

**REVIEW OF THE ACCEPTANCE AND IMPLEMENTATION  
OF JIU RECOMMENDATIONS BY THE FOOD AND  
AGRICULTURE ORGANIZATION OF THE UNITED  
NATIONS (FAO)**

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## I. INTRODUCTION

1. The General Assembly of the United Nations has repeatedly noted the importance of enhancing the effectiveness of the Joint Inspection Unit (JIU) and its follow-up system and has reaffirmed that the effectiveness of the JIU is a shared responsibility of the Unit, member States, and the secretariats of the participating organizations.<sup>1</sup>

2. In its resolution 54/16, the General Assembly endorsed the proposal of the Unit to establish a system for handling of JIU reports and recommendations by its participating organizations. The proposal, entitled “Towards a more effective system of follow-up on reports of the Joint Inspection Unit”, was attached as an annex to the Unit’s annual report for 1997.<sup>2</sup> Subsequently, the Unit undertook negotiation on specific follow-up “agreements” with the secretariats of its participating organizations, which were ratified by their respective governing bodies between 2000 and 2005. The Food and Agriculture Organization (FAO) Council endorsed<sup>3</sup> in 2002 the report of the Joint Meeting of the Programme Committee and the Finance Committee<sup>4</sup> on an enhanced reporting system on JIU recommendations as contained in document JM 02.1/4.

3. In 1998, the Unit started tracking the action taken by legislative bodies on its recommendations. That tracking system evolved over the years into a web-based tracking system (WBTS), which was introduced in 2012. The WBTS serves as an online platform allowing participating organizations to access and update the status of consideration of JIU reports and the acceptance and implementation of recommendations. The General Assembly in its resolution 69/275 requests the heads of participating organizations to make full use of the web-based system and to provide an in-depth analysis of how the recommendations of the Unit are being implemented.<sup>5</sup>

4. The Unit is committed to further enhancing the effectiveness of its follow-up system and therefore decided to include in its programme of work for 2015 a review of the acceptance and implementation of JIU recommendations by its participating organizations for the period 2006-2012. The years 2013 onwards have been excluded from the analysis given the time it takes for reports to be considered by legislative bodies and for recommendations to be implemented by management. All recommendations prior to 2006 had been closed and their acceptance and implementation were no longer tracked.

5. The review is being conducted in two phases. The objectives of the present first phase are to review:

- The acceptance and implementation of recommendations by JIU participating organizations, based on the statistics provided in the WBTS, to prompt action to clear recommendations outstanding for five years or more; and
- The process of consideration of JIU reports by the legislative bodies of organizations in order to identify shortcomings and delays in the process.

6. A questionnaire on the process of handling JIU reports, notes and management letters was sent to the JIU focal points at each organization. The results of the first phase of the review are being presented in a series of management letters addressed to executive heads of participating organizations.

7. The second phase will identify good follow-up practices at organizations and draw lessons to enhance the follow-up process.

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<sup>1</sup> General Assembly resolutions 50/233, 54/16, 62/246, 63/272, 64/262, 65/270, 66/259, 68/266 and 69/275.

<sup>2</sup> A/52/34.

<sup>3</sup> FAO-CL 123/REPORT-Revised, para.73.

<sup>4</sup> CL 123/8, paras. 9-11.

<sup>5</sup> OP.15

8. The present management letter, which is addressed for action to the Director-General of FAO includes:

- A comparison of the acceptance and implementation rates for the period 2006-2012 in order to position FAO within the spectrum of JIU participating organizations;
- A trend analysis of the acceptance and implementation rates at FAO for the period 2006-2012;
- A review of recommendations formulated during the period 2006-2009 still outstanding, the acceptance of which is “not available” or “under consideration”, and/or the implementation of which is “in progress”, “not started” or “not available”; and
- An analysis of the process of handling JIU reports issued from 2010 to 2012 by the FAO secretariat and the Executive Board, and an analysis of the time taken for reports to be considered, taking into account the major milestones of the process (reports sent for action, the United Nations System Chief Executives Board for Coordination (CEB) and executive head’s comments issued and reports taken up).

9. Comments on the draft management letter were sought from FAO management and taken into account when finalizing the letter. In accordance with article 11, paragraph 2, of the JIU statute, the present management letter was finalized after consultations among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the Unit.

## II. ACCEPTANCE AND IMPLEMENTATION OF RECOMMENDATIONS

### A. Above-average rates of acceptance and implementation

10. When the present review was initiated in February 2015, FAO ranked 1st in the acceptance and 2nd in the implementation of JIU recommendations among all participating organizations and entities considered in the review for the period 2006-2012. FAO's acceptance and implementation rates were well above the average of all organizations, as shown in the table below.

Table 1  
Rates of acceptance and implementation (2006-2012)\*

	FAO	All organizations
Number of recommendations	315	7692**
Number of accepted recommendations	295	5000**
Number of implemented recommendations	287	4020**
<b>Rate of acceptance</b>	<b>93.7%</b>	65%
<b>Rate of implementation</b>	<b>97.3%</b>	80.4%

\*As of February 2015.

\*\* Number of recommendations multiplied by the number of organizations concerned, to which recommendations are addressed for action.

11. By the time this management letter was being finalized in May 2016, FAO's rate of acceptance remained unchanged while the rate of implementation has increased to 99 per cent. **The Inspector commends FAO management on these outstanding results.**

### B. Lower rate of implementation of recommendations addressed to the executive head

12. Likewise in the most of participating organizations, FAO's rate of acceptance of recommendations addressed for action to the executive head during the period 2006-2012 was higher than the rate of acceptance of recommendations addressed for action to the legislative body. Yet, the rate of implementation of recommendations addressed to the executive head was slightly lower than the rate of implementation of recommendations addressed to the legislative body. In principle, recommendations addressed to executive heads are more easily accepted and implemented since they do not entail significant policy changes or costs requiring the approval of member States.

Table 2  
Rates of acceptance and implementation by addressee (2006-2012)\*

	FAO executive head	FAO legislative body
<b>Rate of acceptance</b>	<b>95%</b>	90.6%
<b>Rate of implementation</b>	<b>96.6%</b>	98.9%

\*As of August 2015.

13. As of May 2016, the rate of implementation of recommendations addressed to the executive head remained slightly lower (98.6 per cent) than the rate of implementation of recommendations addressed to the legislative body at 100 per cent.

### C. Fluctuations in the trend of acceptance

14. It can be further noted that the rate of acceptance of recommendations fluctuated over the period while the rate of implementation remained stable to decrease by 2012, as shown in the table below, although it tends to increase over time (up to 92.3 per cent in May 2016). **The Inspector requests that FAO management undertakes an analysis of the reasons for this variable trend of acceptance of recommendations and report to the JIU no later than 30 September 2016.**

Table 3  
Trend of acceptance and implementation (2006-2012)\*

	2006	2007	2008	2009	2010	2011	2012
<b>Number of recommendations</b>	30	29	50	41	59	59	47
<b>Rate of acceptance</b>	83.3%	93.1%	96%	100%	98.3%	96.6%	83%
<b>Rate of implementation</b>	100%	100%	100%	100%	100%	100%	79.5%

\*As of February 2015.

### D. No long-outstanding recommendations for five years or more

15. A review of 150 recommendations in 22 JIU reports and notes addressed for action to FAO during the period 2006-2009 showed that, as of May 2016, there were no outstanding recommendations for five years or more, for which action should have already been taken by FAO to either accept and implement or to reject them. **The Inspector commends FAO management on this result, which is a best practice among all organizations reviewed.**

### III. CONSIDERATION OF REPORTS BY FAO LEGISLATIVE BODY

16. The JIU reviewed the handling of 24 reports issued by the Unit during the period 2010-2012 containing at least one recommendation addressed to FAO Council.

17. The review found that FAO procedures for handling JIU reports were generally in compliance with the relevant provisions of the JIU statute (articles 11.4 and 12) to which FAO has adhered to, and the provisions of the resolution adopted by the Council<sup>6</sup> in 2002, except for the timely submission of reports on the implementation of JIU recommendations to the legislative body. It also noted the lack of decisions on JIU reports and recommendations.

#### A. Dissemination of reports and submission of CEB and executive head's comments

18. Article 11.4(c) of the JIU statute provides that upon receipt of reports, the executive head(s) concerned shall take immediate action to distribute them to the member States of their organization. In the case of system-wide reports, article 11.4 (e) of the JIU statute calls for the preparation of joint comments of executive heads within the framework of the CEB for submission to the competent organs of the organizations together with any comments of the respective executive head on matters that concern his/her organization.

19. Paragraph 17 of the approved modalities to implement the follow up system in JM 02.1/4JM provides that all reports addressed to FAO for action are to be submitted in their entirety to both the Programme Committee and the Finance Committee, with the comments of the Director-General and/or the CEB, as appropriate. The comments of the two Committees, which may choose to consider reports separately or jointly, as they deem appropriate, are to be submitted to the Council as a part of their reports. The JIU reports will be made available to the Council as "INF" (i.e. for information) documents.

20. The JIU noted in its review of reports sent for action during the period 2010-2012 that, in fact, the current practice is that the Council receives for information a copy of each JIU report with the Director-General's comments on some (but not all) recommendations together with the CEB comments, all in one document. The Inspector considers that the manner in which JIU reports and CEB comments are disseminated is as a good practice and is in full compliance with the provisions of the JIU statute.

21. In terms of comments provided for each recommendation, it is recalled that paragraph 19(c) of the approved follow-up modalities calls to "to the extent possible, avoid general responses such as *taking note* and instead make explicit statements (e.g. that recommendations are relevant or not relevant, and are rejected, endorsed or endorsed as modified). To ensure that each recommendation receives a consistent treatment, the format shown as Annex 3<sup>7</sup> will generally be used to convey the Director-General's comments to the Programme Committee and/or the Finance Committee, as appropriate". **The Inspector notes that the mentioned format is not currently used and invites FAO management to be more explicit in its statements about the status of recommendations as described above.**

22. Also, in line with guidance by the 123rd Session of Council (ref. CL 123/REP, para 73), JIU reports are submitted to the Finance Committee and the Programme Committee together with the comments of the Director-General (and CEB comments, if available) for review and comments. When reports are submitted, the Finance Committee is invited to take note of the information provided in the JIU report, and to submit any comments it may wish to make to the Council. In its reports, the Finance Committee submits JIU reports as "documents for information", but does not make any

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<sup>6</sup> FAO-CL 123/REPORT-Revised, para.73.

<sup>7</sup> JM 02.1/4.

comment or decision on them.<sup>8</sup> During the period under review (2010-2012), we found that 18 of the 24 JIU reports were submitted for information to the Finance Committee prior (normally a month before) their submission to the Council also for information. It appears however that the Committee did not make any comments to the Council. As for the Programme Committee, apparently only four reports were submitted to it during this period and so as Council documents for information.

23. The response to the JIU questionnaire indicated that internally JIU reports are disseminated to the units concerned by the subject of each report.

### **B. Consideration of JIU reports**

24. The JIU review found that all but one<sup>9</sup> of the 24 JIU reports sent for action to FAO containing at least one recommendation addressed to the legislative body were included in the agenda of the Council for information. The JIU reports are tabled for consideration in any of the Council meetings held during the year (April, June or December), when all official language versions and comments are available. The Inspector noted that the “consideration” of two-thirds (16) of reports by the Finance Committee or the Council was done more than 1 year after their issuance. **The Inspector encourages FAO to timely consider JIU reports to enhance their impact** (see annex III).

25. **Also, the Inspector believes that if the Finance Committee makes no comments or recommendations for action by the Council on the JIU reports, which are presented only for information, it is unnecessary to publish and submit these reports twice, first to the Finance Committee and further to the Council. The Inspector therefore suggests that in order to simplify and streamline the agenda of these meetings, and make a more cost-effective use of resources, rather than submitting the JIU reports twice for information with no action, FAO could either:**

- **submit the JIU reports to the Finance Committee or to the Programme Committee with a proposal for a concrete action by the Council on the reports’ recommendations, which will be recorded in the minutes of the Committee’ meetings, subsequently approved/endorsed by the Council and noted in the Council’s records; or**
- **Submit the JIU reports solely to the Council, with a concrete proposal for action to accept, reject, etc. the reports’ recommendations by the Council, whose decisions would be recorded in the minutes of the Council’s meetings.**

26. In its comments to the draft management letter FAO indicated that the issues raised and advice provided would be discussed with the Secretary-General of the FAO Council and secretaries of the Programme Committee and the Finance Committee; the results will be reported to the JIU at the earliest convenience.

27. Errors were found on the information input in the WBTS on the consideration of reports (date of issuance of the executive head’s comments and action taken by the legislative body) (see annex III). **Action was required from FAO to correct the data in the system.** FAO responded that action would be taken accordingly.

### **C. Decisions taken by the legislative body on JIU recommendations**

28. As already mentioned, since the JIU reports are submitted to the Finance Committee and the Programme Committee and to the Council for information only, no draft decision for action by the Council is proposed to accept the comments on the reports and recommendations addressed to the legislative body for action. Therefore, it results into no legislative action actually taken on JIU reports and recommendations. Neither the Committees nor the Council take a decision on these documents;

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<sup>8</sup> See for example: <http://www.fao.org/docrep/meeting/027/MG229E.pdf>

<sup>9</sup> JIU/REP/2012/10.



moreover, the summary reports of the meetings do not make reference to them. **The Inspector invites FAO management to be more specific and clearly indicate every time the acceptance or rejection of recommendations, further requesting the Committees or the Council to take a decision based on a proposed course of action. This would be the “official” basis for recording the acceptance of recommendations in the WBTS, particularly those addressed for action to the legislative body.**

#### **D. Follow-up and reporting on the implementation of JIU recommendations**

29. In line with article 12 of the JIU statute, the executive heads shall ensure expeditious implementation of approved/accepted recommendations. Paragraph 19 (d) of the referred above follow-up modalities states that “all recommendations which are endorsed (i.e. either by the Director-General or the Committees) will be included in an annual monitoring report, which will be submitted to the Committees covering the status of approved recommendations using the format shown as Annex 4. Recommendations would remain in the monitoring report until such time as the necessary implementation action has been taken. This report will also provide the basis for reporting to the JIU on their prescribed formats”.

30. In fact, the Inspector noted that at its 143rd session in May 2012,<sup>10</sup> the Finance Committee “recognized the importance and value of reports issued by the Joint Inspection Unit (JIU) and resolved to consider the status of implementation of recommendations arising from these reports at its future sessions. In order to support the work of the Committee in this area, the Committee requested the Secretariat to prepare a summary report on the status of implementation of JIU recommendations on matters of relevance to the mandate of the Committee and that this should be included as a standing item on the Finance Committee agenda.”

31. At its 151st session in November 2013, the Finance Committee considered the report<sup>11</sup> it had requested on the status of implementation of JIU recommendations and noted that “based on the latest information provided by the Secretariat, the number of accepted recommendations not yet fully implemented had decreased from 76 to 43. The Committee: a) appreciated the overall rate of acceptance and implementation of JIU recommendations by the Secretariat; b) noted that some of the JIU recommendations in their entirety appeared not to be of immediate relevance to the work of FAO; c) urged the Secretariat to work through the mechanisms of the UN Chief Executives Board for Coordination to address recommendations with system-wide implications; and d) requested an annual update of the status of implementation of JIU recommendations of relevance to FAO.”<sup>12</sup>

32. At the time of finalizing this draft management letter, the latest annual report to the Finance Committee on the status of implementation of JIU recommendations was for 2014.<sup>13</sup> Therefore, at this stage, this practice has only taken place in 2013 and 2014. The Inspector reviewed the reports presented and found them very comprehensive. **The Inspector welcomes this monitoring practice introduced by FAO on the implementation of JIU recommendations in line with the above-mentioned provisions of the JIU statute and the follow-up modalities.**

33. We would appreciate receiving a response to this management letter and recommendations by 30 September 2016.

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<sup>10</sup> CL144/12 of May 2012, para. 42.

<sup>11</sup> FC151/21, November 2013.

<sup>12</sup> CL148/6, December 2013, paras. 44-45.

<sup>13</sup> FC156/6 of October 2014.

## Annex I

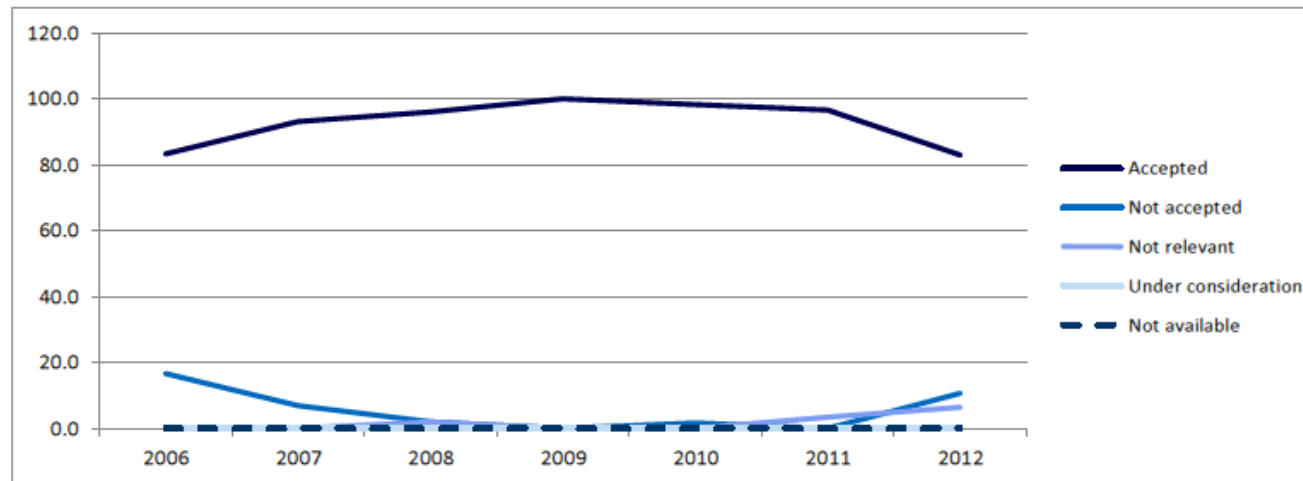
### Rates of acceptance and implementation by organization (2006-2012), as of February 2015

	<i>(percentage)</i>		<i>(percentage)</i>
	<i>Accepted</i>		<i>Implemented</i>
FAO	93.7	OHCHR	100.0
UNRWA	91.2	FAO	97.3
WFP	89.6	ICAO	94.1
UNHCR	86.2	WFP	93.4
UNFPA	85.7	WMO	92.8
WHO	83.6	UNIDO	92.6
UNIDO	82.9	UNESCO	90.4
UNDP	82.3	UNHCR	89.2
UNESCO	81.9	WHO	88.3
UNOPS	81.0	UNEP	86.7
ICAO	80.8	UNCTAD	86.6
UNICEF	80.4	UNRWA	82.4
UNEP	78.7	UNOPS	82.0
UNAIDS	77.8	ILO	80.5
IMO	72.8	<b>All organizations</b>	<b>80.4</b>
ILO	68.2	UNFPA	80.1
UN	67.0	WIPO	78.2
<b>All organizations</b>	<b>65.0</b>	UNWTO	73.7
WMO	63.9	UN	69.8
WIPO	56.3	UNDP	69.5
ITU	47.4	UNICEF	66.3
OHCHR	38.5	IAEA	61.3
IAEA	35.3	UN-Habitat	61.2
UNCTAD	32.8	UNODC	57.9
UPU	25.7	IMO	57.2
UNODC	22.4	UNAIDS	51.4
UN-Habitat	19.2	ITC	50.0
ITC	18.2	UPU	46.8
UNWTO	6.3	ITU	46.2
CEB	0.0	CEB	0.0
UN-WOMEN	0.0	UN-WOMEN	0.0

## Annex II

FAO's trend of acceptance and implementation of recommendations (2006-2012), as of February 2015

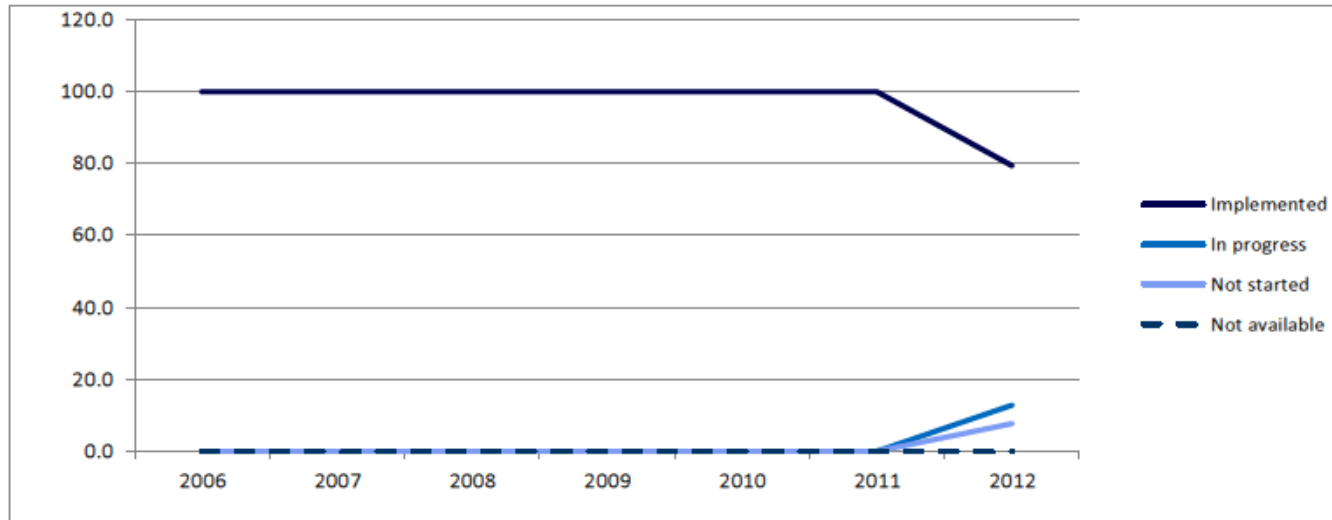
### Acceptance



%	2006	2007	2008	2009	2010	2011	2012
Accepted	83.3	93.1	96.0	100.0	98.3	96.6	83.0
Not accepted	16.7	6.9	2.0	0.0	1.7	0.0	10.6
Not relevant	0.0	0.0	2.0	0.0	0.0	3.4	6.4
Under consideration	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Not available	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Values	2006	2007	2008	2009	2010	2011	2012
Accepted	25	27	48	41	58	57	39
Not accepted	5	2	1	0	1	0	5
Not relevant	0	0	1	0	0	2	3
Under consideration	0	0	0	0	0	0	0
Not available	0	0	0	0	0	0	0

## Implementation



%	2006	2007	2008	2009	2010	2011	2012
Implemented	100.0	100.0	100.0	100.0	100.0	100.0	79.5
In progress	0.0	0.0	0.0	0.0	0.0	0.0	12.8
Not started	0.0	0.0	0.0	0.0	0.0	0.0	7.7
Not available	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Values	2006	2007	2008	2009	2010	2011	2012
Implemented	25	27	48	41	58	57	31
In progress	0	0	0	0	0	0	5
Not started	0	0	0	0	0	0	3
Not available	0	0	0	0	0	0	0

### Annex III

#### Consideration of JIU reports by FAO legislative body (2010- 2012)

Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head's comments issued and document reference (e)	Time b/report sent for action and executive head's comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
JIU/REP/2012/12	SWR	15/02/2013	23/05/2013 A/67/873/A dd.1	3 months	01/10/2013 CL 148/INF/9	7.5 months	Hundred and Forty-eighth Session Rome, 2-6 December 2013  CL 148/INF/9	9.5 months	<p>While the general remarks of the Director-General of FAO support the report, we did not track any specific action.</p> <p>“2. FAO endorses the JIU report entitled "Strategic planning in the United Nations system" (JIU/REP/2012/12), as well as the related CEB comments.</p> <p>3. FAO supports in general the recommendations in the report and shares the specific concerns raised by the CEB. In particular, concerning Recommendation 4, FAO does not accept this recommendation for the reasons illustrated in the CEB comments.</p> <p>4. Regarding Recommendation 5, the current planning cycle of FAO is already in line with the proposed reporting cycle. Therefore, no immediate action is required on the part of FAO's legislative bodies at this stage.” (CL 148/INF/9, 01/10/2013)</p>	<p>Only for information. No action taken.</p> <p>To correct date in the WBTS for comments EH and GB</p>
JIU/REP/2012/11	SWR	07/03/2013	20/05/2013 A/67/867/A dd.1	2 months	01/10/2013 CL 148/INF/7	7 months	Hundred and Forty-eighth Session Rome, 2-6	8 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.	Only for information. No action taken.

Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head's comments issued and document reference (e)	Time b/report sent for action and executive head's comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
							December 2013 CL 148/INF/7  Hundred and Fifty-first session Rome, 11-15 November 2013  FC 151/INF/8		“2. FAO welcomes the JIU report entitled "Financing for Humanitarian Operations in the United Nations System Organizations" (JIU/REP/2012/11), and endorses the related CEB comments. FAO also commends the JIU for taking a holistic view of what constitutes humanitarian action in practice, from preparedness and prevention through to early recovery and transition which is aligned with the Organization’s Strategic Objective 5 to build resilience of local and national institutions through greater coherence and integration of humanitarian, development, investment and policy interventions and backed up by effective coordination of global actors.” (CL 148/INF/7, 01/10/2013)	To correct date in the WBTS for comments EH and GB
JIU/REP/2012/10	SWR	01/05/2013			no info	no info	no info	no info	no info	no info
JIU/REP/2012/9	SWR	28/02/2013	19/09/2013 A/68/373/Add.1	6.5 months	01/05/2014 CL 149/INF/7	14 months	Hundred and Forty-ninth Session Rome, 16-20 June 2014  CL 149/INF/7  Hundred and Fifty-fourth Session Rome, 26-30	15.5 months          15 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action. “2. FAO generally endorses the JIU report, as well as the CEB comments on the “Lump-sum payments in lieu of entitlements”. FAO has some reservations regarding recommendation 1 of the report, where it is not evident that the outcome of such a review would warrant the costs and administrative burden that it would entail. Furthermore, the lump sum	Report considered >1 year. Only for information. No action taken. To correct in the WBTS document references and dates

Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head’s comments issued and document reference (e)	Time b/report sent for action and executive head’s comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
							May 2014 FC 154/INF/4		option generates efficiency savings in terms of decreased administrative burden which should be taken into consideration.” (CL 149/INF/7, 01/05/2014)	
JIU/REP/2012/8	SWR	28/06/2013	04/09/2013 A/68/344/A dd.1	2 months	01/10/2014 CL 150/INF/7	15 months	Hundred and Fiftieth Session Rome, 1-5 December 2014  CL 150/INF/7  Hundred and Fifth-sixth Session Rome, 3 – 7 November 2014  FC 156/INF/4	17 months          16 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  “2. FAO endorses the JIU Report, as well as the CEB comments on the “Review of enterprise resource planning systems in United Nations organizations”. While generally supporting the report and its recommendations, FAO believes that harmonization and standardization of policies and procedures and delivery of administrative support through common service centres, would be a prerequisite to the adoption of common ERP systems and strategies.” (CL 150/INF/7, 01/10/2014)	Report considered > 1year  Only for information. No action taken.  To correct date in the WBTS for EH and GB comments and reference documents
JIU/REP/2012/5	SWR	28/02/2013	19/09/2013 A/68/67/Ad d.1	6.5 months	01/04/2014 CL 149/INF/6	13 months	Hundred and Forty-ninth Session Rome, 16-20 June 2014  CL 149/INF/6  Hundred and	15.5 months          15 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action. “2. FAO endorses the JIU report, as well as the CEB comments on the “Review of Individual Consultancies in the United Nations System”. FAO strongly supports all the substantive recommendations contained in the report, which have been	Report considered > 1year  Only for information. No action taken.  To correct

Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head's comments issued and document reference (e)	Time b/report sent for action and executive head's comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
							Fifth-fourth Session Rome, 26-30 May 2014  FC 154/INF/3		considered and incorporated into FAO's new corporate guidelines on the employment of consultants issued in November 2013. These cover classification, competitive selection, remuneration and evaluation" (CL 149/INF/6, 01/04/2014)	date in the WBTS for EH and GB comments and reference documents
JIU/REP/2012/4	SWR	22/10/2012	21/06/2013 A/67/888/A dd.1	8 months	01/09/2013 CL 148/INF/6	10.5 months	Hundred and Forty-eighth Session Rome, 2-6 December 2013  CL 148/INF/6  Hundred and Fifth-first session Rome, 11-14 October 2013  FC 151/INF/7	13.5months          11.5 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  "2. FAO endorses the JIU report entitled "Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework" (JIU/REP/2012/4), as well as the related CEB comments." (CL 148/INF/6, 01/9/2013).	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents
JIU/REP/2012/3	SWR	08/08/2012	26/11/2012 A/67/400/A dd.1	3.5 months	01/02/2013 CL 146/INF/12	5.5 months	Hundred and Forty-sixth Session Rome, 22-26 April 2013  CL 146/INF/12	8.5 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  2. FAO welcomes the JIU report's main findings and recommendations, as well as related CEB comments. In particular, FAO supports the need for a more visible	Only for information. No action taken. To correct date in the WBTS for EH and GB comments



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									and stronger leadership of UN-Oceans.” (CL 146/INF/12, 01/02/2013)	and reference documents
JIU/REP/2012/2	SWR	11/05/2012	28/09/2012 A/67/337/Add.1	4.5 months	01/01/2013 CL 146/INF/11	7.5 months	Hundred and Forty-sixth session Rome, 22-26 April 2013  CL 146/INF/11  Hundred and Forth-eighth Session Rome, 18-22 March 2013  FC 148/INF/8	11.5 months    10.5 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  “2. FAO endorses the JIU report, as well as the CEB comments on the “Management of sick leave in the United Nations system”. FAO has strict requirements as to the documentation of sick leave requests and fully complies with recommendations 1 and 3 that deal with reporting and information requirements of sick leave certificates and medical reports.”  (CL 146/INF/11, 01/01/2013)	Only for information.  No action taken.
JIU/REP/2011/11	SWR	11/04/2012	01/03/2013 A/68/63/Add.1	10.5 months	01/10/2013 CL 148/INF/8	17.5 months	Hundred and Forty-eighth Session Rome, 2-6 December 2013  CL 148/INF/8	19.5 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  “2. FAO endorses the JIU report entitled "Evaluation of the scope, organization, effectiveness and approach of the work of the United Nations in Mine Action" (JIU/REP/2011/11), as well as the related CEB comments.” (CL 148/INF/8, 01/10/2013)	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents

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JIU/REP/2011/9	SWR	09/03/2012	29/06/2012 A/67/119/A dd.1	3.5 months	01/01/2013 CL 146/INF/10	9.5 months	Hundred and Forty-sixth Session Rome, 22-26 April 2013  CL 146/INF/10  Hundred and Forty-eighth Session Rome, 18-22 March 2013 FC 148/INF/7	13.5 months          12.5 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  “2. FAO endorses the JIU report entitled “Information and Communications Technology (ICT) Governance in the United Nations System Organizations”, as well as the related CEB comments.”  (CL 146/INF/10, 01/01/2013)	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents
JIU/REP/2011/7	SWR	29/03/2012	29/08/2012 A/67/140/A dd.1	5 months	01/01/2013 CL 146/INF/9	9 months	Hundred and Forty-sixth session Rome, 22-26 April 2013  CL 146/INF/9  Hundred and Forty-eighth Session Rome, 18-22 March 2013	13 months          11.5 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  “2. FAO endorses the JIU report “The investigation function in the United Nations system” (JIU/REP/2011/7), as well as related CEB comments.”  (CL 146/INF/9, 01/01/2013)	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents

Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head's comments issued and document reference (e)	Time b/report sent for action and executive head's comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
							FC 148/INF/6			
JIU/REP/2011/6	SWR	21/02/2012	02/07/2012 A/67/83/Ad d.1	4 months	01/02/2013 CL 146/INF/8	11.5 months	Hundred and Forty-sixth session Rome, 22-26 April 2013  CL 146/INF/8  Hundred and Forty-eighth Session Rome, 18-22 March 2013  FC 148/INF/5	14 months          13 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  “2. FAO endorses the JIU report entitled "Business continuity in the United Nations system" (JIU/REP/2011/6), as well as the related CEB comments.”  (CL 146/INF/8, 01/02/2013)	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents
JIU/REP/2011/5	SWR	21/02/2012	28/02/2012 A/66/710/A dd.1	7 days	01/02/2013 CL 146/INF/7	11.5 months	Hundred and Forty-sixth Session Rome, 22-26 April 2013  CL 146/INF/7  Hundred and Forty-eighth	14 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  “2. FAO endorses the JIU report entitled “Accountability frameworks in the United Nations system”, as well as the related CEB comments.”  (CL 146/INF/7, 01/02/2013)	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference

Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head's comments issued and document reference (e)	Time b/report sent for action and executive head's comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
							Session Rome, 18-22 March 2013 FC 148/INF/4	13 months		documents
JIU/REP/2011/4	SWR	29/03/2012	15/06/2012 A/67/78/Add.1	2.5 months	01/09/2012 CL 145/INF/10	5 months	Hundred and Forty-fifth Session Rome, 3-7 December 2012 CL 145/INF/10 Hundred and Forty-seventh Session Rome, 5 – 9 November 2012 FC 147/INF/8	8 months  7.5 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action. “2. FAO supports all recommendations proposed in the Report, and is pleased to note that the Organization has already implemented the majority of these recommendations. Further comments on three specific recommendations are offered here below with the following notes.”  (CL 145/INF/10, 01/09/2012)	Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents
JIU/REP/2011/3	SWR	08/07/2011	29/02/2012 A/66/717/Add.1	7.5 months	01/09/2012 CL 145/INF/11	14 months	Hundred and Forty-fifth Session Rome, 3-7 December 2012 CL 145/INF/11	17 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action. “2. The Organization welcomes the JIU report's observation of the lead role that FAO has played to-date within the UN system in the application and promotion of South-South cooperation activities.	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for

Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head’s comments issued and document reference (e)	Time b/report sent for action and executive head’s comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
									FAO is fully committed to increasing and enhancing the role of South-South cooperation and triangular arrangements as a unique means for countries to join forces in accelerating efforts towards eradicating hunger. Additional information is provided below on two of the Recommendations contained in the JIU report.” (CL 145/INF/11, 01/09/2012)	EH and GB comments and reference documents
JIU/REP/2010/8	SWR	29/03/2011	23/09/2011 A/66/355/Add.1	5.5 months	01/03/2012 CL 144/INF/12	11 months	Hundred and Forty-fourth Session Rome, 11 - 15 June 2012  CL 144/INF/12  Hundred and Forty-third Session Rome, 7 – 11 May 2012  FC 143/INF/6	14.5 months          13.5 months	While the general remarks of the Director-General of FAO consider the recommendations of the report, we did not track any specific action.	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents
JIU/REP/2010/7	SWR	16/12/2010	23/09/2011 A/66/348/Add.1	9 months	01/03/2012 CL 144/INF/11	14.5 months	Hundred and Forty-fourth Session Rome, 11 - 15 June 2012		While the general remarks of the Director-General of FAO support the report, we did not track any specific action.	Report considered > 1year Only for information.

Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head's comments issued and document reference (e)	Time b/report sent for action and executive head's comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
							CL 144/INF/11 Hundred and Forty-third Session Rome, 7 – 11 May 2012 FC 143/INF/5	18 months  16.5 months	FAO considers that it has fully addressed Recommendations 1 and 3. It concurs with Recommendations 3, 4, 5, 6, 7, 8, 9, 10  (CL 144/INF/11, 01/03/2012)	No action taken. To correct date in the WBTS for EH and GB comments and reference documents.
JIU/REP/2010/6	SWR	22/11/2010	17/08/2011 A/66/308/A dd.1	8.5 months	02/09/2012 CL 145/INF/12	21.5 months	Hundred and Forty-fifth Session Rome, 3-7 December 2012  CL 145/INF/12  Hundred and Forty-seventh Session Rome, 5-9 November 2012  FC 147/INF/5	23.5 months  23.5 months	While the general remarks of the Director-General of FAO consider the recommendations of the report, we did not track any specific action.	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents.
JIU/REP/2010/5	SWR	04/01/2011	23/09/2011 A/66/73/Ad d.1	8.5 months	01/04/2012 CL 144/INF/9	15 months	Hundred and Forty-fourth Session		While the general remarks of the Director-General of FAO consider the	Report considered > 1year

Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head's comments issued and document reference (e)	Time b/report sent for action and executive head's comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
							Rome, 10 June 2012  CL 144/INF/9  Hundred and Forty-third Session Rome, 7 – 11 May 2012  FC 143/INF/3	17 months       16 months	recommendations of the report, we did not track any specific action.	Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents.
JIU/REP/2010/4	SWR	22/11/2010	17/08/2011 A/65/788/Add.1	8.5 months	01/09/2012 CL 145/INF/9	21.5 months	Hundred and Forty-fifth Session Rome, 3-7 December 2012  CL 145/INF/9  Hundred and Forty-seventh Session Rome, 5 – 9 November 2012  FC 147/INF/6	24.5 months       23.5 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.  “2. FAO endorses the CEB comments and is pleased to report that it is in the process of addressing Recommendations 1 and 2.  3. The nine benchmark practices for ERM proposed under Recommendation 1 have been included in the design of FAO's approach to ERM1. FAO regularly reports to its governing bodies progress on implementation of ERM and the management of major risks as advocated in Recommendation 2.	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents.

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									4. FAO also supports Recommendation 3.”  (CL 145/INF/9, 01/09/2012).	
JIU/REP/2010/3	SWR	18/06/2010	09/09/2010 A/65/345/A dd.1	2.5 months	01/02/2011 CL 141/INF/14	7.5 months	Hundred and Forty-first Session Rome, 11-15 April 2011  CL 141/INF/14  Hundred and Thirty-eighth Session Rome, 21 – 25 March 2011  FC 138/INF/6	10 months          9 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.	Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents
JIU/REP/2010/2	SWR	19/05/2010	01/09/2010 A/65/338/A dd.1	3 months	01/07/2011 CL 143/INF/8	13.5 months	Hundred and Forty-third Session Rome, 28 November - 2 December 2011 CL 143/INF/8	18.5 months	While the general remarks of the Director-General of FAO support the report, we did not track any specific action.	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB



Report	Type of report (system-wide, several or single organization) (a)	Date report sent for action (b)	Date CEB comments issued and document reference (c)	Time b/ report sent for action and CEB comments issued (in months) (d)=(c) – (b)	Date executive head's comments issued and document reference (e)	Time b/report sent for action and executive head's comments issued (in months) (f)= (e) –(b)	Date report taken up by legislative body and document reference (g)	Time b/ report sent for action and taken up by legislative body (in months) (h) = (g) –(b)	Action taken by legislative bodies (accept, reject, note taken, no action) (i)	Remarks (j)
							Hundred and Fortieth Session Rome, 10 – 14 October 2011  FC 140/INF/10	16.5 months		comments and reference documents
JIU/REP/2010/1	SWR	19/03/2010	07/09/2010 A/65/346/Add.1	5.5 months	1/07/2011 CL 143/INF/7	15.5 months	Hundred and Forty-third Session Rome, 28 November - 2 December 2011  CL 143/INF/7  Hundred and Fortieth Session Rome, 10 – 14 October 2011  FC 140/INF/9	20.5 months        18.5 months	While the general remarks of the Director-General of FAO consider the recommendations of the report, we did not track any specific action.  FAO considers that it can address most of the recommendations with some limitations	Report considered > 1year Only for information. No action taken. To correct date in the WBTS for EH and GB comments and reference documents

Total reports: 24