

Revised strategic framework of the Joint Inspection Unit for 2020–2029 and midpoint assessment for 2020–2024

A. Introduction

1. In 2020, as part of the report of the Joint Inspection Unit for 2019 and programme of work for 2020 ([A/74/34](#)), the Unit presented to the General Assembly its long-term strategic framework for the period from 2020 to 2029. In its report, the Unit proposed conducting a midpoint assessment of the framework in 2024 to determine whether any changes should be made to indicators and/or targets.
2. It is against this background, that the Unit now presents the midpoint assessment of the progress achieved from 2020 to 2024 and the revised results, indicators, and performance criteria. The midpoint assessment reflects the ongoing activities of the Unit to enhance its impact on the effectiveness, efficiency, and transparency of the participating organizations. The revisions take into consideration that the implementation of the Unit's strategic framework requires the Unit to be agile in aligning with the evolving needs and strategic priorities of legislative bodies and organizations.
3. In addition to the implementation of the strategic framework, the Unit completed in 2022 a comprehensive self-assessment which resulted in improvements to the Unit's work both from a strategic and operational perspective and which are reflected in the midpoint assessment and changes to indicators, results, and performance criteria of the strategic framework.

B. Guiding principles

4. In carrying out its work, the Joint Inspection Unit will continue to apply fundamental principles of:
 - (a) **Independence and impartiality.** The Unit is independent and as such carries out its work free from undue influence or control by others and in the sole interest of the organizations. Independence is critical to ensure objectivity and impartiality and is central to the credibility of the Unit.
 - (b) **Relevance.** The Unit seeks to be attuned, as suggested by the General Assembly, to the dynamics and challenges of the environment in which it works to be both responsive and responsible in focusing on priority items, while balancing various stakeholder demands.
 - (c) **Leveraging the system-wide mandate to add value.** In an environment where there are established independent internal and external oversight functions in United Nations system organizations, the advantage of the Unit is its ability to address system-wide issues of significance to the United Nations system and issues that cannot be addressed by other oversight entities.
 - (d) **Efficiency.** The Unit will limit the cost to organizations by ensuring effective coordination, collaboration and partnerships in its planning and delivery with due regard to the mandate of the respective organizations. The Unit will also seek to maximize the use of knowledge and information it produces, as well as that produced by other independent oversight bodies.
 - (e) **Transparency and consultation.** The Unit will exercise transparency in the methods it uses for producing evidence. In the design of its studies and at all stages

of its reviews, the Unit will consult and collect information and views from all participating organizations.

C. Strategic goals

5. The long-term goals of the Joint Inspection Unit are anchored in its statute and the guidance of the General Assembly, remain consistent, and continue to be:

- (a) To assist the legislative organs of the participating organizations in meeting their governance responsibilities in respect of their oversight function concerning management by the secretariats of human, financial and other resources;
- (b) To help improve the efficiency and effectiveness of the respective secretariats in achieving the legislative mandates and the mission objectives established for the organizations;
- (c) To promote greater collaboration among the organizations of the United Nations system;
- (d) To identify best practices, propose benchmarks and facilitate information sharing throughout the system.

D. Thematic areas of focus

6. The Joint Inspection Unit will continue carrying out its work in the following thematic areas:

- (a) Accountability and oversight functions and systems of organizations, as well as the functions for administration of justice and for ethics and integrity;
- (b) Management and administration practices and methods of the United Nations system in the areas of human and financial resources, administration, results-based management, strategic planning and management, change management, risk management, security and safety, and the use of digital technologies;
- (c) Internationally agreed goals and conventions addressing policies, strategies, and programmes, as well as coordination and collaboration on the realization of internationally agreed development goals, such as the 2030 Agenda for Sustainable Development;
- (d) Governance arrangements and mechanisms, as well as inter-agency coordination.

7. The Unit has not made changes to its thematic areas of focus and has enhanced the process for the formulation of its programmes of work; improved the acceptance and follow-up of the implementation of recommendations; and strengthened wider resonance of the Unit's work through more effective dissemination, outreach, and communications.

E. Strategic approach

8. The following describes the strategic approach that the Joint Inspection Unit will take from 2025 to 2029. Appendix 2 below provides the indicators and criteria for monitoring performance, as well as the projected improvements through the implementation of the recommendations of self-assessment carried out in 2022.

1. Coverage: system-wide and single-organization reviews

9. The Joint Inspection Unit will align the selection of topics for system-wide reviews with the four main thematic areas identified. Priority will be given to system-wide reviews focusing on assessing reform initiatives and selected aspects directly or indirectly related to the 2030 Agenda for Sustainable Development.

10. To enhance the relevance of system-wide reviews, topics will be chosen considering participation organizations programmes of work and priorities, requests by legislative bodies, consultations with primary stakeholders and close coordination with oversight bodies. The Unit's programme of work will be determined taking into consideration the following selection criteria: priority, risks, value for money and enhancement of system-wide coherence and harmonization.

11. In its resolution [73/287](#), the General Assembly encouraged the Joint Inspection Unit to include single organization reviews every year in its programme of work and to complete them within that timeframe. The Unit will continue to do both during the second half of the strategic framework period.

12. The Unit developed selection criteria to inform its consideration of which organizations to prioritize for single-organization reviews, considering the differences of its participating organizations regarding their mandates, governance structure, size in terms of budget and personnel, and organizational set-up. The selection criteria are the following: identified risks, organizational reforms, coverage by JIU, and changes in executive leadership.

2. Quality: use of a framework of reference for quality

13. The Joint Inspection Unit will continue to seek feedback on the relevance and quality of its products and remains committed to an ongoing process of improvement. In implementing one of the recommendations emanating from the self-assessment of 2022, the Unit has recently supplemented its internal working procedures with a structured and comprehensive self-administered quality assessment of each of its projects.

3. Value and impact of the work of the Unit

14. The acceptance and implementation of recommendations will always be a key indicator of the value and impact of the Unit's work. The Unit will continue to engage with its participating organizations and their legislative organs and governing bodies on the consideration, acceptance, and implementation of its recommendations. As requested by the General Assembly, attention will be paid to the impact of the implementation of the Unit's recommendations, while recognizing the practical limitations in terms of the Unit's capacity for independent verification.

15. An important aspect in strengthening the monitoring and reporting of the Unit's products and the status of its recommendations is the enhancement of the Unit's tracking system. This enhancement could not be made before the midpoint of the strategic framework due to funding constraints. However, the General Assembly, through its resolution [79/258](#) provided the Unit with the resources necessary to improve the system's functionality and accessibility in 2025, as well as to enhance the system's capacity to record and track the acceptance and implementation of its recommendations, including the impact of the recommendations and the consideration of its reports by the legislative organs and governing bodies.

16. Additional efforts will be made to increase the number of communications, including outreach and engagement activities related to the Unit's products to enhance their use and impact.

4. Efficiency

17. The Joint Inspection Unit's efforts to increase its efficiency centre around processes to make optimal use of the Unit's resources. The Unit will continue to measure progress made against its efficiency targets on the selection of topics for the programme of work through strengthened consultation and validation processes and a more transparent and systematic approach to their prioritization. The Unit will also foster efficiency by implementing new tools and practices regarding project scoping and management.

F. Resources

18. Undertaking reviews of a complex nature has often required additional financial and human resources of the Unit; thus, the guidance and support of the General Assembly is appreciated. Nevertheless, the Joint Inspection Unit will continue to optimize the use of its financial and human resources.

G. Key performance indicators

19. The Joint Inspection Unit has established a performance plan to monitor and assess the implementation of its strategic framework as provided in the midpoint assessment (appendix 1) and the revised results, indicators, and performance criteria (appendix 2). A final assessment will be carried out at the conclusion of the strategic framework in 2029, and a new strategic framework of the Joint Inspection Unit will be presented to the General Assembly as part of its report for 2029 and programme of work for 2030.

JIU strategic framework midpoint assessment 2020-2024

A. Introduction

1. The Joint Inspection Unit submitted its strategic framework for the period 2020-2029 as an annex to its annual report¹ in 2020. In this report, the Unit reiterated the primacy of its statute and the guidance of the General Assembly in any review of the Unit's strategic approach. The Unit also committed to report on the progress achieved at the midpoint, in 2024, and, if required, to update its indicators and/or targets.

2. In the period 2021 and 2022, the Unit undertook a comprehensive self-assessment of the adequacy and use of its resources and the quality and usefulness of its activities, processes, and products. The present midpoint assessment of the strategic framework takes into consideration the self-assessment recommendations and the actions taken through the end of 2024 to implement them. The midpoint assessment is also an opportunity for the Unit to consider improvements to the framework.

B. Midpoint assessment approach

3. The expected results of the strategic framework 2020-2029 are divided into 4 areas: coverage; quality: transparency and credibility from a common framework of reference for quality; value and impact of the work of the Unit; and efficiency. The present progress report provides information on the performance criteria or indicators in the strategic framework, including the results achieved thus far.

4. The midpoint assessment was predicated on a performance indicator matrix developed for this purpose. To this end, and to gauge the progress made, the Unit defined the quantifiable outputs and performed a thorough desk review of internal and external data sources. The analysis of the data for the midpoint assessment identified the need for the revision of some results and related performance criteria that are considered outdated, beyond the Unit's control, or that are operational in nature and, as such, have been subsumed into the implementation of the self-assessment recommendations.

C. Report on progress

5. The Unit continues to conduct its work based on the fundamental principles of independence and impartiality, relevance, leveraging the system-wide mandate to add value, efficiency, transparency, and consultation.

6. This midpoint assessment is made against four criteria namely: coverage; quality; value and impact; and efficiency, as contained in the results, indicators, and performance criteria in appendix 2 of the strategic framework. Each element has a set of results and performance criteria and in some cases, specific targets have been established to measure the achievement; in the cases where no targets were determined, the Unit has defined measurable performance criteria by expected result.

1. Coverage

7. In an environment where there are established independent internal and external oversight functions in United Nations system organizations, the added value of the JIU is its unique mandate to address system-wide issues of relevance to the United Nations

¹ [A/74/34](#).

system, i.e. issues that cannot be addressed by other oversight entities. To this end, the Unit must stay attuned with the dynamics and challenges of the environment in which it works to be both responsive and responsible in focusing on priority items and providing adequate coverage of system-wide issues as well as the effectiveness and efficiency of management and administration in single organizations. For that purpose, targets related to coverage are reported on through 5 expected results and their respective performance criteria.

Result 1.1: Significant coverage of system-wide reviews.

Performance criterion for result 1.1: At least 75 per cent of JIU reports and notes for all or several participating organizations over the 10-year period address and cover significant system-wide issues that can be assessed across all or multiple organizations.

Midpoint assessment for result 1.1

During the period between 2020 and 2024, 24 out of the 31 reports (77 per cent) addressed system-wide issues.

The Unit exceeded the target for this result in the period under consideration and will continue to apply and monitor against this performance criterion for the duration of this strategic framework.

Result 1.2: System-wide coverage addresses the four thematic areas.

Performance criterion for result 1.2: All reports in the annual programme of work are related to the four strategic objectives of the strategic framework.

Midpoint assessment for result 1.2

Between 2020 and 2024, 100 per cent of the system-wide reports issued by the JIU covered at least one of the four thematic areas. The Unit found it impractical to cover all thematic areas in all reviews as some focus on part of the areas in consideration to their scope and the nature of the topics under study.

The Unit considers this result as achieved for the period under consideration and will continue to apply and monitor against this performance criterion for the duration of this strategic framework.

Result 1.3: Linkage of both system-wide and single organization studies with the 2030 Agenda and reforms.

Performance criterion for result 1.3: JIU inspections and evaluations address the 4 main thematic areas of the strategic framework, with due consideration for how performance is aligned with the 2030 Agenda and the United Nations system reforms and with changing trends and challenges, including in the use of digital technologies.

Midpoint assessment for result 1.3

All reports issued focused on the thematic areas of the strategic framework, and all have a direct and indirect linkage to the Sustainable Development Goals (SDGs), having the most connection with SDG 8 (decent work and economic growth), SDG 5 (gender equality) and SDG 17 (partnerships for the goals).

The Unit considers this result as achieved for the period under consideration and will continue to apply and monitor against this performance criterion for the duration of this Strategic Framework.

Result 1.4: A strategic and comprehensive approach to conducting management and administration reviews of participating organizations.

Performance criteria for result 1.4: The selection of organizations is guided by:

- a) Applying economies of scale as needed, making most effective use of existing information from assessments by other oversight bodies of the United Nations system;
- b) A risk-based approach developed by the end of 2020, validated and piloted for identifying organizations for management and administrative reviews;
- c) An identified need to address issues in the organization or selected areas deemed critical (either from past reviews or as requested by the executive heads and/or Member States).

Midpoint assessment for result 1.4

- (a) By identifying all cross references made in single organization reports issued by the JIU between 2020 and 2024, the Unit measured the effective use of existing information from assessments by other oversight bodies of the United Nations system. It has been observed that on average, 19 per cent of references included in the single organization reviews come from other assessments, particularly previous JIU reports.
- (b) All the organizations that underwent a management and administration review (MAR) between 2020 and 2024 were selected based on several risk-related elements such as date of the last review, increase or decrease of regular and/or extrabudgetary resources, reform processes, and/or change of executive head. Notwithstanding this, criteria were formally developed and applied for selecting the organizations for management and administrative review, to be included in the Programme of Work for 2025.
- (c) All management and administrative reviews carried out between 2020 and 2024 included a focus on issues of a critical nature for the respective organization. One review was specifically requested by a governing body, in addition to be selected by the JIU for meeting all the criteria for a management and administrative review. Future selection of organizations for management and administrative review, will continue to take into consideration the need to address issues, either time-bound or of a critical nature.

The Unit generally met the performance criteria for this result for the period under consideration and will continue to monitor against the revised targets for the duration of the Strategic Framework.

Result 1.5: Improved quality and use of benchmarking frameworks for validity, comparability, consistency in assessment, and sharing of good practices among organizations working from the same defined framework.

Performance criteria for result 1.5:

- (a) Standards and procedures to improve the quality and rigor of benchmarking frameworks and to increase the consistency across frameworks;
- (b) Effective platforms developed and implemented to share good practices and knowledge in the various thematic areas of the Unit's work.

Midpoint assessment for result 1.5

- (a) Five reports, comprising 16 per cent of the reports issued by the JIU between 2020 and 2024 provide benchmarks.
- (b) 58 per cent of the reports issued by the Unit between 2020 and 2024 identified and shared good practices and knowledge across the United Nations system.

The performance criteria for this result were found not to be actionable taking into consideration the diversity of subject matters in the Unit's programme of work, where not all topics lend themselves to the establishment of standardized guidance for benchmarking frameworks.

The Unit found that it was not cost-efficient to develop dedicated platforms to share good practices and knowledge, as both are systematically embedded in the reports that are published in the JIU website.

This result is not considered to be strategic in nature and thus will be removed from the strategic framework as from 2025.

2. Quality: transparency and credibility from a common frame of reference for quality

Result 2.1: Strengthened rigor in evidence and transparency of the quality of the work of the Unit.

Performance criterion for result 2.1: Quality criteria and standards for the Unit's reviews developed based on its norms and standards and on stakeholder input on quality.

Midpoint assessment for result 2.1

Through the self-assessment carried out by JIU in 2021-2022, the Unit sought to develop additional quality criteria and standards for the Unit's reviews based on internationally accepted professional good practices, its internal norms, standards and guidance, and its external and internal stakeholders' input.

As a result, a comprehensive quality assurance checklist has been developed, validated, and piloted and is currently in use. Additional processes will be adapted or included as other quality and transparency measures are adopted by the Unit in accordance with the self-assessment recommendations to be addressed in the coming year.

The Unit has made substantial advancement on this result during the period under consideration but there are still processes that need to be adapted and improved and quality and transparency goals to be achieved, with the view of fully meeting the performance criteria by the end of 2025.

3. Value and impact of the work of the Unit

Result 3.1: Improved use and strengthened impact of the Unit's products.

Performance criterion (a) for result 3.1: Rate of acceptance of recommendations of the Unit's reports and rate of implementation of its recommendations.

System-wide target:

- (a) Rate of acceptance is above 70 per cent by all United Nations system organizations for all system-wide reports.
- (b) Rate of implementation of accepted recommendations is above 80 per cent.

Target for management and administration reviews of single organizations:

- (a) Rate of acceptance is above 75 per cent;
- (b) Rate of implementation of accepted recommendations is above 80 per cent.

Midpoint assessment for result 3.1 (a)

System-wide target: There is a timing lag for the consideration of the Unit's report by the governing bodies and legislative organs. Therefore, for the purpose of measuring the progress against this criterion, only reports issued from 2020 to 2022 have been considered. With this limitation, the average acceptance rate is 74 per cent, which exceeds the target (70 per cent); and the implementation rate stands at 75 per cent, which is below the target (80 per cent).

Significantly, 20 per cent of the accepted recommendations are in progress, which, once fully implemented, will bring the implementation rate up to 94 per cent for report issued in this period.

The Unit considers this a satisfactory result for the period under consideration and will focus on improving the rates of acceptance and implementation in the remaining period of the Strategic Framework.

Target for management and administration reviews of single organizations: For the same reasons as in system-wide reports, the measurement is based only on reports issued between 2020 to 2023. The acceptance rate is 50 per cent, which is below the target (75 per cent), and the implementation rate is 82 per cent, exceeding the target (80 per cent).

The reason for the acceptance rate being below target can be attributed to the fact that 50 per cent of the recommendations are still under consideration by the legislative organs and/or governing bodies.

The Unit will work on improvements to the rate of acceptance and implementation for reports on management and administration of single organizations in the remaining period of the Strategic Framework.

Performance criterion (b) for result 3.1: Improved functionality of the web-based tracking system for effective and valid reporting:

- (a) Validation process in place for acceptance and implementation;
- (b) Impact section completed and validated;
- (c) Data platform developed for analytical purposes.

Midpoint assessment for result 3.1 (b)

Validation process in place for acceptance and implementation: By the end of 2024, a validation process for the acceptance of recommendations had been piloted with limited results achieved, thus the piloting period will be extended until next progress report of the strategic framework.

The Unit will focus on improving the rates of acceptance and implementation to achieve the performance criteria in the remaining period of the strategic framework.

Impact section completed and validated: The data obtained through the web-based tracking system (WBTS) show a very low level of completion of the impact section of the system. The impact section of the WBTS is complete for only 18 per cent of implemented recommendations for the reports issued between 2020 to 2022. The accountability for completion of the WBTS is on the participating organizations.

Although this criterion is important, it is not within the Unit's remit and, therefore, will be removed from the strategic framework as from 2025.

Data platform developed for analytical purposes: The Unit has not made any improvements to the primary platform, which is the WBTS, due to the lack of funding. However, the Unit expects that new funding arrangements will allow for a broad redesign of the WBTS that will provide functionality for more advanced analytical data in 2025.

Performance criterion (c) for result 3.1: Impact or difference made by the Unit:

- (a) Synthesis of selected strategic objectives or major themes of the Unit's work and implications for strategy and programme of work;
- (b) Impact analysis of selected strategic objectives or major themes of the Unit's work and implications for strategy and programme of work.

Midpoint assessment for result 3.1 (c)

(a) *Synthesis of selected strategic objectives or major themes of the Unit's work and implications for strategy and programme of work:* To analyse the main focus of the Unit's work, the proportion of each strategic theme of focus in the reports issued during the period 2020 to 2024, was measured.

The analysis showed that:

- 52 per cent of the system-wide reports focus on management and administration practices and methods of the United Nations system in the areas of human and financial resources, administration, result-based management, strategic planning and management, change management, risk management, security and safety, and the use of digital technologies.
- 26 per cent focus on accountability and oversight functions and systems of organizations, as well as the functions of administration of justice and for ethics and integrity.
- 13 per cent focus on governance arrangements and mechanisms, as well as inter-agency coordination; and
- 9 per cent focus on internationally agreed goals and conventions addressing policies, strategies, and programmes, as well as coordination and collaboration on the realization of international agreed development goals, such as the 2030 Agenda for Sustainable Development.

The Unit considers this to be a satisfactory result for the period under consideration.

(b) *Impact analysis of selected strategic objectives or major themes of the Unit's work and implications for strategy and programme of work:* To analyse the predominant areas of impact identified by the Unit, the proportion of each intended impact per recommendation has been measured against the total number of recommendations issued in all JIU report during the period under review (2020-2024). The analysis showed that the proportion of intended impact areas is as follows:

Intended impact of recommendation	Proportion of recommendations (per cent)
Enhanced transparency and accountability	32
Management improvement through enhanced effectiveness	23
Strengthened coherence and harmonization	16
Enhanced coordination and cooperation among participating organizations	9
Management improvement through enhanced efficiency	7
Management improvement through enhanced controls and compliance	7
Management improvement through the dissemination of good/best practices	3
Other	2
Significant one time or recurrent financial savings	1

The Unit considers this to be a satisfactory result for the period under consideration given the objectives and intended impact of the reviews undertaken.

Performance criterion (d) for result 3.1: Communication, outreach, and engagement:

- (a) Differentiated products for stakeholder use;
- (b) Platforms for (social) engagement with stakeholders on products and good practices;
- (c) Engagement with external partners for added value and the global leadership role of the United Nations system for knowledge production and management.

Midpoint assessment for result 3.1 (d)

(a) *Differentiated products for stakeholder use:* During the period under review, the Unit established differentiated products or communication packages for stakeholder use. The three levels of communication packages are directly related to reports and do not cover JIU activities and/or processes.

Communication Packages

Light	Medium	Full
<ul style="list-style-type: none"> • Web Article • Review highlights posted on website • Web article and review highlights disseminated via email to target audiences (Mailchimp announcement) 	<ul style="list-style-type: none"> • Web Article • Review highlights posted on website • Web article and review highlights disseminated via email to target audiences (Mailchimp announcement) • Posts on social media (LinkedIn) and on request on personal Inspectors' Twitter • Review highlights printed for distribution at governing/legislative body meetings 	<ul style="list-style-type: none"> • Web Article • Review highlights posted on website • Web article and review highlights disseminated via email to target audiences (Mailchimp announcement) • Posts on social media (LinkedIn) and on request on personal Inspectors' Twitter • Review highlights printed for distribution at governing/legislative body meetings • Press release (when relevant) to accredited UNOG journalists • iSeek article (when relevant) to United Nations community • PowerPoint slides for presentations

The Unit considers this to be a satisfactory result for this performance criterion.

(b) *Platforms for (social) engagement with stakeholders on products and good practices:* The JIU did not develop guidelines for the Unit or individual inspectors' engagement in any social media. However, the Unit recognizes the importance and usefulness of social media and will develop within the timeframe of the Strategic Framework a communication and outreach strategy as recommended by the 2022 JIU self-assessment.

The Unit will focus on this result, particularly on issues related to social media platforms in the remaining period of the Strategic Framework.

(c) *Engagement with external partners for added value and the global leadership role of the United Nations system for knowledge production and management:* The Unit has actively engaged external partners that allow for better coordination and added relevance and value to its work. The Unit engages directly with executive heads, governing bodies, legislative organs, oversight bodies and Members States. During the period under review, the participation of the Unit in sessions of the governing bodies has increased and the Unit will consider the trend as a future indicator of engagement with external partners.

The Unit considers this to be a satisfactory result for the period under consideration and will focus on increasing the engagement with legislative organs and governing bodies and their respective independent oversight committees in the remaining period of the strategic framework.

4. Efficiency

Result 4.1: optimal use of resources of the Unit and that of the United Nations system.

Performance criteria for result 4.1:

- (a) Enhanced validation process, improved scoping, use of inception papers or design matrix;
- (b) Enhanced collaboration and partnership with other oversight and evaluation bodies;
- (c) Use of secondary data or synthesis of existing knowledge from internal reviews and studies.

Midpoint assessment for result 4.1

(a) Enhanced validation process, improved scoping, use of inception papers or design matrix: All topics included in the JIU programme of work were validated. The Unit implemented improvements to the validation process and will enhance these further as part of the implementation of the recommendations of the self-assessment exercise of 2022. Improvement to the process for validation of topics for the programmes of work for the period 2022 to 2024 significantly improved the effectiveness of inspectors' consideration of topics submitted by the participating organizations and other stakeholders. As of 2023, pre-scoping exercises are undertaken for certain reviews subjects that so warrant.

Inception papers and/or design matrices are currently used by JIU teams in their planning phase. As part of the implementation of recommendations of the 2022 self-assessment, a common design matrix template was elaborated in 2024 and will be piloted and validated during 2025 and 2026.

The Unit considers this to be a satisfactory result for the period under consideration with further improvements to be implemented in the remaining period of the strategic framework.

(b) Enhanced collaboration and partnership with other oversight and evaluation bodies: During the period under review the Unit continued the established interaction with the Board of Auditors and the Office of Internal Oversight Services. Regular coordination meetings are held with the UNHCR oversight entities (Inspector General's Office, Evaluation Unit, and internal and external auditors). The Unit has also engaged with the chairs of the independent audit and oversight committees of the organizations of the United Nations system in their annual meeting. Further, a number of meetings with oversight committees had increased. In addition to the United Nations Independent Audit Advisory Committee, the Unit has met with the oversight committees of UNHCR and ILO. The Unit also participates in the United Nations Evaluation Group, the United Nations Representatives of Internal Audit Services (UN-RIAS) and the United Nations Representatives of Investigation Services (UN-RIS), as an observer, and interacts informally with the UNSDG System Wide Evaluation Office.

The Unit considers this to be a satisfactory result for the period under consideration and with marked improvement since 2020. These efforts will continue in the remaining period of the strategic framework.

(c) Use of secondary data or synthesis of existing knowledge from internal reviews and studies: To measure the use of secondary data, all references made in the Unit's reports issued between 2020 and 2024 were analysed. The analysis showed that 81 per cent of references are secondary data or synthesis of existing knowledge (mainly oversight reports including previous reports on the Unit), which is considered adequate in the evidence-based methodology used by the Unit.

The Unit considers this to be a satisfactory result for this period. In the remaining period of the strategic framework, the Unit will further enhance the consideration of secondary data and synthesis of existing knowledge by developing guidelines for use by the Unit's review teams.

Revised results, indicators, and performance criteria

1. Coverage: system-wide and single-organization reviews

Indicator 1.1: The Joint Inspection Unit's programme of work is focused on system-wide issues that can be assessed across all or multiple organizations.

- ✓ Result for 1.1: Significant coverage of system-wide reviews.
 - Performance criteria for result 1.1: At least 75 per cent of JIU projects cover all or several participating organizations over the strategic framework timespan.

Indicator 1.2: Proportion of main thematic areas of focus of the strategic framework covered by system-wide reviews.

- ✓ Result for 1.2: System-wide projects address the thematic areas of the strategic framework.
 - Performance criteria for result 1.2: System -wide projects in the annual programme of work are related to at least two of the thematic areas of focus of the strategic framework.

Indicator 1.3: Proportion of the system-wide and single-organization reviews that are linked directly or indirectly to the 2030 Agenda and Sustainable Development Goals.

- ✓ Result for 1.3: Linkage of both system-wide and single organization reviews with the 2030 Agenda and reforms.
 - Performance criteria for result 1.3: JIU inspections and evaluations address the 4 main thematic areas of the strategic framework, with due consideration for how performance is aligned with the 2030 Agenda and the United Nations system reforms and with changing trends and challenges, including in the use of digital technologies.

Indicator 1.4: Selection criteria used for the determination of a participation organization for management and administration review.

- ✓ Result for 1.4: A strategic and comprehensive approach to conducting management and administration reviews of participating organizations.
 - Performance criteria for result 1.4: The selection of organizations is guided by:
 - (a) Applying economies of scale as needed, making most effective use of existing information from assessments by the JIU and other oversight bodies of the United Nations system through cross-referencing reports;
 - (b) A risk-based approach based on significant events, the implementation of strategic changes or reforms, change of executive heads, date of the management and administration review, or the existence of a request for such a review by executive heads and/or governing bodies.

2. Quality: Use of a framework of reference for quality

Indicator 2.1: Quality assurance criteria based on JIU internal norms, standards, and procedures.

✓ Result for 2.1: Strengthened rigor in evidence and transparency of the quality of the work of the Unit.

➤ Performance criteria for result 2.1: Quality criteria and standards for the Unit's reviews developed based on its norms and standards and on stakeholder input on quality. A standard self-administered quality assurance assessment is applied to all products during the drafting phase.

3. Value and impact of the work of the Unit

Indicator 3.1: Rate of acceptance of recommendations of the Unit's system-wide reports.

✓ Result for 3.1: Validation process in place for acceptance of system-wide recommendations.

➤ Performance criteria for result 3.1: Acceptance of recommendations in all system-wide reviews is above 70 per cent.

Indicator 3.2: Rate of implementation of accepted recommendations of the Unit's system-wide reports by participation organizations.

✓ Result for 3.2: Improved mechanisms for follow-up of implementation of accepted system-wide recommendations.

➤ Performance criteria for result 3.2: Implementation of accepted recommendations for system-wide reports is above 80 per cent.

Indicator 3.3: Rate of acceptance of recommendations of the Unit's single-organization management and administration reports.

✓ Result for 3.3: Validation process in place for acceptance of single-organization management and administration recommendations.

➤ Performance criteria for result 3.3: Acceptance of recommendations in single-organization management and administration reports is above 70 per cent.

Indicator 3.4: Rate of implementation of accepted recommendations of the Unit's single-organization management and administration reports.

✓ Result for 3.4: Improved mechanisms for follow-up of implementation of accepted recommendations for single-organization management and administration reports.

➤ Performance criteria for result 3.4: Implementation of accepted recommendations single-organization management and administration reports is above 80 per cent.

Indicator 3.5: Proportion of targeted intended impact of recommendations focused on management and administration efficiency.

✓ Result for 3.5: Improved use and strengthened impact of the Unit's products.

➤ Performance criteria (a) for result 3.5: Proportion of each strategic theme vis-a vis the total amount of reviews issued.

- Performance criteria (b) for result 3.5: Proportion of intended impact of formal recommendations vis-à-vis the total number of recommendations issued.

Indicator 3.6: Increase in the number of communication, outreach and engagement outputs created to enhance the use and impact of JIU products.

- ✓ Result for 3.6: Improved knowledge and understanding of the Unit's products.
 - Performance criteria (a) for result 3.6: Differentiated communication outputs for stakeholder use: communication packages issued for all JIU products.
 - Performance criteria (b) for result 3.6: JIU products are announced and available in the main social media platforms.
 - Performance criteria (c) for result 3.6: Engagement with external partners for added value and the global leadership role of the United Nations system for knowledge production and management.

4. Efficiency

Indicator 4.1: Increase in the use of methodologies that seek the optimal management of the Unit's resources.

- ✓ Result for 4.1: optimal management of resources of the Unit.
 - Performance criteria (a) for result 4.1: Enhanced validation process. Absolute number of validation notes elaborated vis-à-vis proposed topics for the Unit's programme of work.
 - Performance criteria (b) for result 4.1: improved scoping by brainstorming sessions and pre-scoping exercises conducted vis-à-vis projects approved.
 - Performance criteria (c) for result 4.1: Use of inception papers or design matrix.
 - Performance criteria (d) for result 4.1: Enhanced collaboration and partnership with other oversight and evaluation bodies. Increased interaction and information sharing with other oversight bodies.