

## Joint Inspection Unit

### Status of implementation of the self-assessment recommendations, as at 31 December 2024

<i>No.</i>	<i>Recommendation<sup>1</sup></i>	<i>Area</i>	<i>Action</i>	<i>Status of implementation</i>
1	The JIU should clearly respond to the recommendations made in this self-assessment by their prioritization and promote their implementation through SMART action plans for each accepted item. The Unit should also assign clear responsibilities and reporting requirements for achievement and evaluation of overall results.	Programme of work and annual report	Action plans prepared and working groups established. Periodic formal decision-making meetings scheduled.	Fully implemented
2	The JIU should consider a review of the management and administrative reviews approach to determine optimal results and benefits for these JIU reviews. Once the value added is determined, and this should be done in consultation with participating organizations and Member States, a framework and approach should be developed for the undertaking of management and administrative reviews to maximize their value.	Project planning and implementation, including data collection	The draft of a structure and template for MARs has been prepared and is pending consideration by inspectors.	In progress
3	The JIU should address the issue of timeliness in the delivery of its products by reviewing its planning process so as to avoid including projects in its programme of work for which resources are not expected to be readily available during the year of its implementation.	Programme of work and annual report	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
6	The JIU should ensure that the projects included in its programme of work support and drive forward better transparency of participating organizations.	Programme of work and annual report	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
7	The JIU could consider additional, earlier working-level consultation channels with the Board of Auditors and the Office of Internal Oversight Services to coordinate efforts to avoid duplication.	Programme of work and annual report	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
8	The JIU should revise its current definition of reports and notes, to ensure the distinction is not based on to whom recommendations are directed, but on the need to appraise governing bodies or legislative organs of the review's findings and recommendations. That way, results could be presented to those organs regardless of whether recommendations are made to them or not, enhancing JIU accountability, transparency and possibly impact.	Regulatory framework, including governance of reports vs. notes	JIUs Standards and Guidelines, Norms and Standards for Evaluation, Norms and Standards for Inspection and JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented

<sup>1</sup> Recommendations not included in the table are scheduled for implementation in 2025.

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9	The JIU should ensure that the focus of inspectors in the collective wisdom is on substantive issues and the quality of recommendations.	Quality assurance processes and quality of recommendations	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
12	The JIU should consider the implementation of a formal quality review and assurance process to ensure that its products comply with and meet the required standards of the JIU internal regulations.	Quality assurance processes and quality of recommendations	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
14	As part of an overall quality assurance programme, the JIU could consider the regular use of post-review surveys to seek feedback from participating organizations.	Quality assurance processes and quality of recommendations	The Unit solicits feedback throughout the life cycle of a review. General feedback on the overall quality of the Unit's work takes place during the regular self-assessments. The self-assessment methodology included questionnaires and interviews with POs to ensure that their feedback was recorded.	Not accepted
15	When updating the Internal Working Procedures and revising or developing other subordinate guidance, the JIU should consider the principle of normative hierarchy and ensure that such documents do not contradict regulations already available at a higher level and are fully consistent with them.	Regulatory framework, including governance of reports vs. notes	JIU has determined that to address this issue in a professional manner, the requisite expertise would be needed to compile a set of key components of the hierarchy of documents such as: Rules of Procedure for the conduct of inspectors meetings and decision-making; Revision of the JIU Standards and Guidelines and the Norms and Standards; Procedures for planning the programme of work; procedures and steps in the conduct of a JIU review; and administrative guidelines. In this regard the Unit will seek external expertise for the development and preparation of the documents using	In progress

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			the existing documents and inspector's decisions as a foundation.	
16	The JIU should consider an approach to ensure that all its Strategic Framework thematic areas and main topics are appropriately covered throughout the entire Programme of Work preparation process, including United Nations system-wide reform and the 2030 Agenda as per the intentions of the Strategic Framework.	Programme of work and annual report	JIU Internal Working Procedures and the review topic validation form were amended to address this recommendation.	Fully implemented
17	For the preparation of its programme of work, the JIU should consider the addition of a more structured assessment of topics using a set of explicit criteria to choose them, such as risk, priority, value for money and coordination enhancement.	Programme of work and annual report	The Unit developed selection criteria to assess JIU topics and also developed a scoring template to record inspectors' assessment of topics against the criteria. The criteria, and scoring template were approved by inspectors and this has been added as a new annex VI to the Internal Working Procedures.	Fully implemented
18	The JIU could consider providing further elaboration in the programme of work document about the source of projects, the criteria against which decisions were made, how selected topics fit with the JIU's Strategic Framework, and the expected outcome.	Programme of work and annual report	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
20	The JIU's annual report should clearly state the resources available to the Unit in the carrying out its plans, including the impact of resource constraints on project selection and completion.	Programme of work and annual report	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
21	The JIU should consider including interns in the JIU's HR strategy in order to formalize their roles and set expectations regarding nationalities and gender.	Human resources, financial resources and business continuity	The JIU internships section of the HR Strategy including standard operating procedures for recruitment and management of interns is drafted and will be incorporated into the overall JIU Secretariat HR Strategy, pending consultations with staff and interns.	In progress

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22	The JIU inspectors should consider setting a target for the number of reports to be produced each year that is based on its available resources and with a view to maximize the assignment of staff to achieve a more uniform high level of quality and timeliness of reporting.	Programme of work and annual report	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
23	Consideration could be made to having an open discussion on the availability of staff for projects at the planning stage, in a way that inspectors could weigh in on the best fit of skills for their reviews, without prejudice of the Executive Secretary's authority to allot all JIU resources.	Programme of work and annual report	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
24	The Unit should develop an HR strategy to describe a long-term vision about requirements for secretariat support to the JIU; this could include a competency framework and road map to incorporate desired changes as opportunities arise.	Human resources, financial resources and business continuity	The JIU Secretariat HR Strategy and its implications for staff and the Unit's budget requires further consultation with UNOG/HRMS for implications on JIU secretariat staff; consultation with the Office of the United Nations Controller, ACABQ and General Assembly regarding any implications on the Unit's budget and with any staff that may be affected by proposed actions in the HR Strategy.	In progress
25	The JIU should develop an overall training strategy supported by annual plans for the JIU to ensure that training funds are used in the most efficient and effective manner to improve and maintain professional competencies, including support for professional oversight designations.	Human resources, financial resources and business continuity	The JIU secretariat learning and development strategy is fully drafted and will be included in the JIU Secretariat HR Strategy following consultation with staff. Consultations with staff is expected to take place in the context of the 2024/2025 performance appraisal cycle in March 2025.	In progress

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27	The JIU should address structural HR issues and put in place mechanisms to ensure that the working culture of the JIU is one based on the highest standards of professionalism, civility, and mutual respect for everyone.	Human resources, financial resources and business continuity	The Unit has engaged with the UNOG Staff Counsellors' office for approaches that can be taken to strengthen the team/working culture in the Unit. The Unit will continue the process to develop an internal mechanism for periodic events to ensure that the working environment; culture and team dynamics are optimal for the Unit.	In progress
28	The JIU should revisit its work on resource mobilization to establish a strategy and a policy, and to have a mechanism in place to solicit extra-budgetary funding while preserving the Unit's independence from any undue influence. In this regard, earmarked resources for project-related activities, both in cash or in kind, are strongly discouraged.	Human resources, financial resources and business continuity	The Unit will develop a guideline for the exceptional conditions under which extra-budgetary resources may be required. These guidelines will provide the controls that safeguard the independence of the Unit.	In progress
29	The JIU should determine and clearly state any funding shortfalls in its annual report that impact its independence; if these exist, every mechanism available in the statute should be used to get the needed attention of the appropriate bodies.	Programme of work and annual report	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
31	The JIU should develop an approach to data collection that includes a data strategy as well as implementation guidelines, tools, and templates to improve the quality, consistency, efficiency, and effectiveness of its desk review, questionnaire, and interview processes.	Project planning and implementation, including data collection	The JIU secretariat will consolidate the relevant elements of the of data collection matrices being used by evaluation entities in the United Nations system organization to develop a JIU data collection matrix.	In progress
32	The JIU should explore how to make better use of current technologies like SharePoint and other collaboration tools to streamline the data collection process making it more efficient for participating organizations to share their information.	Project planning and implementation, including data collection	The JIU has transitioned to using SharePoint and the MSOffice 365 suite of software. SharePoint has been effective as a work	Fully implemented

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			collaboration application both within the Unit and with POs.	
33	The JIU should develop a set of standards, working papers or templates to guide the analysis and documentation of findings in its reporting so that conclusions reached can be substantiated in the JIU files.	Project planning and implementation, including data collection	The Unit has implemented an amended Reports Quality Assurance checklist to address this recommendation.	Fully implemented
34	The JIU should consider the use of a standard project time-tracking template to record progress and identify measures to take, individually or collectively, when milestones are not met.	Project planning and implementation, including data collection	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
35	The JIU should review the United Nations Office at Geneva's business continuity plan to determine its sufficiency for JIU business operations and address any serious deficiencies.	Human resources, financial resources and business continuity	The JIU engaged with the Coordinator in the Office of the Director-General/UNOG to ensure that the JIU was appropriately represented in the UNOG Crisis Management Playbook (UNOG/CMP). The JIU supplemented the UNOG/CMP with aspects that are unique and only relevant to the JIU itself. This exercise is complete - but will be review periodically for updates.	Fully implemented
36	The JIU could develop guidance and templates on formatting and the minimum information to include in executive summaries and review highlights. Areas to consider would include, inter alia, a clear reporting of the review objectives and scope and a standard means of listing of hard and soft recommendations.	Regulatory framework, including governance of reports vs. notes	The Unit has implemented an amended Reports Quality Assurance checklist to address this recommendation.	Fully implemented
37	The JIU should consider the development of guidance and templates to outline good practices for the formulation of review objectives, the definition of their scope, and the development of criteria to support those objectives.	Regulatory framework, including governance of reports vs. notes	Identify of areas of improvement within the Norms and Standards and Internal Working Procedures.	In progress

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38	Guidance on standard wording and placement of key required statements should be developed and adhered to, including the extent to which project design and implementation contemplated ethical safeguards, such as on conflict of interest and protection of confidentiality; that the report was reviewed by collective wisdom; and that JIU internal regulations were followed.	Regulatory framework, including governance of reports vs. notes	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
39	The Unit should develop additional guidance on reporting style and format, to reduce the length, improve overall clarity, ensure objectivity in tone, and enhance the utility of reporting.	Regulatory framework, including governance of reports vs. notes	Identify of areas of improvement within the Norms and Standards and Internal Working Procedures.	In progress
40	The JIU should consider how it communicates soft recommendations and signals the importance of its hard recommendations in order to maximize impact, focus, and results from its reports.	Quality assurance processes and quality of recommendations	The Unit has implemented an amended Reports Quality Assurance checklist to address this recommendation.	Fully implemented
41	To ensure that recommendations are made to the body with the full authority to respond, the JIU should explore means to make multi-organization recommendations in a manner that would put the onus on the appropriate inter-agency body that would have the responsibility and authority to coordinate a response and make system-wide changes.	Quality assurance processes and quality of recommendations	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
42	The JIU should consider developing guidelines for recommendation formulation that would identify required elements (i.e., what, by whom, when and to what result) and integrate solutions for adding precision and actionability.	Quality assurance processes and quality of recommendations	The Unit has implemented an amended Reports Quality Assurance checklist to address this recommendation.	Fully implemented
43	In order to better gauge the reasonableness and cost-effectiveness of JIU recommendations, and to improve their actionability and the level of acceptance and implementation, the Unit could consider specifically asking these questions of participating organizations when sharing the draft reports.	Quality assurance processes and quality of recommendations	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
44	The JIU should consider its approach to making recommendations to governing bodies and legislative organs to ensure that only essential recommendations that fall under their purview are made and that they are formulated to achieve acceptance and action.	Quality assurance processes and quality of recommendations	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented