>Implementation^a</i>			
	<i>Accepted</i>	<i>Not accepted</i>	<i>Not relevant</i>	<i>Under consideration</i>	<i>Not available</i>	<i>Implemented</i>	<i>In progress</i>	<i>Not started</i>	<i>Not available</i>
Management improvement through enhanced efficiency	80.4	4.4	6.1	2.2	6.9	77.4	16.2	2.9	3.5
Management improvement through enhanced controls and compliance	80.0	3.0	6.4	1.7	9.0	83.2	13.3	2.1	1.4
Management improvement through the dissemination of good/best practices	76.4	3.4	6.3	5.2	8.8	77.7	16.5	3.2	2.7
Management improvement through enhanced effectiveness	74.9	3.6	8.0	3.5	9.9	77.0	16.7	3.5	2.8
Other	73.2	8.9	4.5	4.5	9.9	77.6	20.7	–	3.7
Enhanced transparency and accountability	71.0	5.2	8.7	3.8	11.3	78.4	16.4	3.6	1.6
Strengthened coherence and harmonization	70.1	5.9	11.1	4.3	8.5	68.4	20.1	7.8	3.7
Enhanced coordination and cooperation among participating organizations	64.9	5.2	12.9	5.7	11.3	78.6	14.5	3.6	3.4
Significant one-time or recurrent financial savings	18.5	3.7	70.4	–	7.4	80.0	20.0	–	–

^a The implementation rate is shown as a percentage of the recommendations that have been accepted.

Annex IV

List of contributing organizations and their percentage share in the costs of the Joint Inspection Unit for 2022

<i>Organization</i>	<i>Percentage</i>
FAO	3.82
IAEA	1.53
ICAO	0.56
ILO	1.70
IMO	0.15
ITU	0.60
UNAIDS	0.46
UNDP	11.86
UNESCO	1.54
UNFPA	2.72
UNHCR	10.25
UNICEF	14.94
UNIDO	0.70
United Nations	16.33
UNOPS	2.87
UNRWA	2.82
UN-Women	1.01
UNWTO	0.05
UPU	0.20
WFP	17.28
WHO	7.44
WIPO	0.93
WMO	0.24

Source: CEB.

Note: The United Nations entry includes the United Nations Secretariat, UNITAR, UNU, ITC, ICSC, the International Court of Justice and the United Nations Joint Staff Pension Fund. It excludes tribunals, special political missions and peacekeeping operations.

Annex V

Composition of the Joint Inspection Unit

1. The composition of the Joint Inspection Unit for 2022 was as follows (each inspector's term of office expires on 31 December of the year indicated in parentheses):

Gopinathan Achamkulangare (India) (2022), Chair

Jean Wesley Cazeau (Haiti) (2022)

Eileen A. Cronin (United States) (2026)

Carolina María Fernández Opazo (Mexico) (2026)

Keiko Kamioka (Japan) (2024)

Nikolay Lozinskiy (Russian Federation) (2022)

Jesús Miranda Hita (Spain) (2025)

Victor Moraru (Republic of Moldova) (2025)

Sukai Elie Prom-Jackson (Gambia) (2022)

Gönke Roscher (Germany) (2025)

Tesfa Alem Seyoum (Eritrea) (2025), Vice-Chair

2. As at 1 January 2023, the composition of the Joint Inspection Unit was as follows:

Mohanad Ali Omran al-Musawi (Iraq) (2027)

Pavel Chernikov (Russian Federation) (2027)

Eileen A. Cronin (United States) (2026)

Carolina María Fernández Opazo (Mexico) (2026)

Gaeimelwe Goitsemang (Botswana) (2027)

Toshiya Hoshino (Japan) (2027)

Conrod Hunte (Antigua and Barbuda) (2027)

Jesús Miranda Hita (Spain) (2025)

Victor Moraru (Republic of Moldova) (2025)

Gönke Roscher (Germany) (2025)

Tesfa Alem Seyoum (Eritrea) (2025)

3. In accordance with article 18 of the statute of the Joint Inspection Unit, which provides that each year the Unit shall elect from among the inspectors a chair and a vice-chair, the Bureau of the Unit for 2023 is as follows:

Eileen A. Cronin (United States), Chair

Carolina María Fernández Opazo (Mexico), Vice-Chair

Annex VI**Programme of work of the Joint Inspection Unit for 2023^a**

<i>Project No.</i>	<i>Title</i>	<i>Type</i>
A.469	Review of management and administration in the United Nations Entity for Gender Equality and the Empowerment of Women	Single
A.470	Review of management and administration in the Food and Agriculture Organization of the United Nations	Single
A.471	Review of the medical services in the United Nations system	System-wide

^a Subject to change during the year.

