

**REVIEW OF THE ACCEPTANCE AND IMPLEMENTATION
OF JIU RECOMMENDATIONS BY THE INTERNATIONAL
CIVIL AVIATION ORGANIZATION (ICAO)**

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Geneva 2016



United Nations

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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.¹

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 1997.² 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. In 2002, the Council of the International Civil Aviation Organization (ICAO) took note and endorsed the proposed procedures in the document C-WP/11891 and agreed that these procedures should henceforth be observed in the handling of JIU reports.³

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.⁴

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.

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

² A/52/34.

³ C-DEC 167/9 of 26 /11/02, para. 7.

⁴ OP.15.

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

- A comparison of the acceptance and implementation rates for the period 2006-2012 in order to position ICAO within the spectrum of JIU participating organizations;
- A trend analysis of the acceptance and implementation rates at ICAO 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 ICAO 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 ICAO 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 consultation 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 this review was initiated in February 2015, ICAO ranked 11th in the acceptance and 3rd in the implementation of JIU recommendations among all participating organizations and entities considered in the review for the period 2006-2012. ICAO'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)*

	ICAO	All organizations
Number of recommendations	317	7692**
Number of accepted recommendations	256	5000**
Number of implemented recommendations	241	4020**
Rate of acceptance	80.8%	65%
Rate of implementation	94.1%	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 June 2016, ICAO's rates of acceptance and implementation have well increased to 93.7 per cent and 99 per cent, respectively. **The Inspector commends ICAO management on these outstanding results reported.**

B. Lower rates of acceptance and implementation of recommendations addressed to the executive head

12. Unlike in the most of the participating organizations, ICAO's rates of acceptance and implementation of recommendations addressed for action to the executive head during the period 2006-2012 were lower than the rates of acceptance and implementation of recommendations addressed for action 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)*

	ICAO executive head	ICAO legislative body
Rate of acceptance	79.6%	83.3%
Rate of implementation	93.6%	98.8%

*As of August 2015.

13. By the time this management letter was being finalized in June 2016, the rates of acceptance and implementation of recommendations addressed to the executive head have increased to 80 per cent and 95 per cent, respectively, but still remain lower than the rates of acceptance and implementation of recommendations addressed to the legislative body (84.3 percent and 98.9 per cent). **The Inspector encourages ICAO management to analyse the reasons for this difference in the**

rates of acceptance and implementation of recommendations addressed to the executive head and take action, as appropriate.

C. Fluctuations in the trend of acceptance and implementation

14. It can be further noted that the rates of acceptance and implementation of recommendations fluctuated over the period to decrease by 2012, as shown in the table below, although they tend to increase over time (to 85.4 per cent and 91.4 per cent by June 2016).

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

	2006	2007	2008	2009	2010	2011	2012
Number of recommendations	23	38	43	46	63	63	41
Rate of acceptance	87%	84.2%	74.4%	43.5%	96.8%	92.1%	80.5%
Rate of implementation	100%	100%	96.9%	90%	93.4%	91.4%	90.9%

*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 ICAO during the period 2006-2009 showed that, as of June 2016, there were no recommendations outstanding for five years or more, for which action should have already been taken by ICAO to either accept and implement or to reject them. **The Inspector commends ICAO management on this result, which is a best practice among all organizations reviewed.**

III. CONSIDERATION OF REPORTS BY ICAO LEGISLATIVE BODY

16. The JIU reviewed the handling of 22 reports issued by the Unit during the period 2010-2012 containing at least one recommendation addressed to ICAO Council.

17. The review found that ICAO procedures for handling JIU reports were not in full compliance with the relevant provisions of the JIU statute (articles 11.4 and 12), to which ICAO has adhered, and the procedures endorsed by the Council in 2002 and revisited in 2012 and 2014, except for the consideration of all relevant JIU reports and the requirement to take action to endorse, modify or reject the recommendations, as explained in paragraphs 26 and 32 below, respectively.

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. The approved procedures for handling JIU reports by ICAO provide that the secretariat will submit all relevant JIU Reports, together with a Council working paper (C-WP). The relevant C-WP on a JIU report presented by the Secretary-General for the Council's consideration will identify the recommendations that are addressed to and require specific Council's action to endorse, modify or reject the recommendations. The Secretary-General may include in the C-WP such comments considered appropriate for the Council's consideration. In addition, with respect to those recommendations that are addressed to the executive head of the Organization, the C-WP will provide information on the action taken or proposed to be taken to implement those recommendations that have been accepted and, where applicable, the reasons for not accepting other recommendations.⁵ In 2014, the Council's Working Group on Governance and Efficiency recommended that C-WPs on JIU reports that deal with general subjects are prepared in English only, unless the report deals directly with ICAO and requires Council's attention.⁶

20. It is noted that C-WPs on relevant JIU reports are distributed to Council members, together with a cover memorandum by the President of the Council, generally ten working days in advance of the corresponding Council session, for information only or for discussion, upon request.

21. The C-WPs contain a brief one-page executive summary of the report in question, the number of recommendations and their status of acceptance and implementation and a reference to the JIU website where the full report and relevant CEB comments can be found. In an annex to these C-WPs, a table containing all the report recommendations addressed to ICAO are listed, regardless of whether they are addressed to the executive head or the legislative body, together a brief summary the CEB comments thereon, and the comments of the ICAO secretariat, indicating the status of implementation of each recommendations. **The Inspectors invites ICAO management to provide hyperlinks to the relevant reports and CEB comments to facilitate access to them, in a cost-effective manner.** In its comments to the draft management letter ICAO indicated that it would consider implementing this suggestion

22. The response to the JIU questionnaire indicated that JIU reports are internally disseminated to senior managers, to whom recommendations are assigned and/or who participated in the review process, and to the Secretary-General, with a proposed action plan in response to recommendations

⁵ C-WP/11891, paras.3.2, 3.3, 3.4 and 3.5.

⁶ Oral WGCE report of 16/5/2014.

addressed to the Organization. ICAO staff is informed through the Evaluation and Audit Office (EAO) page on the intranet, upon submission of the report to the Council.

23. Also, according to the response to the JIU questionnaire, the Evaluation and Audit Advisory Committee (EAAC) is informed of the progress of JIU reviews up to and including the presentation of reports to the Council. Updates and statistical information on the acceptance/implementation of JIU recommendations are provided three times per year during the meetings of the EAAC. A link to the JIU website where reports can be accessed is provided on the secure intranet site of the EAAC. The Inspector considers this as a good practice.

B. Consideration of JIU reports

24. The approved procedures for handling JIU reports by ICAO provide that the secretariat will submit all relevant JIU reports, together with a Council Working Paper (C-WP), for *consideration* of the Council under an appropriate substantive agenda item in the Council's work programme.⁷

25. In 2012, the Council's Working Group on Governance and Efficiency, noting that sometimes JIU reports contain recommendations with financial implications, recommended that such reports would be referred to the Finance Committee for consideration if any member of the Council so requests or if the secretariat deems it appropriate to do so.⁸

26. In fact, relevant JIU reports are tabled for information but not necessarily discussed under an appropriate substantive agenda item in the Council's work programme. In accordance with the established practice,⁹ and as explained in the response to the JIU questionnaire, the President of the Council distributes the C-WPs inviting the Council members to formulate a request for discussion of the working papers during the Council session, setting a deadline for such request to be made. If no request for discussion of the working papers is made during the established timeframe, the President considers them to have been noted by the Council. Should there be any action to be taken on a C-WP, the Secretary-General would then take the necessary measures, for instance referring a given report for consideration by a Committee, upon a specific request. The draft work programme of the Committee is therefore amended accordingly.

27. The JIU review found that all but one¹⁰ of the 22 reports issued during 2010-2012 and sent for action to ICAO were distributed for information and "considered" as described above. With regard to the report "not considered", the WBTS indicates that "since none of the recommendations are applicable to ICAO, this report will not be presented to the ICAO Council" (see annex III).

28. On three occasions¹¹ (out of 22 reports), following the receipt of the working papers presenting the summary of the JIU reports and recommendations for information, the Council requested that one of its committees, i.e. the Human Resources Committee, reviewed in greater depth specific aspects of JIU reports. This committee then tabled the reports in its agenda.

29. Most reports were distributed for information/tabled within the year of issuance, except for three reports (13 per cent), most likely due to the delay in publishing the related CEB comments, which exceeded the period of 6 months set by the JIU statute.¹² According to ICAO's response to the JIU questionnaire, the timeline required by the JIU statute is often difficult to respect as a result of the

⁷ C-WP/11891, para.3 3.4.

⁸ C-WP/13863, para. 8.

⁹ C-WP/11891, para. 2.2.

¹⁰ JIU/REP/2012/12.

¹¹ JIU/REP/2012/10, JIU/REP/2012/5 and JIU/REP/2012/4.

¹² JIU/REP/2012/4 (CEB comments issued 8 months after report sent for action, JIU/REP/2011/11 (CEB comments issued 9 months later) and JIU/REP/2010/7 (CEB comments within 9 months) .

intermediate step of CEB consultation and finalization of comments. In practice, ICAO attempts to estimate when the CEB comments are likely to be finalized, based on the status of the CEB comments at the time of preparation of the list of topics to be addressed at the upcoming Council session, approximately four to six months prior to the session in question. ICAO does not generally include a report in the list of topics for a Council session unless the draft CEB comments have been circulated, to avoid having to postpone the submission of working papers to the following session.

30. Errors were found in 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 is required from ICAO to correct these data in the system.**

C. Decisions taken by the legislative body on JIU recommendations

31. Article 11.4 (f) of the JIU statute sets up that executive heads of organizations inform the Unit of all decisions taken by the competent organs of the organizations on reports of the Unit. This is a necessary requirement for JIU reports to have any impact, as article 5.5 of the JIU statute provides that Inspectors of the Unit may make recommendations but have no power of decision.

32. According to the approved procedures,¹³ the relevant C-WP on a JIU report presented by the Secretary-General for Council's consideration will identify the recommendations that are addressed to it and *require specific Council action - to endorse, modify or reject the recommendations*. In practice, sometimes the Council is invited to note a specific recommendation, which may or not be addressed to it.¹⁴ In any case, as described above, if no request for discussion of the C-WP on a JIU report is made during the set timeframe, the President considers it to have been noted by the Council. Actually, the Council does not take specific action to endorse, modify or reject the recommendations, as per the mentioned procedure. It takes note of the information provided in the relevant C-WPs.¹⁵

33. The JIU also noted that when specific reports are considered by the Committees, the outcomes of the discussions are reported to the Council by means of an oral report of the committee in question.¹⁶

34. As indicated in the response to the JIU questionnaire, ICAO secretariat does not prepare draft decisions of the Council in advance of the Council sessions. The secretariat does prepare responses to recommendations addressed to the executive head, and proposed responses to recommendations addressed to legislative bodies. Once the Council has noted and/or discussed the working paper presenting a JIU report, and once the Council decision confirming this has been issued, the secretariat considers the Council to have approved the proposed responses to recommendations addressed to legislative bodies, unless the Council has made specific comments thereon.

35. This "note taking" of C-WPs for information on the reports and management comments on JIU recommendations by the Council constitutes the basis for recording the status of acceptance and implementation in the WBTS. For the Inspector, this is a valid alternative solution since it triggers subsequent action by the ICAO secretariat. Yet, it is not in full compliance with the approved procedures as set in paragraph 3.5 of the follow-up agreement¹⁷ that require specific Council action - to endorse, modify or reject the recommendations. **The Inspector therefore requested ICAO management to be more specific and invite the Council or the Committees, as applicable, to take decision on the proposed course of action, particularly on those recommendations addressed for action to the legislative body.** ICAO commented that a lack of specific decisions is also the result of the changes in

¹³ C-WP/11891, paragraph 3.5.

¹⁴ C-WP/14082, C-WP/14130, C-WP/ 13975, C-WP/13074.

¹⁵ C-DEC 198/2. C-DEC 200/3.

¹⁶ C-MIN201/1.

¹⁷ C-WP/11891.

the procedures and that being a small organization, the idea was to reduce the burden of the work involved in dealing with JIU reports.

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

36. In line with article 12 of the JIU statute, the executive heads shall ensure expeditious implementation of approved/accepted recommendations. Paragraph 3.7 of the approved procedures for handling JIU reports by ICAO provides that the Secretary-General will submit to the Council annual status reports concerning the measures taken to implement recommendations addressed to and approved by the Council and other recommendations accepted by the Secretary-General.

37. In the course of this review, ICAO confirmed that such a report is produced every year and provided copy of its last report to the Council in 2015.¹⁸ It is noted that the report summarizes the status of implementation of relevant recommendations since 2010. This constitutes a good practice.

38. We would appreciate receiving a response to this management letter and recommendations by 31 August 2016.

¹⁸ C-WP/14311 of 26/10/15.

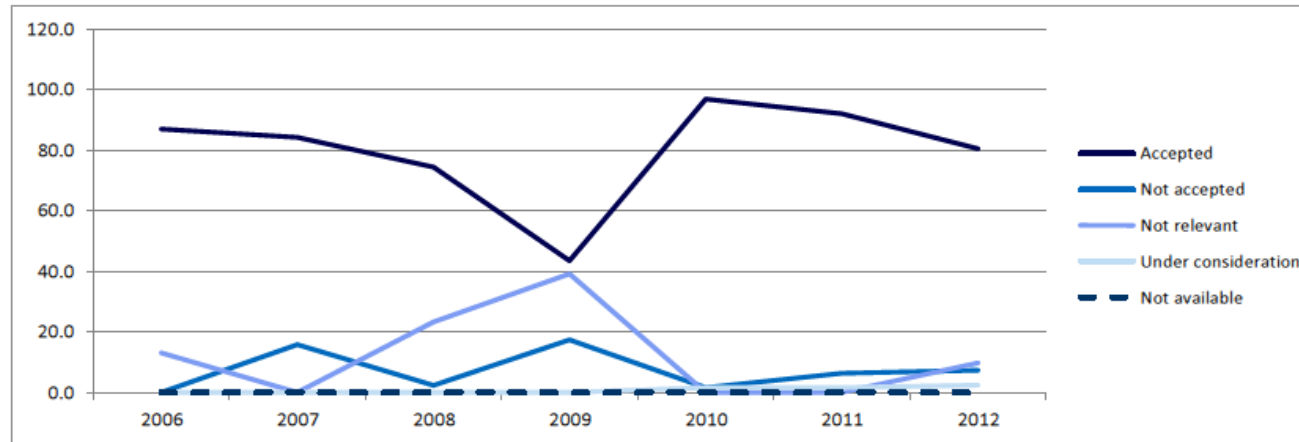
Annex I
Rates of acceptance and implementation by organization (2006-2012),
as of February 2015

	<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	All organizations	80.4
ILO	68.2	UNFPA	80.1
UN	67.0	WIPO	78.2
All organizations	65.0	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

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

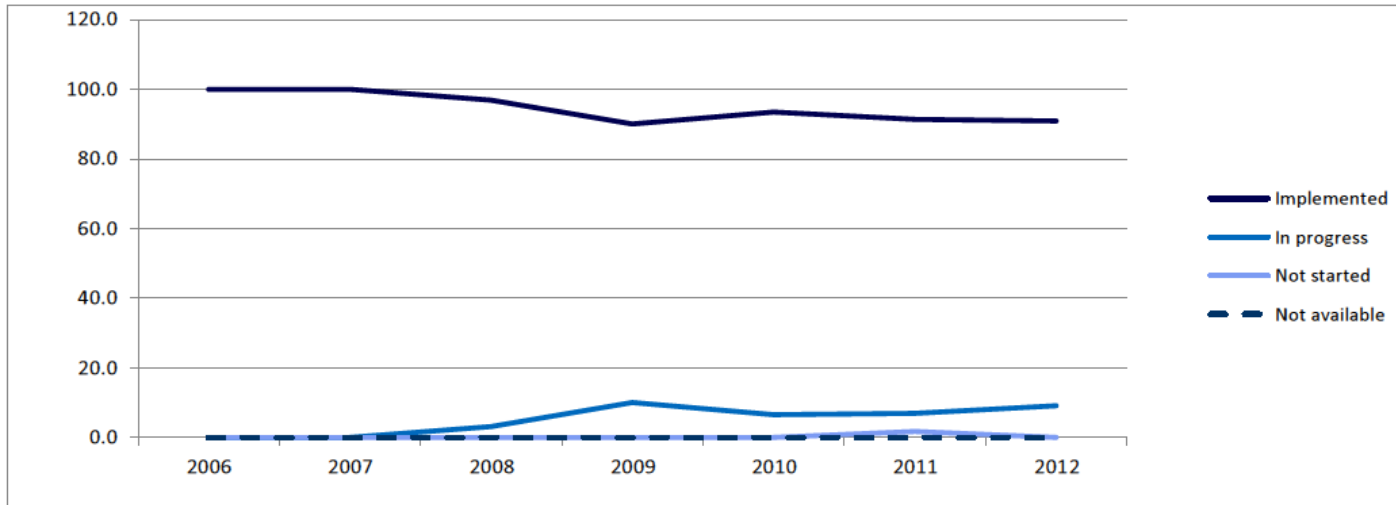
Acceptance



%	2006	2007	2008	2009	2010	2011	2012
Accepted	87.0	84.2	74.4	43.5	96.8	92.1	80.5
Not accepted	0.0	15.8	2.3	17.4	1.6	6.3	7.3
Not relevant	13.0	0.0	23.3	39.1	0.0	0.0	9.8
Under consideration	0.0	0.0	0.0	0.0	1.6	1.6	2.4
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	20	32	32	20	61	58	33
Not accepted	0	6	1	8	1	4	3
Not relevant	3	0	10	18	0	0	4
Under consideration	0	0	0	0	1	1	1
Not available	0	0	0	0	0	0	0

Implementation



%	2006	2007	2008	2009	2010	2011	2012
Implemented	100.0	100.0	96.9	90.0	93.4	91.4	90.9
In progress	0.0	0.0	3.1	10.0	6.6	6.9	9.1
Not started	0.0	0.0	0.0	0.0	0.0	1.7	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
Implemented	20	32	31	18	57	53	30
In progress	0	0	1	2	4	4	3
Not started	0	0	0	0	0	1	0
Not available	0	0	0	0	0	0	0

Annex III
Consideration of JIU reports by ICAO legislative body (2010- 2012)

Report	Type of report (system-wide, several or single org.) (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 reference number (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 reference number (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 (on time for consideration, comments by CEB and by secretariat and action taken by LBs) (j)
JIU/REP/2012/12	SWR	15/02/2013	23/05/2013 A/67/873/Add.1	3 months	No documents available	No documents available	No documents available	No documents available	No documents available	In WBTS: "Since none of the recommendations are applicable to ICAO, this report will not be presented to the ICAO Council".
JIU/REP/2012/10	SEV	02/05/2013	n/a	n/a	31/01/2014 C-WP/14130	9 months	13/03/2014 C-DEC 201/7	10.5 months	<p>" 31.the President of the Council has received a request to have the following information paper referred to the Human Resources Committee for consideration at the next (202nd) Session: C-WP/14130 — Report of the JIU entitled "Staff-Management relations in the United Nations specialized agencies and common system" – circulated under cover of PRES OBA/2265 dated 14 February 2014 with a deadline of 28 February 2014 for comments." (C-DEC 201/7, 13/03/2014)</p> <p>Human Resources Committee: "10. The Committee considered</p>	Considered by HR Committee

								12 months	<p>a report of the Joint Inspection Unit in C-WP/14030, Staff–Management relations in the United Nations specialized agencies and common system, which was circulated under a PRES memorandum during the 201st Session of the Council and subsequently referred to the HRC for consideration.</p> <p>11. The HRC discussed JIU recommendations with regard to reporting on challenges that staff face in the field and participation of staff representatives in the development, operation and interpretation of regular staff surveys. The Secretariat provided information on existing avenues for staff in the field to bring particular challenges to the attention of headquarters and confirmed that staff representatives were involved in the development of the forthcoming staff survey.”</p> <p>(HR-SD/202/1, 02/05/2014).</p>	
JIU/REP/2012/9	SWR	28/02/2013	19/09/2013 A/68/373/Add.1	7 months	24/10/2013 C-WP/14083	8 months	22/11/2013 C-DEC 200/3	9 months	<p>15. As the President of the Council had not received any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the information provided therein:</p> <p>C-WP/14083 – Report of the JIU entitled “Lump-Sum Payments in Lieu of Entitlements” –</p>	Summary of report and recommendations circulated only for information and taken note of

									circulated under cover of PRES RK/2240 dated 1 November 2013, with a deadline of 15 November 2013 for comments. (C-DEC 200/3, 22/11/2013)	
JIU/REP/2012/8	SWR	28/06/2013	04/09/2013 A/68/344/Add.1	3 months	31/01/14 C-WP/14129	7 months	13/03/2014 C-DEC 201/7	8.5 months	“ 30. As the President of the Council has not received any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the information provided” (C-DEC 201/7, 13/03/2014).	Summary of report and recommendations circulated only for information and taken note of
JIU/REP/2012/5	SWR	28/02/2013	19/09/2013 A/68/67/Add.1	7 months	24/10/13 C-WP/14082	8 months	22/11/2013 C-DEC 200/3	9 months	“ 16. The Council agreed to a request received in response to PRES RK/2240 dated 1 November 2013 to refer the two information papers listed below to the Human Resources Committee (HRC) for consideration during the next (201st) session. The draft work programme of the HRC contained in Appendix G to C-WP/14076 will be amended accordingly. C-WP/14082 – Report of the JIU entitled “Review of Individual Consultancies in the United Nations System”; (C-DEC 200/3, 22/11/2013)	Considered by HR Committee, which took note of recommendations.
								11.5 months	“The Committee took note of the recommendations presented in the report of the JIU” (C-WP/14082, Oral HRC Report, 05/02/2014).	
JIU/REP/2012/4	SWR	23/10/2012	21/06/2013 A/67/888/Add.1	8 months	17/10/2013 C-WP/14084	12 months	22/11/2013 C-DEC 200/3	13 months	16. The Council agreed to a request received in response to PRES RK/2240 dated 1	Report considered > 1 year

									<p>November 2013 to refer the two information papers listed below to the Human Resources Committee (HRC) for consideration during the next (201st) session. The draft work programme of the HRC contained in Appendix G to C-WP/14076 will be amended accordingly. C-WP/14084 – Report of the JIU entitled “Staff Recruitment in United Nations System Organizations: A Comparative Analysis and Benchmarking Framework: Overview”. (C-DEC 200/3, 22/11/2013).</p> <p>The Committee considered the recommendations (C-WP/14084, Oral HRC Report, 05/02/2014).</p>	Considered by HR Committee
JIU/REP/2012/2	SWR	11/05/2012	28/09/2012 A/67/337/Add.1	4.5 months	23/01/2013 C-WP/13976	8.5 months	21/02/2013 C-DEC 198/2	9.5 months	<p>“1. As the President of the Council has not received any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the information provided” (C-DEC 198/2, 21/02/2013).</p>	Summary of report and recommendations circulated only for information and taken note of
JIU/REP/2011/9	SWR	09/03/2012	29/06/2012 A/67/119/Add.1	3.5 months	10/10/2012 C-WP/13913	7 months	15/11/2012 C-DEC 197/5	8 months	<p>53. As the President of the Council did not receive any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the information provided therein: C-WP/13913 — Report of the Joint Inspection Unit (JIU) entitled “Information and Communication Technology</p>	<p>Summary of report and recommendations circulated only for information and taken note of.</p> <p>The remarks included have been obtained from the council’s minutes.</p>

									(ICT) Governance in the United Nations System Organizations” (JIU/REP/2011/9) — circulated under cover of PRES RK/2118 dated 18 October 2012 with a deadline of 2 November 2012 for comments. (C-MIN 197/5, 14/11/2012)	
JIU/REP/2011/7	SWR	29/03/2012	29/08/2012 A/67/140/Add.1	5 months	04/10/2012 C-WP 13915	6 months	15/11/2012 C-DEC 197/5	7.5 months	53. As the President of the Council did not receive any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the information provided therein: C-WP/13915 — Report of the JIU entitled “The Investigation Function in the United Nations System” (JIU/REP/2011/7) — circulated under cover of PRES RK/2121 dated 24 October 2012 with a deadline of 2 November 2012 for comments. (C-MIN 197/5, 14/11/2012)	Summary of report and recommendations circulated only for information and taken note of The remarks included have been obtained from the council’s minutes.
JIU/REP/2011/6	SWR	21/02/2012	02/07/2012 A/67/83/Add.1	5 months	31/01/2013 C-WP/13965	11 months	28/02/2013 C-DEC 198/5	12 months	1. As the President of the Council has not received any requests to have the following information paper tabled for consideration, it is considered that the Council has noted the information provided (C-DEC 198/5, 28/02/2013).	Summary of report and recommendations circulated only for information and taken note of
JIU/REP/2011/5	SWR	21/02/2012	28/02/2012 A/66/710/Add.1	0.25 month	24/01/2013 C-WP/13975	11 months	21/02/2013 C-DEC 198/2	12 months	“1. As the President of the Council has not received any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the	Summary of report and recommendations circulated only for information and taken note of.

									information provided” (C-DEC 198/2, 21/02/2013).	
JIU/REP/2011/4	SWR	29/03/2012	15/06/2012 A/67/78/Add.1	2.5 months	11/10/2012 C-WP/13914	6.5 months	19/11/2012 C-DEC 197/8	7.5 months	<p>“ 1. The Council had for consideration: C-WP/13914, presented by the Secretary General, which contained a summary of the findings of the report of the JIU entitled “Multilingualism in the United Nations System Organizations” (JIU/REP/2011/4), the related comments of the United Nations System Chief Executives Board for Coordination (CEB) and the ICAO Secretariat response to the JIU report. Of the fifteen recommendations contained in the report, twelve are directed at ICAO, nine of which are fully implemented, one is supported, one is in progress and one concerning the provision of conference services and budgetary resources when creating new institutional bodies (recommendation 6) was subject to Council approval.</p> <p>(C-MIN 197/8, 14/11/2012)</p>	<p>Summary of report and recommendations circulated only for information and taken note of</p> <p>The remarks included have been obtained from the council’s minutes.</p>
JIU/REP/2011/3	SWR	08/07/2011	29/02/2012 A/66/717/Add.1	7 months	11/04/2012 C-WP/13868	9 months	13/06/2012 C-DEC 196/1	11 months	<p>45. As the President of the Council has not received any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the information provided therein:</p> <p>C-WP/13868 — Report of the Joint Inspection Unit (JIU) entitled “South-South and Triangular Cooperation in the</p>	<p>Summary of report and recommendations circulated only for information and taken note of</p> <p>The remarks included have been obtained from the council’s minutes.</p>

									United Nations System”— circulated under cover of PRES RK/2064 dated 19 April 2012 with a deadline of 17 May 2012 for comments (C-MIN 196/1, 27/06/2012)	
JIU/REP/2011/1	0	10/06/2011	23/03/2012 A/66/327/Add.1	9 months	10/10/2012 C-WP/13912	16 months	15/11/2012 C-197/5	17 months	53. As the President of the Council did not receive any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the information provided therein: C-WP/13912 — Report of the Joint Inspection Unit (JIU) entitled “Review of the Medical Service in the United Nations System”. (JIU/REP/2011/1) — circulated under cover of PRES RK/2119 dated 22 October 2012 with a deadline of 2 November 2012 for comments (C-MIN 197/5, 14/11/2012)	Report considered >1 year but Summary of report and recommendations circulated only for information and taken note of The remarks included have been obtained from the council’s minutes.
JIU/REP/2010/8	SWR	29/03/2011	23/09/2011 A/66/355/Add.1	6 months	26/01/2012 C-WP/13822	10 months	07/03/2012 C-DEC 195/4	11 months	41. As the President of the Council did not receive any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the information provided therein. C-WP/13822 – Report of the Joint Inspection Unit (JIU) entitled “Inter-Agency Staff Mobility and Work/Life Balance in the Organizations of the United Nations System” (JIU/REP/2010/8) – circulated under cover of PRES RK/2045	Summary of report and recommendations circulated only for information and taken note of. The remarks included have been obtained from the council’s minutes.

									dated 16 February 2012 with a deadline of 1 March 2012 for comments (C-MIN 195/4, 16/03/2012)	
JIU/REP/2010/7	SWR	16/12/2010	23/09/2011 A/66/348/Add.1	9 months	02/02/2012 C-WP/13821	13.5 months	07/03/2012 C-DEC 195/4	14.5 months	41. As the President of the Council did not receive any requests to have the following information papers tabled for consideration, it is considered that the Council has noted the information provided therein. C-WP/13821 – Report of the Joint Inspection Unit (JIU) entitled “Policies and Procedures for the Administration of Trust Funds in the United Nations System Organizations” (JIU/REP/2010/7) – circulated under cover of PRES RK/2045 dated 16 February 2012 with a deadline of 1 March 2012 for comments (C-MIN 195/4, 16/03/2012)	Report considered >1 year Summary of report and recommendations circulated only for information and taken note of . The remarks included have been obtained from the council’s minutes.
JIU/REP/2010/6	SWR	22/11/2010	17/08/2011 A/66/308/Add.1	9 months	05/10/2011 C-WP/13784	10.5 months	17/11/2011 C-DEC 194/6	12 months	42. The President of the Council has not received any requests to have the following information papers tabled for consideration. It is therefore considered that the Council has noted the information provided therein. C-WP/13784 — Report of the Joint Inspection Unit (JIU) entitled “Preparedness of United Nations System Organizations for the International Public Sector	Summary of report and recommendations circulated only for information and taken note of . The remarks included have been obtained from the council’s minutes.

									Accounting Standards (IPSAS)” (JIU/REP/2010/6) — circulated under cover of PRES RK/2012 dated 20 October 2011 with a deadline of 10 November 2011 for comments. (C-MIN 194/6, 16/11/2011)	
JIU/REP/2010/5	SWR	04/01/2011	23/09/2011 A/66/73/Add.1	8 months	03/02/2012 C-WP/13815	13 months	- 02/03/2012 C-DEC 195/2	14 months	"70. In the absence of further comments, the Council noted the information contained in C-WP/13815." (C-MIN 195/2, 16/03/2012)	The document references and dates are incorrectly recorded in the WBTS. The WBTS records ‘C-WP/13684’ as the consideration document, but this document pertains to JIU/REP/2010/6. The remarks included in this table have been obtained from the council’s minutes.
JIU/REP/2010/4	SWR	22/11/2010	17/08/2011 A/65/788/Add.1	9 months	05/10/2011 C-WP/13783	10.5 months	17/11/2011 C-DEC 194/6	11.5 months	42. The President of the Council has not received any requests to have the following information papers tabled for consideration. It is therefore considered that the Council has noted the information provided therein. C-WP/13783 – Report of the Joint Inspection Unit (JIU) entitled “Review of Enterprise Risk Management in the United Nations System – Benchmarking Framework” (JIU/REP/2010/4) — circulated under cover of PRES RK/2012 dated 20 October 2011 with a deadline of 10 November 2011	The LB document reference is incorrectly recorded in the WBTS. It references the GB consideration document (C-WP/13783) rather than the decision document. The remarks included in this table have been obtained from the council’s minutes.

									for comments (C-MIN 194/6, 16/11/2011)	
JIU/REP/2010/3	SWR	18/06/2010	09/09/2010 A/65/345/Add.1	3 months	17/05/2011 C-WP/13745	11 months	29/06/2011 C-DEC 193/7	12.5 months	<p>30. The President of the Council has not received any requests to have the following information papers tabled for consideration. It is therefore considered that the Council has noted the information provided therein:</p> <p>C-WP/13745 — Report of the Joint Inspection Unit (JIU) entitled “Ethics in the United Nations System” (JIU/REP/2010/3) — circulated under cover of PRES RK/1969 dated 6 June 2011 with a deadline of 22 June 2011 for comments</p> <p>(C-MIN 193/7, 29/06/2011)</p>	<p>The LB document reference is incorrectly recorded in the WBTS. It references the GB consideration document (C-WP/13745) rather than the decision document.</p> <p>The remarks included in this table have been obtained from the council’s minutes.</p>
JIU/REP/2010/2	SWR	19/05/2010	01/09/2010 A/65/338/Add.1	4 months	21/01/2011 C-WP/13703	8 months	04/03/2011 C-DEC 192/1	9.5 months	<p>28. As the President of the Council has not received any requests to have the following working papers tabled for consideration, it is considered that the Council has noted the information provided therein:</p> <p>C-WP/13703 JIU Report – “The Review of Travel Arrangements within the United Nations System” (JIU/REP/2010/2) circulated under cover of PRES RK/1907 dated 2 February 2011 with a deadline of 16 February 2011 for comments</p> <p>(C-MIN 192/1, 16/03/2011)</p>	<p>The LB document reference is incorrectly recorded in the WBTS. It references the GB consideration document (C-WP/13703) rather than the decision document.</p> <p>The remarks included in this table have been obtained from the council’s minutes.</p>

JIU/REP/2010/1	SWR	19/03/2010	07/09/2010 A/65/346/Add.1	6 months	25/01/2011 C-WP/13702	10 months	04/03/2011 C-DEC 192/1	11.5 months	<p>28. As the President of the Council has not received any requests to have the following working papers tabled for consideration, it is considered that the Council has noted the information provided therein: C-WP/13702 JIU Report – “The Environmental Profile of the United Nations System Organizations”: Review of their in-house environmental management policies and practices (JIU/REP/2010/1) circulated under cover of PRES RK/1909 dated 3 February 2011 with a deadline of 17 February 2011 for comments</p> <p>(C-MIN 192/1, 16/03/2011)</p>	<p>The LB document reference is incorrectly recorded in the WBTS. It references the GB consideration document (C-WP/13702) rather than the decision document.</p> <p>The remarks included in this table have been obtained from the council’s minutes.</p>
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Total reports: 22