

PRESENTATION JIU MANAGEMENT REVIEW UNESCO

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I. Introduction

- UN JIU is an excellent and very needed unit and instrument within the UN regarding a review of performance of management, state of the organization, oversight and accountability.
- Share with you the experience and lessons learned with the JIU review of FAO
- Compliment the JIU for their excellent work reviewing Management and Administration in the Food and Agriculture Organization of the UN
- JIU is more than needed within the UN not only for reviewing management performance of a specific UN organizations

Also for informing UN membership about latest developments and best practices oversight, accountability and inclusiveness within the UN

- Crucial for improving performance, efficiency, effectiveness, transparency and accountability of a UN organization
- For FAO JIU gave 10 formal recommendations, 6 to the Council (executive Board of FAO) and 4 to management); as well as 34 informal recommendations, 5 to Council and 29 to management.
4 of the 6 formal recommendations to the Council are informally agreed. 2 (regarding the responsibilities of regional offices to be taken up in the Constitution and regarding independence and reporting lines of the Inspector General to the Council) are still being negotiated. The 4 recommendations to the DG are informally agreed. 33 of the 34 informal recommendations are informally agreed.
The Council in December will take the final decision.

II. Process

- Key and crucial element is a broad mandate for JIU to give it access to all information and within the organization and members
- Timing of the process is crucial
- Awareness of the natural tension with management and within the organization, as well as between management and members
- Although JIU should be seen as an opportunity to improve the performance of the organization, management by nature see it as interfering their management of the organization and even fearing negative recommendations
- Example within FAO: all DDG and directors got instructions in the form of questions and answers to be given to the inspectors to control messaging to the JIU. Staff was not eager to speak with the inspectors because - due to the culture within FAO- they fear negative consequences for their career.
- Crucial role for the Chair of the Executive Board to create a safe and supportive surrounding for the work of the JIU and ensuring transparency.
- *Tone of the top*: it should be positive and supportive. It also includes the tone of the Executive Board. The more supportive the better the JIU can do its work
Avoid strict control of the process by management.
Positive experiences with and within WFP
- *Ownership of process* also with membership. A any Un Organization is a membership driven organization., membership has to own the process, not as a bystander.
Compliment JIU. They introduced a powerful instrument: recommendation to the Council as the governing board. This was a game changer. Membership had to get involved and deal with the recommendations. Resulted in a broader discussion among members and ownership
- *Design of the process*. Ownership and outcomes van be improved by:
- presentation of the findings by the JIU to the whole membership, not only to the governing board.

- formal process: in FAO presentation to the Finance Committee (Committee of the Council), first presentation in Council, further discussions in Programme Committee, Finance Committee and Committee for Constitutional and Legal matters, followed by informal consultations. And final decision in Council

- Organized 3 rounds of informal consultations. Resulted in better understanding recommendations, gave possibility of extra questions to JIU. Ownership was taken Important role for chair to resist interference from management.
- Be aware of the continued influencing role of management to members of the board.

III. Substantive elements

- Recommendations to the Council gave Council to better perform its role and focus on substance
- Formal and informal recommendations to the Council and management broadened the scope of the IIU inspection. Making full use of the expertise of the JIU and table more issues and comparison with other UN organizations
- Best UN practices. JIU fulfills a crucial role in implementing best and new UN practices. Many members are not aware of these. Will improve understanding as well as implementing these practices.
- Monitor, set timetable and traffic light system for implementation. Positive example FAO. Action plan with time table for implementation and traffic light system.