

## Joint Inspection Unit

### Status of implementation of the self-assessment recommendations, as at 31 December 2025

No.	Recommendation <sup>1</sup>	Area	Action	Status of implementation
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	A structure and template for MARS has been approved by inspectors.	Fully implemented
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
4	The JIU should review its outreach and communications strategy to ensure that the results of its reports are appropriately communicated and promoted across the United Nations system organizations and become better known to Member States in order to achieve maximum impact.	Outreach and communication, including on actions to recommendations	The revised JIU Communication Strategy adopted.	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	Regulatory framework, including governance of reports vs. notes	JIU Standards and Guidelines, Norms and Standards for Evaluation, Norms and Standards for Inspection and JIU Internal	Fully implemented

<sup>1</sup> Recommendations not included in the table are scheduled for implementation in 2026.

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	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.		Working Procedures were amended to address the recommendation.	
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
10	The JIU could consider adopting a charter document to compile and describe, as per the Statute, the context, purpose, mandate, responsibility and authority of the Unit, including additional guidance emanating from the General Assembly, along with its main operating modalities, subsuming, consolidating, and updating, as needed, earlier JIU's General Assembly-endorsed guidance, such as the 1997 Standards and Guidelines and the 2014 Norms and Standards. It is recommended that such a document be presented to the General Assembly as an annex to the JIU annual report.	Regulatory framework, including governance of reports vs. notes	Inspectors decided not to implement the recommendation.	Not accepted
11	The JIU should consider its own code of ethics and conduct as a core element of the policy suite, along with conflict-of-interest statements to be signed for each new assignment.	Human resources, financial resources and business continuity	Inspectors decided not to implement the recommendation.	Not accepted
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
13	The JIU should commit to a regular cycle of internal and external reviews of its work and consider sharing the main results of these reviews with, at least, participating organizations' governing bodies or legislative organs and executive heads.	Quality assurance processes and quality of recommendations	The Unit decided on a 10-year cycle for its self-assessments.	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

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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
19	The JIU may wish to consider addressing important topics that may be more specialized or involve only part of participating organizations due to their functional, regional, or organizational specificity, leaving the others out of the report's subjective scope.	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
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

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26.	Additional attention should be paid to gender and diversity matters in project design and in the JIU annual report.	Human resources, financial resources and business continuity	Inspectors decided not to implement the recommendation.	Not accepted
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	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
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
30	The JIU should consider the use of pre-surveys to gather high level data and key policies and procedures to better inform a desk review at the outset of project implementation.	Project planning and implementation, including data collection	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
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 collaboration application both within the Unit and with POs.	Fully implemented
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	Fully implemented

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			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 reviewed periodically for updates.	
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
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
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

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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
45	The JIU may wish to consider regular outreach activities specifically for the recommendations tracking system to ensure that participating organizations receive the guidance they need to use and input into the system appropriately, and that Member States are aware of the benefits, know how to use the system and have access.	Outreach and communication, including on actions to recommendations	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
46	The Unit could consider implementing a regular periodic review to analyse and validate the results of follow-up actions reported in the recommendation tracking system and to better understand what results have been achieved through the implementation of JIU recommendations.	Programme of work and annual report	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
47	The Unit should conduct deeper quantitative and qualitative analysis, in particular on impact of its recommendations, and disseminate this information in its external reporting.	Outreach and communication, including on actions to recommendations	JIU Internal Working Procedures were amended to address the recommendation.	Fully implemented
48	The JIU could provide more detailed information in the annual report on impact as assessed through repeat reviews and regular follow-up reviews on recommendations' acceptance, implementation, and impact.	Programme of work and annual report	Appropriate Unit's annual reports will include a detailed summary of findings from the quinquennial JIU reviews on the acceptance, implementation and impact of the Unit's recommendations.	Fully implemented