

**REVIEW OF THE ACCEPTANCE AND IMPLEMENTATION
OF JIU RECOMMENDATIONS: THE UNITED NATIONS
SYSTEM CHIEF EXECUTIVES BOARD FOR
COORDINATION (CEB)**

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Geneva 2016



United Nations

CONTENTS

<i>Chapter</i>	<i>Paragraphs</i>	<i>Page</i>
I. INTRODUCTION.	1-10	1
II. ISSUANCE OF CEB COMMENTS.....	11-27	3
III. CONSIDERATION OF CEB COMMENTS BY LEGISLATIVE BODIES.....	28-31	6
IV. FOLLOW-UP AND IMPLEMENTATION OF JIU RECOMMENDATIONS.....	32-43	8
V. COORDINATION BETWEEN JIU AND CEB.....	44-48	11

ANNEXES

I. CEB comments on JIU reports (2010-2015)	12
II. JIU recommendations by impact (2004-2015).....	14
III. Options for reformulating JIU recommendations	15

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 negotiations on specific follow-up agreements with the secretariats of its participating organizations, which were ratified by their respective governing bodies between 2000 and 2005.

3. In 1998, the Unit started tracking actions 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 2002. 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.³

4. The Unit has been 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 during the period 2006-2012. The years 2013 onwards have been excluded from the analysis since it takes some time for reports to be considered by legislative bodies and for recommendations to be implemented by management.

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

- The rates of 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. The scope of the first phase of the review included the United Nations Chief Executives Board for Coordination (CEB) for the issuance of comments on JIU system-wide and several organizations’ reports and the follow-up on recommendations addressed to it.⁴

7. The results of the first phase of the review have been presented in a series of 27 management letters addressed to the executive heads of participating organizations and the present management letter, which is addressed for action to the Secretary-General of the United Nations as Chair of the CEB, the executive heads of JIU participating organizations and the Acting Secretary of CEB.

8. Building on the findings of the previous 27 management letters, the present management letter includes a review of :

- The timely issuance of CEB comments on JIU system-wide and several organizations’ reports from 2010 to date, in line with Article 11 (e) of the JIU statute;

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 OP.15.

⁴ See ToRs of April 2015.

- The consideration of CEB comments by the legislative/governing bodies of JIU participating organizations during the period from 2010 to 2012; and
- A follow-up analysis of the JIU recommendations addressed to the CEB for action, as recorded in the WBTS from 2004.

9. Comments on the draft management letter were sought from the CEB secretariat 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.

10. The second phase of the review will build up on the findings of the first phase, identify good follow-up practices at organizations and lessons learned.

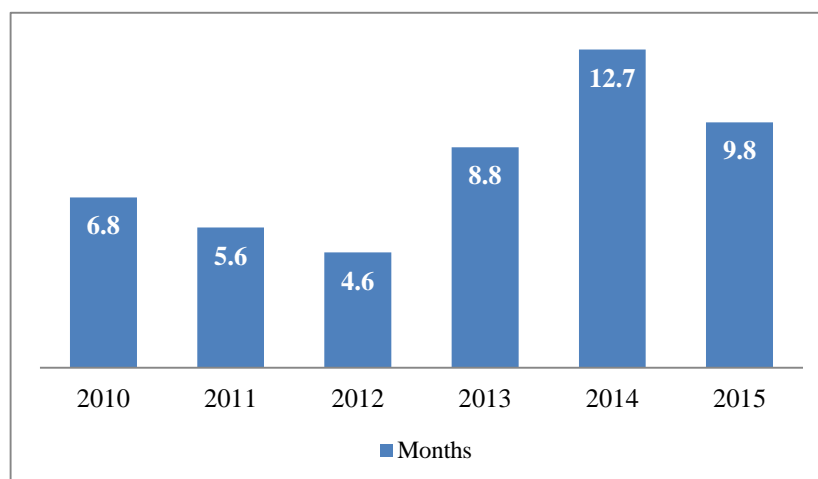
II. ISSUANCE OF CEB COMMENTS

11. Article 11.4 (e) of the JIU statute provides that when a JIU report concerns more than one organization, the executive heads shall, normally within the framework of the Administrative Committee on Coordination,⁵ consult with one another and, to the extent possible, coordinate their comments. The JIU report, together with the joint comments (and any comments of the respective executive heads on matters that concern their particular organizations) shall be ready for submission to the competent organs of the organizations **not later than six months after receipt of the Unit's report** for consideration at the next meeting of the competent organs concerned. Should, in exceptional cases, more than six months be required for consultations, in which comments would not be ready for submission to competent organs at the next meeting following the six-month period, an interim submission shall be made to the competent organs concerned explaining the reasons for the delay and setting an exact date for the submission of the definitive comments.

12. The CEB secretariat has been for many years performing the task of requesting, compiling and summarizing comments received from JIU participating organizations concerned on relevant JIU reports addressed for action to more than one organization (system-wide or several organizations reports) issued by the Unit. **The intended benefit of the joint comments for JIU and Member States is that they summarize the views of the organizations on JIU reports and recommendations system-wide.**

13. The JIU reviewed the issuance of CEB comments on 40 reports⁶ produced from 2010 to 2015 and calculated the time between the date on which the final (electronic) original version of the JIU report was sent for action to the relevant organizations and the date when Addendum 1 to the relevant JIU report containing the CEB comments was published as a General Assembly document. The JIU noted that, in 60 per cent of the cases, the CEB comments were issued after the statutory period of six months and, in some cases, the issuance of CEB comments took over a year (see annex I, column (e)). In the most recent years, the average time taken to produce the CEB comments on JIU system-wide or several organizations reports has increased, exceeding the statutory period of six months to reach an average of 12.7 months in 2014 and 9.8 in 2015, as shown by the graph 1 and table 1 below.

Graph 1
Average time taken to issue CEB comments (2010-2015)



⁵ Presently, the United Nations system Chief Executives Board for Coordination.

⁶ 35 system-wide reports and 5 several organizations reports.

Table 1

Number of delayed CEB comments on system-wide or several organizations reports by year

Year	Number of CEB comments issued on JIU reports (1)	Number of CEB comments exceeding 6 months (2)	Ratio of delayed CEB comments on JIU reports (2/1)
2015	4 reports	4	4/4
2014	6 reports	6	6/6
2013	4 reports	2	2/4
2012	8 reports	3	3/8
2011	9 reports	4	4/9
2010	9 reports	5	5/9
Total	40	24	24/40

14. However, the CEB secretariat had not been receiving official notice of the issuance of reports, therefore, it did not start the required process timely. In addition, the issuance of CEB comments was delayed first by the translation and printing of the JIU reports in all official United Nations languages and further by the translation and printing of Addendum 1 in all official languages; these processes are not the responsibility of the CEB secretariat and their expedience is out of its control. In this regard, the following information was provided by the CEB secretariat:

- Prior to submitting a completed Addendum 1 for editing and translation, the CEB secretariat must receive a symbol number from the documents processing unit (DPU);
- In many cases, the symbol number is not immediately available as, according to DPU, a symbol can only be issued after all language versions of the JIU report are received;
- In many cases, the Addendum 1 containing the CEB comments is prepared before a symbol number is available. The time period between the CEB secretariat completes the Addendum 1 and receives the symbol number can sometimes extend into weeks or longer; and
- The Addendum 1 only becomes available as an official document once edited and translated into all UN official languages.

15. Given this information, the JIU calculated the time it took to issue the CEB comments after the JIU reports were available in all official languages during the period 2010-2015. Annex 1 shows in column (d) that it took from 1 week to 14 months to complete the process.

16. To prevent any delay in the process of preparation of CEB comments, the JIU has started sending electronic copies of the final English version of JIU reports to the CEB secretariat at the time they are sent to the participating organizations for action/information. The Inspector requests that the CEB secretariat informs the JIU when the CEB comments are ready in the unedited English version of Addendum 1 so that the JIU secretariat could interact, as necessary, with the Department for General Assembly and Conference Management (DGACM), on the translation and printing of the JIU reports and relevant Addendum 1 into all official languages. The Assistant Secretary-General for DGACM and the Director of the Division of Conference Management of the United Nations Office at Geneva are requested to continue their cooperation with the JIU and the CEB secretariat to have the Addendum 1 ready for the consideration of the legislative bodies of all United Nations organizations.

17. In its comments to the draft management letter DGCM indicated that in order to allow adequate capacity planning and slotting to ensure timely editing and translation, the JIU should adhere to the date forecasted for the submission of reports in the required format and word limit and avoid delays in releasing the final edited version. The JIU should also specify the time when the report is needed in all languages for action/consideration. In the absence of predictability, the Document Management Section (DMS) advises that "reports would only be processed on as per capacity on an available basis".

18. There are different dimensions to these two aspects of predictability. With regard to submission in line with forecasts, the JIU acknowledges that improving the predictability of reports remains challenging, particularly for system-wide reports, which involve multiple actors and factors sometimes beyond the JIU project team's control. The Unit is nevertheless committed to enhance its project planning and monitoring. To this end, since August 2016, the JIU secretariat has been providing monthly forecasting updates to DMS.

19. With respect to the timing of intergovernmental consideration and the related need for language versions, unpredictability remains a structural feature of JIU work for two reasons. System-wide reports cannot be taken up until the CEB comments are released, and that is currently unpredictable. Further, inherent in the JIU mandate is that JIU reports are generally not a response to a legislative request for a report for a specific session. Thus, when a legislative body will up take the report up is a function of a judgement made by it **after** the report and the CEB comments are issued.

20. As these longstanding characteristics are ongoing features of the landscape, to process JIU on a capacity "as available" is not an optimal response. The Unit will continue to discuss with DMS its need for predictable processing, even if consideration by member states is not fully predictable.

21. Concerning the length of reports, it is in the nature of JIU reports that they will normally exceed 10,700 words, although the Unit will make further efforts to contain length to the necessary minimum for a system-wide report.

22. The Unit is concerned with the negative impact of the delayed issuance of CEB comments, and the printing and translation of the JIU reports and Addendum 1, on the consideration of JIU reports by the legislative bodies of the participating organizations and the implementation of recommendations therein. These delays diminish the reports' added value; the findings and recommendations of the reports may be overtaken by events and may become obsolete by the time they reach the organizations, or the risks identified and addressed by the recommendations might have already materialized (see also chapter III on the limited use of CEB comments by participating organizations).

23. The United Nations General Assembly in its resolution 66/275 of April 2012 "encourages the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, to invite the executive heads of participating organizations to accelerate their comments on the reports and recommendations of the Unit so that reports are followed up in a timely manner."

24. In this regard, it is noted that in 22.5 per cent of cases reviewed, the CEB comments were issued within 3.5 months, in certain instances within 2 months after being sent for action. While the JIU recognizes that there are many factors that influence the production of the CEB comments, including those beyond the CEB secretariat's control, such as delays in receiving comments from agencies and the time required to complete their translation into all official languages, it should be possible to produce joint comments within a much shorter period complying with the statutory procedures for consideration of the reports of the Unit.

25. The Unit strongly believes that the CEB comments should be delivered within a shorter period of time, which would allow value added and timely and effective consideration of reports and implementation of recommendations. When the JIU statute was approved almost four decades ago, information management in United Nations system organizations was not yet automated as it is today. Yet, in the spirit of the relevant provisions of the JIU statute, there was already the intention to produce comments within a maximum period of "up to six months", not excluding a shorter span.

26. In practice, at the time JIU participating organizations are requested by the CEB secretariat to provide comments on the issued JIU reports and recommendations, organizations have already

submitted their comments on the draft report. These comments on the draft report are submitted by participating organizations to the JIU within a month. The CEB secretariat may wish to consider requesting organizations to update these comments, taking into account the modifications introduced during the report finalization phase. This process of updating the comments by organizations should strive to be as short as possible. While taking into consideration that the response from organizations is beyond the CEB secretariat's control, the process should in principle not take longer than 3-4 weeks as it takes to prepare and submit comments to the draft report.

27. Given the Unit's recent decision of compiling in a table all external comments received from participating organizations on draft reports (indicating also action taken in respect of each of them or reasons for rejection), and further sharing the table with the respective organization at the time of finalizing the report,⁷ those comments could be used as the basis of the organization's submission to the CEB secretariat to facilitate the preparation of the CEB comments and expedite the process. In addition, DGACM in its turn should contribute to the process by ensuring prompt translation and printing of the documents.

Recommendation 1

The CEB secretariat should continue to make every effort to accelerate the coordination and preparation of its comments on JIU reports as per the General Assembly resolution 66/275.

Recommendation 2

The executive heads of JIU participating organizations should submit their official comments on JIU published reports to the CEB secretariat within one month of receiving the reports in order to allow timely preparation of comments by the CEB secretariat and adhere to the request of General Assembly resolution 66/275.

III. CONSIDERATION OF CEB COMMENTS BY LEGISLATIVE BODIES

28. The JIU reviewed whether the joint CEB comments were submitted to the competent organs of the organizations at the time of considering the JIU reports, as required by article 11.4 (e) of the JIU statute.

29. Table 2 below reflects the practice by participating organization. With few exceptions, including the United Nations and FAO, which transmit the CEB comments in full copy to their Member States, most of the participating organizations do not make any use of the CEB comments at the time of submitting JIU reports to their respective legislative bodies. Some organizations include either a summary of the CEB comments (e.g. ICAO and ILO) or make a general reference to them (e.g. WFP and UNICEF), indicating in some cases that the comments are available at the JIU website. **The Inspector recommended in the management letters addressed to the participating organizations concerned that hyperlinks to the CEB comments be provided together with the links to the relevant JIU reports.**

30. One organization suggested that, with a view to streamlining the process, the Inspector should request feedback from organizations on the current procedure for preparing CEB comments and their use by participating organizations. Another organization pointed out that it was not informed of the issuance of the comments and consequently had to invest time to find them. Given this concern, JIU

⁷ Para. 32 (g) and (h).

has started since recently to regularly search for and upload CEB comments, once published, on the JIU website. The Unit also uploaded all CEB comments available as of today on its website.

31. To facilitate the use of CEB comments by the legislative bodies of the JIU participating organizations, the CEB secretariat should send its comments, once published, to the JIU and participating organizations concerned.

Table 2
**Submission of CEB comments by participating organizations to their to legislative organs
(2010-2012)**

Organization	Full CEB comments	Summary of CEB comments	Reference to CEB comments	No reference to CEB comments
FAO	X			
IAEA				X*
ICAO		X		
ILO		X		
IMO				X
ITC	Not applicable	n/a	n/a	n/a*
ITU				X
UN	X			
UNAIDS				X*
UNCTAD				X*
UNDP				X
UNEP	Not available	n/a	n/a	n/a*
UNESCO				X
UNFPA				X
UN-Habitat	Not available	n/a	n/a	n/a*
UNHCR				X*
UNICEF			X	
UNIDO				X
UNODC				X*
UNOPS				X*
UNRWA				X*
UN-Women				X*
UNWTO				X
UPU				X
WFP			X	
WHO				X
WIPO				X
WMO				X
TOTAL	2	2	2	12 (19)

*The organization does not consider JIU reports. See JIU/ML/2016/2, 6, 9, 14, 16, 17, 19, 20, 21 and 23.

IV. FOLLOW-UP AND IMPLEMENTATION OF JIU RECOMMENDATIONS

32. Article 5 of the JIU statute calls for Inspectors “to provide an independent view through inspection and evaluation aimed at improving management and methods and **at achieving greater coordination between organizations**”.

33. In this regard, and as a result of the impetus towards a One UN, the Inspectors have been increasingly resorting, in recent years, to the effective coordinating power of the CEB machinery, its committees (HLCM, HLCP and UNDG), inter-agency mechanisms, networks and working groups⁸ to formulate recommendations aiming at enhancing coordination and cooperation among participating organizations.

34. Annex II shows that during the period reviewed (2004-2015), 124 of 1102 recommendations (11.3 percent) were issued under the category “enhancing coordination and cooperation among participating organizations”, one of the nine existing categories of intended impact.

35. Most of these recommendations were addressed for action to:

- The Secretary-General of the United Nations in his capacity as Chair of the CEB;
- The CEB or its networks; and/or
- The executive heads of JIU participating organizations as CEB members.

36. According to the data extracted from the WBTS, the rate of acceptance of the recommendations addressed to the CEB in one of the two first categories above is quite low (14 per cent), as shown in row 1.1 of table 3 below. The rate of “not relevant” recommendations, and the rate of recommendations for which “no information is available” are high for these two categories. In contrast, the rate of acceptance of a higher number of recommendations addressed to the executive heads of participating organizations as CEB members is much higher (56 per cent) although it is still below the average rate of acceptance of all organizations (63 per cent).

Table 3

Rates of acceptance and implementation of CEB recommendations (2004-2015), as of June 2016

	Number	Rate of acceptance	Rate of not relevant	Rate of no info available	Rate of Implementation (of accepted)
1. Recommendations addressed to the United Nations Secretary-General, as Chair of CEB and the CEB or its networks					
1.1. Recorded in the WBTS as UNSG/CEB only	57	14 %	10%	78%	57 %
1.2 Recorded in the WBTS also to other POs	14 (246)*	38 %	36%	14%	60%
2. Recommendations addressed to the executive heads of participating organizations as CEB members	19 (437)*	56%	15%	15%	38%

*number of recommendations multiplied by the number of organizations concerned.

⁸ UN-Water, UN-Oceans, UN-Energy and the HLCP Working Group on Climate Change, Finance and Budget Network, Human Resources Network, Procurement Network, ICT Network, Legal Advisors Network, Inter-Agency Security Management Network, Harmonization of Business Practices Steering Committee, Sub-Committee on Improved Efficiency and Cost Control, Steering Committee on Staff Safety and Security, Working Group on Resident Coordinator System Issues, Working Group on Joint Funding, Financial and Audit Issues, Working Group on Country Office Operations Issues, Working Group on Programming Issues and Working Group on UNDG-ECHA Post-Crisis Transition.

37. The reason for the low rate of acceptance of the recommendations addressed to the United Nations Secretary-General in his capacity of Chair of the CEB, and to the CEB or its networks is that neither the United Nations Department of Management, which is in principle responsible for following up and reporting in the WBTS on the acceptance and implementation of the recommendations addressed to the Secretary-General, nor the CEB secretariat had taken ownership of these recommendations. The explanations provided are that they do not have the institutional mandate and resources capacity. As a result, JIU recommendations remained outstanding for a long time in the WBTS as no action to accept, reject and implement them are taken. The JIU has discussed the issue with the parties involved, to no avail. To date, this issue remains unresolved.

38. In the course of the present review, several organizations reported in their comments to the draft management letters the difficulties encountered to follow up and report on these JIU recommendations, particularly on their implementation, given that while the recommendations can be accepted in principle, the organizations have no means to jointly implement them, or because these recommendations require more time and resources to consult among the organizations concerned and agree on a joint course of action.

39. The Unit has therefore considered how to reformulate and record in the WBTS the recommendations intended to enhance coordination and cooperation among United Nations system organizations. Three possible options were contemplated:

Option 1: To continue addressing recommendations to the Secretary-General, in his capacity as Chair of the CEB. This option requires that the Secretary-General take action to bring recommendations to the CEB's attention and table them for consideration in one of the scheduled meetings under an appropriate agenda item. However, no central authority exists to compel compliance by organizations to act in a concerted manner. Coordination and cooperation are contingent upon the willingness of the organizations to work together in pursuit of common goals.⁹

Option 2: To address the recommendations to the General Assembly of the United Nations (UNGA) requesting it to ask the Secretary-General in his capacity as Chair of the CEB to undertake consultations with the executive heads of the JIU participating organizations-members of CEB on the recommendations and to report back to the JIU by a specific date.

Option 3: To address the recommendations directly to the executive heads of JIU participating organizations requesting them to take individual or collective action on the recommendations, in consultation with other CEB member organizations, preferably within the framework of the CEB inter-agency coordination mechanisms, networks, committees or working groups, as appropriate.

40. Following thorough discussions of the three options, the Unit decided to endorse option 3. As a result, all future JIU recommendations intended to enhance coordination and cooperation among participating organizations in the framework of the CEB will be addressed to the executive heads of member organizations of the CEB, as appropriate. Whenever relevant, support to the implementation of the recommendations addressed to the executive heads will be sought from one of the existing CEB committees or other competent inter-agency mechanisms.

41. Despite the governance limitations highlighted in option 1 above, the Inspector invites the Secretary-General, in his capacity as Chair of the CEB, to be more proactive in coordinating actions in response to JIU recommendations, as requested in the mentioned General Assembly resolution. The Unit will continue to address this issue in its exchanges with Member States and the executive heads of its participating organizations.

⁹ CEB website.

42. Annex III to the present management letter provides examples of how the recommendations intended to enhance coordination and cooperation could be formulated. The Internal Working Procedures of the Unit will be amended accordingly. The report template containing the annex table entitled “Overview of actions to be taken by participating organizations on the recommendations of the Joint Inspection Unit” will be amended to reflect these recommendations as “for action” by the executive heads (E) of relevant member organizations of CEB, as applicable, including the United Nations Secretary-General. An updated version of the WBTS will allow tracking and retrieving such recommendations separately.

43. In this regard, it is noted that the United Nations General Assembly in its resolution 69/252 of December 2014 endorsed the observations, comments and recommendations of the report of the Independent Audit Advisory Committee (IAAC) of the United Nations Secretariat, which stated that “the Unit should coordinate with management a reporting system whereby the recommendations addressed to the General Assembly are accounted for separately from those directed to management, including the Chief Executives Board”.¹⁰

¹⁰ A/69/304, para.26

V. COORDINATION BETWEEN JIU AND CEB

44. The General Assembly of the United Nations, in its resolution 64/262, recalls paragraph 8 of its previous resolution 63/311 of 14 September 2009, requesting the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, to ensure the appropriate involvement of the Unit in the ongoing relevant consultations, taking into account its role and mandate.¹¹

45. Until recently, the exchanges between the Unit and the CEB have taken the form of ad hoc meetings with representatives of the CEB secretariat and its networks, mostly in the course of preparation of JIU reports and CEB comments thereon. These ad hoc exchanges have been reported in the annual reports of the Unit, in the note of the Secretary-General in response to the JIU annual reports and in the annual overview reports of the CEB.

46. The Unit believes more interactions are necessary to create greater synergy between the two bodies, which could include, among others:

- Periodic bilateral coordination meetings between the JIU Chair/Inspectors and high-level CEB officials, including the executive heads of the member organizations and the United Nations Secretary-General in his capacity as the Chair of the CEB;
- Exchange of programmes of work and informal coordination between the Unit, the HLCM, HLCP and UNDG;
- Participation as invitees in the “ongoing relevant consultations” of CEB networks and/or introduce JIU reports on subjects of interest scheduled in the agenda;
- Identification of potential topics, as appropriate, for inclusion in the JIU’s programme of work; including subjects related to the implementation of the 2030 Agenda for Sustainable Development;
- Systematic informal consultations during the preparation of JIU projects and relevant draft Terms of Reference, as necessary; and
- Dealing with system-wide recommendations addressed to organizations which are members of CEB.

47. To this end, **the Unit will endeavour to establish better coordination with the CEB in line with the JIU’s oversight role as subsidiary body of the United Nations General Assembly and the legislative bodies of its participating organizations.**

48. We would appreciate receiving comments to the present management letter and its recommendations by 31 January 2017.

¹¹ OP.16.

Annex I
CEB comments on JIU reports (2010-2015)

JIU Report	Subject title	Type of report	Sent for action to POs	Date when last language was available for distribution	Date Add. 1 with CEB comments issued	Time to issue CEB comments after all report versions available	Time to issue Add. 1 with CEB comments from date report sent for action
			(a)	(b)	(c)	(d) = (c) – (b)	(e) = (c)-(a)
JIU/REP/2015/6	Ombudsman services	System-wide	26/01/2016	19/05/2016	16/09/2016	4 months	7.5 months
JIU/REP/2015/5	Climate change resources & activities	System-wide	25/09/2015	12/11/2015	09/05/2016	6 months	7.5 months
JIU/REP/2015/4	Public information policies and practices	System-wide	03/12/2015	29/08/2016	08/09/2016	1 week	9 months
JIU/REP/2015/1	Decent work	System-wide	19/03/2015	10/04/2015	17/6/2016	14 months	15 months
JIU/REP/2014/9	Contract management	System-wide	19/03/2015	19/05/2015	03/02/2016	9 months	10.5 months
JIU/REP/2014/8	Non staff personnel	System-wide	16/04/2015	26/01/2016	02/02/2016	1 week	9.5 months
JIU/REP/2014/6	The evaluation function	System-wide	31/03/2015	09/03/2016	18/03/2016	1 week	11.5 months
JIU/REP/2014/4	Environmental governance	System-wide	22/08/2014	30/01/2015	09/05/2016	16 months	20.5 months
JIU/REP/2014/3	Capital/refurbishment/construction projects	Several org.	10/9/2014	10/07/2015	15/09/2015	2 months	12 months
JIU/REP/2014/1	The resource mobilization function	System-wide	30/07/2014	15/12/2014	07/08/2015	8 months	12 months
JIU/REP/2013/4	Management of IPs	System-wide	14/04/2014	18/09/2014	11/09/2014	-1 week	5 months
JIU/REP/2013/3	Selection of RCs	System-wide	14/03/2014	05/06/2014	08/08/2014	2 months	5 months
JIU/REP/2013/2	Archives management	System-wide	15/04/2014	04/12/2014	15/09/2015	10 months	17 months
JIU/REP/2013/1	Long-term agreements in Procurement	System-wide	23/09/2013	19/11/2013	16/05/2014	6 month	8 months
JIU/REP/2012/12	Strategic Planning	System-wide	15/02/2013	28/05/2013	23/05/2013	0 day	3 months
JIU/REP/2012/11	Financing of Humanitarian Operations	Several orgs.	07/03/2013	17/05/2013	20/05/2013	3 days	2.5 months
JIU/REP/2012/9	Lump-sum payments	System-wide	28/02/2013	16/04/2013	19/09/2013	5.5 months	6.5 months
JIU/REP/2012/8	Review of ERPs	System-wide	28/06/2013	30/07/2013	04/09/2013	1 month	2 months
JIU/REP/2012/5	Individual Consultancies	System-wide	28/02/2013	20/03/2013	19/09/2013	6 months	6.5 months
JIU/REP/2012/4	Staff recruitment	System-wide	22/10/2012	07/01/2013	21/06/2013	5.5 months	8 months
JIU/REP/2012/3	UN-Oceans	Several orgs.	09/08/2012	02/10/2012	26/11/2012	1.5 months	3.5 months
JIU/REP/2012/2	Sick leave management	System-wide	11/05/2012	28/08/2012	28/09/2012	1 month	4.5 months

JIU Report	Subject title	Type of report	Sent for action to POs (a)	Date when last language was available for distribution (b)	Date Add. 1 with CEB comments issued (c)	Time to issue CEB comments after all report versions available (d) = (c) – (b)	Time to issue Add. 1 with CEB comments from date report sent for action (e) = (c)-(a)
JIU/REP/2011/11	Mine Action	Several org.	12/04/2012	04/10/2012	01/03/2013	5 months	10.5 months
JIU/REP/2011/10	Staff management	Several org.	15/03/2012	31/07/2012	11/10/2012	2.5 months	7 months
JIU/REP/2011/9	ICT Governance	System-wide	09/03/2012	15/05/2012	29/06/2012	1.5 months	3.5 months
JIU/REP/2011/7	The investigation function	System-wide	29/03/2012	16/07/2012	29/08/2012	1.5 months	5 months
JIU/REP/2011/6	Business continuity	System-wide	21/02/2012	20/03/2012	02/07/2012	3.5 months	4.5 months
JIU/REP/2011/5	Accountability frameworks	System-wide	21/02/2012	12/03/2012	28/02/2012	- 2 weeks	1 week
JIU/REP/2011/4	Multilingualism	System-wide	29/03/2012	22/03/2012	15/06/2012	3 months	2.5 months
JIU/REP/2011/3	South-South Cooperation	System-wide	08/07/2011	24/11/2011	29/02/2012	3 months	7.5 months
JIU/REP/2011/1	Medical service	System-wide	10/06/2011	19/07/2011	23/03/2012	8 months	9.5 months
JIU/REP/2010/9	Global Compact	System-wide	10/03/2011	17/05/2011	21/10/2011	5 months	7.5 months
JIU/REP/2010/8	Staff mobility and work-life balance	System-wide	29/03/2011	18/05/2011	23/09/2011	4 months	6 months
JIU/REP/2010/7	Trust Funds administration	System-wide	16/12/2010	11/03/2011	23/09/2011	6.5 months	9 months
JIU/REP/2010/6	IPSAS	System-wide	22/11/2010	19/01/2011	17/08/2011	7 months	9 months
JIU/REP/2010/5	The audit function	System-wide	04/01/2011	22/03/2011	23/09/2011	6 months	8.5 months
JIU/REP/2010/4	Review of ERM	System-wide	22/11/2010	21/02/2011	17/08/2011	6 months	9 months
JIU/REP/2010/3	Ethics	System-wide	18/06/2010	19/07/2010	09/09/2010	1.5 months	3 months
JIU/REP/2010/2	Travel arrangements	System-wide	19/05/2010	18/06/2010	01/09/2010	2.5 months	3.5 months
JIU/REP/2010/1	Environmental policies	System-wide	19/03/2010	09/07/2010	07/09/2010	2 months	5.5 months

Annex II
JIU recommendations by impact (2004-2015)

	Number of recommendations												
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Management improvement through enhanced effectiveness	11	12	34	63	40	41	50	40	34	13	17	18	373
Management improvement through enhanced efficiency	19	21	8	43	20	23	10	18	21	4	6	4	197
Significant one time or recurrent financial savings	0	1	1	3	6	1	2	0	1	0	0	0	15
Management improvement through enhanced controls and compliance	3	14	4	13	13	5	9	14	12	3	15	1	106
Management improvement through the dissemination of good/best practices	12	7	15	4	8	19	7	8	4	0	4	1	89
Enhanced coordination and cooperation among participating organizations	6	18	10	7	7	4	19	12	17	7	6	11	124
Enhanced transparency and accountability	4	2	19	10	19	13	16	16	16	4	13	6	138
Strengthened coherence and harmonization	0	0	0	0	0	0	0	0	0	0	6	2	8
Other	0	2	1	0	6	12	12	2	4	3	10	0	52
Grand Total	55	77	92	143	119	118	125	110	109	34	77	43	1102

Annex III

Options for reformulating JIU recommendations intended to enhance coordination and cooperation among participating organizations within the framework of CEB

Former JIU recommendation (Report and recommendation number)	Revised Option III	Remarks
Executive heads of the member organizations of the CEB, under the leadership of the Secretary-General in his capacity as Chair of the CEB, should promote the development of a common information-sharing system for the measurement and monitoring of the United Nations system activities and resources aimed at addressing climate change, by sector and type of funding, so as to ensure the most cost-efficient and effective delivery of activities to tackle climate change. (Recommendation 4, JIU/REP/2015/5)	Executive heads should coordinate and cooperate [through CEB/HLCP] [through appropriate existing CEB mechanisms] to set up a system to share information on the activities and resources dedicated to climate change by (date).	Why not within the HLCP Working Group on Climate Change? Addressed to 28 EH of POs Rate of acceptance: 14% Rate of implementation: 50%
The Secretary-General of the United Nations, in his capacity as chair of the United Nations System Chief Executives Board for Coordination (CEB), should request UNEG to collaborate in developing a robust and harmonized quality-assurance system for the evaluation function across the United Nations system. (Recommendation 5, JIU/REP/2014/6)	Executive heads should coordinate [within UNEG] to develop a system-wide quality-assurance system... by (date).	Addressed to 25 EH of POs Rate of acceptance: 28% Rate of implementation: 29%
The Secretary-General, in his capacity as the Chair of the CEB, should request the Chair of the CEB-HLCM to establish a working group on facilities management that emphasizes issues related to capital/refurbishment/construction projects. (Recommendation 3, JIU/REP/2014/3)	Executive heads should coordinate and cooperate [through CEB/HLCM] [through appropriate existing CEB mechanisms] on a facilities management and issues related to capital/refurbishment/construction projects.	Why not within the HLCM/Procurement network? Addressed to UNSG Status of acceptance: Not relevant
The Secretary-General, in his capacity as a Chair of the Chief Executives Board for Coordination, should create an inter-organizational task force chaired by an experienced RAM expert, bringing together those entities most interested in developing a common approach to the preservation of long-term and/or permanent digital records (strategy, policy and infrastructure). (Recommendation 2, JIU/REP/2013/2)	Executive Heads should coordinate [through appropriate existing CEB mechanisms] on issues related to the preservation of long-term and/or permanent digital records.	Why not within the HLCM/ICT network? Addressed to 13 EH of POs. Rate of acceptance: 69% Rate of implementation: 44%
The Secretary-General, as Chair of the CEB, and with the assistance of OCHA, UNDP and UNDG, should support, where feasible, the establishment of joint management units at the country level to ensure	Executive Heads should coordinate [through CEB/UNDG] [through appropriate existing CEB mechanisms] the establishment of joint	Why not within one of the UNDG working groups? Addressed to 10 EH of POs.

Former JIU recommendation (Report and recommendation number)	Revised Option III	Remarks
cost-effective, accountable and systematic management of resources, and harmonize processes, reporting data formats and methodologies on humanitarian and related development projects. (Recommendation 8, JIU/REP/2012/11)	management units at the country level	Rate of acceptance: 50% Rate of implementation: 80%
CEB, through the HLCM Procurement Network, should proactively identify, initiate and maximize the development of collaborative procurements among the organizations with a view to leveraging the total buying power of the United Nations system. To this end, the Procurement Network should have a regular agenda item on discussing and identifying further opportunities. (Recommendation 17, JIU/ Note/2011/1)	Executive Heads should proactively identify, initiate and maximize the development of collaborative procurement among the organizations [through CEB/HLCM] [through appropriate existing CEB mechanisms] with a view to leveraging the total buying power of the United Nations system	Addressed to CEB. Status of acceptance: Not available
The Secretary-General, in his capacity as Chairman of the CEB, should request UNDG to review the current framework for auditing MDTFs in close collaboration with the heads of internal audit of the organizations participating in MDTFs, with a view to incorporating risk-based planning concepts, enhancing MDTF audit coverage, and achieving more integrated audits. (Recommendation 13, JIU/REP/2010/7)	Executive Heads should review the current framework for auditing MDTFs [through CEB/UNDG] [through appropriate existing CEB mechanisms]	Addressed to UNSG. Status: Accepted and implemented
The Secretary-General, acting as Chairman of the Chief Executives Board, should: (a) Extend his leadership, with the assistance of the Executive Director of UNEP, in promoting system-wide overall in-house environmental management policies; (b) Issue a statement of his initiative through the CEB towards defining a time-bound common framework for in-house environmental strategies designed to promote compliance by its member organizations with all multilateral environmental agreements; (c) Ensure that each executive head of CEB member organizations establishes, implements, and improves an environmental management system adapted to their situation and based on an environmental management policy. (Recommendation 7, JIU/REP/2010/1)		a, b, c to avoid; difficult to track and report since no category in WBTS for partially accepted and implemented. Addressed to 24 EH of POs Rate of acceptance: 21% Rate of implementation: 100%