

Reference document concerning “Matters relating to the Joint Inspection Unit (JIU): Reports of the JIU” (GB.328/PFA/7)

ILO’s follow-up status on the JIU recommendations presented to the Governing Body in the previous three years: an update as of July 2016 ¹

The information is presented in a table structured as follows:

Column 1: Reference number and title of the report/note;

Column 2: Recommendation number;

Column 3: Text of the recommendation;

Column 4: Addressee: “L” indicates when a recommendation is addressed for decision by legislative organ; “E” when a recommendation is addressed for action by executive head; and “I” when a recommendation is addressed for action by internal audit/oversight head;

Column 5: Intended impact:

- “Enhanced transparency and accountability”;
- “Management improvement through dissemination of best practices”;
- “Enhanced coordination and cooperation between participating organizations”;
- “Strengthened coherence and harmonisation”;
- “Management improvement through enhanced controls and compliance”;
- “Management improvement through enhanced effectiveness”;
- “Significant, one-time or recurrent, financial savings”;
- “Management improvement through enhanced efficiency”; and
- “Other”;

Column 6: Acceptance status: “Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.

Column 7: Implementation status: “Not started”; “In progress”; and “Implemented”;

Column 8: Impact achieved: “Yes”; “Partially”; and “No”; and

Column 9: Remarks.

¹ The JIU reports are available on the JIU website: <http://www.unjiu.org/> in English, French and Spanish, among other UN official languages.

Status of ILO follow-up on JIU recommendations as of July 2016

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	1	The executive heads who have not yet done so should: a) appoint a senior official as coordinator for multilingualism, tasked with proposing strategic action plans for the effective implementation of multilingualism, with the assistance of an internal network of focal points within their respective organization; b) report regularly to their legislative bodies on progress achieved in this regard.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	a) The ILO's Language Centre in Geneva plays a key role in the ILO's effort to support the effective implementation of multilingualism. Two senior HR officials and one HR administrator have duties related to the coordination of the centre in their official job description such as manage activities of the ILO's Language Centre in Geneva, assess language learning needs and propose changes to language offerings including the use of blended learning, maintain relationships with language services provider(s) and UN organizations participating in joint agreements. In 2015 the ILO piloted on-line language training to ensure better outreach to officials serving in field duty stations. The result of the pilot was very positive, and it is planned to implement on-line language training office-wide in 2017. The internal network of learning-coordinators and the Regional Coordinators for Human Resources will support the implementation by providing information and guidance to staff. Moreover, there is strong ILO participation in key multilateral bodies such as IAMLAPD and JIAMCATT. b) The ILO reports regularly to its Governing Body on matters related to diversity including multilingualism. Progress achieved are reported to the ILO Governing Body on a biennial basis.
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations:	3	The executive heads should take further effective measures towards eliminating the current imbalance in the use of the working languages within secretariats, including among senior managers, and require all	E	Management improvement through enhanced effectiveness	Accepted	Implemented		In the filling of any vacancy, the ILO duly takes into account multilingualism and linguistic knowledge. Most vacancies at the professional level require an excellent command of one working language and good

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
Status of Implementation		staff to develop their language skills so as to acquire good knowledge of at least a second working language.						knowledge of another. Knowledge of additional languages, mainly for field-based positions, is considered an asset. Officials in the Professional category whose mother tongue is one of the ILO working languages shall normally be required to have a good working knowledge of a second working language. The Office offers language courses in the working and other selected languages and provides incentives to staff for proficiency in an additional working/official language. By the implementation of these initiatives, the ILO considers the recommendation as implemented.
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	4	The executive heads of the United Nations system organizations should, in monitoring the equitable use of official languages within their respective organization, regularly assess users' needs and formulate strategies to enhance the implementation of multilingualism through the involvement of their respective coordinators for multilingualism and related network of focal points.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		Language training needs are individually determined as part of the performance management framework (PMF). All development needs identified through the PMF are strategically analysed as part of the Office's global learning needs assessment with a view to effectively targeting key needs through staff development. (please also see remarks under Recommendation 3 above)
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	5	The CEB should establish an ad hoc network or working group, involving the coordinators for multilingualism in the respective organizations, to take account of the key recommendations of IAMLADP and translate them into strategies of action for conference and language services management, so that better coordination and resources-sharing would result in significant cost savings, higher productivity and effectiveness in the work of the organizations.	E	Management improvement through enhanced effectiveness	Not relevant			This recommendation is addressed to the CEB.

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JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	6	When creating new institutional bodies that would require the provision of conference services, the legislative bodies of the United Nations system organizations should plan for the budgetary resources associated with the resulting additional workload, in particular for translation and interpretation.	L	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	7	The executive heads should take the necessary measures to ensure full compliance with the AIIC-United Nations agreement for interpretation and the CCAQ-AITC agreement for translation, in particular by ensuring greater awareness of these agreements at Headquarters and in the regional offices and by setting up compliance monitoring systems.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Partially	While there is no formal compliance monitoring system, ILO regional and field offices are made aware of the terms of these Agreements. These provisions have been fully embedded in our systems and procedures.
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	8	The legislative bodies of the organizations of the United Nations system should ensure that the necessary resources are allocated within the organizations to achieve effective succession planning and dispense targeted training to candidates to language examinations.	L	Management improvement through enhanced effectiveness	Accepted	Implemented		The Office provides language courses in the official and other selected languages, including targeted training to candidates to UN language examinations. The Office also supports a wide range of different courses adapted to meet various language skills needs, including conversation courses, drafting courses and private tuition. Through the diverse manner in which language training is supported, the ILO considers the recommendation as implemented. (please also see comments provided under Recommendation 4 above)
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	9	The executive heads should prepare strategic action plans in the area of languages services to address the examination, candidate-selection and recruitment processes, and propose incentives for language career development and language staff retention, bearing in	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	Language proficiency is systematically assessed and evaluated at the time of recruitment and specific language tests are systematically carried out for vacancies in language services. Further language training is part of the development objectives of selected candidates, as appropriate.

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		mind that Member States have different education systems and none of them shall be considered the standard one.						
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	11	The executive heads should take the necessary measures to ensure that the recruitment process, including that relating to senior officials, fully and fairly addresses language requirements, so that in the medium-term, the organizations of the system could rely on a multilingual workforce that is fluent in one working language and has good knowledge of at least one other working language, with due attention to the specific needs of the duty stations.	E	Management improvement through enhanced effectiveness	Accepted	Implemented		Language proficiency is systematically assessed and evaluated at the time of recruitment and specific language tests are systematically carried out for vacancies in language services. Further language training is part of the development objectives of selected candidates, as appropriate. (Please also see comments provided under Recommendation 8 above)
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	12	The legislative bodies of the organizations of the United Nations system should direct and approve the necessary support to the executive heads to develop multilingual websites in all their official or working languages, with due attention to the language specificities of the duty stations concerned.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2011/4: Multilingualism in the United Nations System Organizations: Status of Implementation	14	The executive heads of the organizations of the United Nations system delivering work in the field in the area of humanitarian affairs, peacekeeping, peacebuilding and development activities, among others, should ensure that due attention is given to delivering their activities and related materials in all official or working languages, taking account of the local language(s) of the beneficiaries.	E	Management improvement through enhanced effectiveness	Accepted	Implemented		ILO technical cooperation is delivered in the official and working languages, according to the region concerned. In order to reach an audience as wide as possible, critical material is made available in certain local languages and local trainers dispense information and knowledge in their respective languages.
JIU/REP/2011/4: Multilingualism in the United Nations	15	As a matter of policy, the legislative bodies of the organizations of the United Nations system should endorse, including through	L	Management improvement through enhanced	Accepted	Implemented	Yes	

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System Organizations: Status of Implementation		budgetary channels, the arrangements required to ensure effective compliance in delivering the organizations' core work in all official and working languages.		controls and compliance				
JIU/REP/2011/6: Business continuity in the United Nations system	1	The Executive Heads of the United Nations system organizations who have not done so yet should develop business continuity policy/strategy, including the assignment of business continuity management with responsibility for implementation, to be submitted for information to the legislative bodies.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2011/6: Business continuity in the United Nations system	2	Executive Heads should place business continuity management in the office of the executive head or the executive officer for management.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Partially	
JIU/REP/2011/6: Business continuity in the United Nations system	3	The Executive Heads of the United Nations system organizations who have not done so yet should develop and approve a documented business continuity plan based on a risk assessment, identified critical functions and recovery time objectives.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	The ILO has established a crisis management team, produced and implemented a business continuity playbook for its headquarters, defined the roles and responsibilities for business continuity management, and conducted crisis simulations at headquarters.
JIU/REP/2011/6: Business continuity in the United Nations system	4	Executive Heads should ensure that the scope of business continuity plans of the United Nations system organizations includes their field offices. Overseeing and control mechanisms should be in place to ensure the coherence and interoperability of the business continuity plan with the headquarters and the United Nations country team, where appropriate.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented		Playbooks/Wallet cards developed for all ILO locations. ILO Crisis Management Team (CMT) established, chaired by Director-General or alternate, Deputy Director-General for Management and Reform. Playbook procedures include coordination with other UN System agencies and bodies (e.g. UNCTs and local SMTs, UNDSS, UNMDWG, HR Network, etc.). As planned, focus has shifted from developing and implementing crisis management and business continuity to preparedness testing

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								(Maintenance, Exercise and Review (M,E&R) programme).
JIU/REP/2011/6: Business continuity in the United Nations system	6	Executive Heads should ensure that business continuity planning and implementation form part of accountability and performance evaluation of line managers.	E	Enhanced transparency and accountability	Accepted	Implemented	Partially	
JIU/REP/2011/6: Business continuity in the United Nations system	7	Legislative bodies of the United Nations organizations should, on the basis of the executive heads' budget proposals, provide the necessary financial and human resources for the implementation, continuous monitoring, maintenance and updating of the approved business continuity plans developed on the basis of the organization's BC policy/strategy.	L	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	
JIU/REP/2011/6: Business continuity in the United Nations system	8	Executive Heads should ensure that business continuity training be incorporated in the career and staff development courses, including induction training, and that periodic training be provided to critical staff in the organizations as an integral component of business continuity management.	E	Management improvement through enhanced efficiency	Accepted	Implemented		<p>The ILO's Business Continuity Plan (BCP) training is provided through Enterprise Risk Management (ERM) training and crisis simulations. Following the issuance of the ERM framework in early 2015, ERM training has been developed and is being delivered across the ILO. A crisis management (ORMS) element has been included in the training. Crisis simulations have been implemented at headquarters and will be implemented in external offices at a sustainable pace.</p> <p>The ERM training offering is incorporated in the Office-wide compendium of governance training.</p> <p>In addition, the Internal Governance Training modules all include a cross-cutting theme of risk management, which provides a link back into the BCP process.</p>

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JIU/REP/2011/7: The Investigation function in the United Nations System	1	Executive heads who have not yet done so should direct that all investigations be consolidated in the internal oversight entity of each organization. Requisite resources (human and financial) should be provided for the effective discharge of the investigation function on the basis of the recommendations of the organization's audit/oversight committees.	E	Management improvement through enhanced effectiveness	Not Accepted			The Office is not considering the establishment of one single unit for all investigations, as some investigations such as harassment cases remain under the responsibility of the Human Resource department.
JIU/REP/2011/7: The Investigation function in the United Nations System	2	Executive heads of United Nations system organizations should ensure that investigation staff are selected in accordance with staff regulations and rules, on the basis of merit, professional investigator qualifications and experience as the main selection criteria. These staff should be selected independently of management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the investigative function.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2011/7: The Investigation function in the United Nations System	3	Executive heads should discontinue mobility for investigators within the same organization and encourage the transfer and/or secondment of investigative staff to the investigative services of other United Nations system organizations.	E	Management improvement through enhanced effectiveness	Not accepted			ILO may review its mobility policy for all Professional categories in the future, including staff in the investigation unit; however this is not envisaged in the near future.
JIU/REP/2011/7: The Investigation function in the United Nations System	4	The legislative bodies of United Nations system organizations which have not yet done so should direct their executive heads to ensure that internal oversight entities or investigation units are authorized to initiate investigations without the executive head's prior approval.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2011/7: The Investigation	5	The Conference of International Investigators should establish a United	E	Management improvement	Not relevant			

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function in the United Nations System		Nations system sub-group, similar to that of UN-RIAS.		through dissemination of best practices				
JIU/REP/2011/7: The Investigation function in the United Nations System	6	The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function on the basis of the recommendations of the respective audit/oversight committees either annually or biennially depending on the organizations' budget cycle.	L	Management improvement through enhanced controls and compliance	Accepted	Implemented		ILO's audit committee reports annually to the Governing Body, and refers to staffing resources within the Office of Internal Audit and Oversight.
JIU/REP/2011/7: The Investigation function in the United Nations System	7	Executive heads should designate a central focal point to monitor the implementation and follow-through of all investigation reports within their organizations.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2011/9: Information and communication technology (ICT) governance in the United Nations system organizations	1	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is composed of the most senior business managers representing all major services of the organization, and chaired by an executive manager, preferably at the level of deputy head of the organization or equivalent.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2011/9: Information and communication technology (ICT) governance in the United Nations system organizations	2	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is convened regularly with the fullest possible participation of its members, adequate documentation is provided in a timely manner and meeting records are kept, so as to make full use of the committee's work and function.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2011/9: Information and	3	The executive heads of the United Nations system organizations should ensure that	E	Management improvement	Accepted	Implemented	Yes	

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communication technology (ICT) governance in the United Nations system organizations		the function and performance of the ICT governance committee, or equivalent, is reviewed and evaluated regularly, but not less than every three years, so as to ensure its effectiveness and facilitate improvement.		through enhanced efficiency				
JIU/REP/2011/9: Information and communication technology (ICT) governance in the United Nations system organizations	4	The executive heads of the United Nations system organizations should ensure that the Chief Information Officer (CIO), or equivalent, should be placed at an appropriate senior level with overall responsibilities and authority, and have access to executive management.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2011/9: Information and communication technology (ICT) governance in the United Nations system organizations	5	The executive heads of the United Nations system organizations should ensure that corporate ICT strategies are prepared, endorsed and periodically reviewed and updated, in order to ensure that they are closely aligned to the organization's business needs and priorities and yield value for their ICT investment.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2011/9: Information and communication technology (ICT) governance in the United Nations system organizations	6	The legislative bodies of the United Nations system organizations should request the executive heads to present the corporate ICT strategies to Member States for their information and support.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2011/9: Information and communication technology (ICT) governance in the United Nations	7	The executive heads of the United Nations system organizations should make sure that their ICT strategies are closely aligned to the organization's medium- and long-term strategic plans or equivalent, so as to ensure that ICT sustains and supports the	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	

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system organizations		organization's business needs and mandates.						
JIU/REP/2011/9: Information and communication technology (ICT) governance in the United Nations system organizations	8	The executive heads of the United Nations system organizations should establish monitoring mechanisms for the implementation of their ICT strategies, ensuring that the ICT strategy and its implementation roadmap, deliverables and performance indicators are continuously monitored and regularly reported on to the ICT governance committee, or equivalent.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2011/9: Information and communication technology (ICT) governance in the United Nations system organizations	9	The executive heads of the United Nations system organizations should strengthen their efforts in keeping track of the ICT costs in their organizations, including the total annual recurring and ad hoc ICT costs, as well as details on the main cost elements.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2011/9: Information and communication technology (ICT) governance in the United Nations system organizations	10	The executive heads of the United Nations system organization should ensure that post-implementation reviews of major ICT investments and projects are conducted in line with the organization's ICT investment methodologies and policies.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	As part of the IT Strategy, the ILO established and staffed a Project Governance and Management Support unit (PGMS) to manage the Office-wide portfolio of IT projects; formalize project management and project costing methodologies; ensure business value is measured; monitor project status; escalate project risk as needed; and facilitate ITG decision making.

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								All large IT initiatives are analysed, a costing and business case is done by the PMO for which point these are brought up to the ILO's IT Governance Committee (ITGC) for decision (to invest and implement or not). IGC meets quarterly, but sometimes additional ad-hoc meetings are organised if needed for specific items. ILO is further improving this function by implementing an online tool which will be accessible to ITGC, and would give summarised view of all the projects and their status as well as proposal which are in the pipeline for discussion.
JIU/REP/2012/2: The management of sick leave in the United Nations system	2	The United Nations Medical Directors Working Group should establish a set of common information requirements to be included in sick leave certificates and reports.	E	Management improvement through enhanced controls and compliance	Not relevant			This recommendation is addressed to the UN Medical Directors Working Group.
JIU/REP/2012/2: The management of sick leave in the United Nations system	3	Executive heads of United Nations system organizations should ensure that sick leave certificates and reports for staff contain the information requirements agreed by the United Nations Medical Directors Working Group.	E	Management improvement through enhanced controls and compliance	Not relevant			The requirements set forth in the July 2010 ILO Office Procedure on "the administration of sick leave in the ILO" are rigorous. For benchmarking purposes, the ILO will in due course compare these with requirements agreed by the UN Medical Directors' Working Group.
JIU/REP/2012/2: The management of sick leave in the United Nations system	4	The executive heads of United Nations system organizations should, in consultation with their respective human resources department and medical/occupational health services, design and implement an absence management module, in particular absence due to sick leave, for staff with supervisory or managerial responsibilities.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance Implementation	Impact achieved	Remarks
JIU/REP/2012/2: The management of sick leave in the United Nations system	5	The legislative bodies of United Nations system organizations should require executive heads to provide them with comprehensive annual or biennial reports on sick leave, including statistical and cost data, and measures taken by the organization to reduce sick leave absenteeism.	L	Enhanced transparency and accountability	Not accepted		While the regular compilation and analysis of sick leave data may serve various administrative and occupational safety and health purposes, the ILO strongly disagrees that the governance role of legislative bodies include review of such data and their analysis.
JIU/REP/2012/3: Evaluation of UN-Oceans	3	The legislative and governing bodies of the organizations that are members of UN-Oceans should, not later than 2013, direct their executive heads to mobilize the necessary resources to establish a small dedicated secretariat to work on UN-Oceans, taking into consideration the experience of other United Nations mechanisms.	L	Management improvement through enhanced efficiency	Not relevant		The new ToRs were approved by the UNGA in December 2013. The UNGA has considered that DOALOS will be the focal point and de facto secretariat of UN Oceans. We understand that no extra resources are requested.
JIU/REP/2012/3: Evaluation of UN-Oceans	5	The General Assembly at its sixty-seventh session should request the Secretary-General, as the chair of the Chief Executives Board for Coordination, to ensure that the three mechanisms, namely UN-Oceans, UN-Energy and UN-Water, institutionalize their coordination efforts under the High Level Committee on Programmes.	L	Enhanced coordination and cooperation between participating organizations	Not relevant		<p>The recommendation is addressed to the General Assembly and not to the ILO.</p> <p>The report JIU/REP/2012/3 on UN Oceans was considered by the GA at its sixty-seventh session (A/67/100, item 76 (a) Oceans and the law of the sea) followed by a GA Resolution.</p> <p>The draft terms of reference for UN Oceans work "will be considered by the Assembly at its sixty-eighth session with a view to reviewing the mandate of UN-Oceans and approving the terms of reference, taking into account the need to strengthen the central role of the Division and the need to enhance transparency and reporting of the activities of UN-Oceans to Member States." (A/RES/67/78, para 267).</p>

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JIU/REP/2012/4: Staff Recruitment in United Nations system organizations: A comparative analysis and benchmarking framework: Overview	1	The legislative bodies of United Nations system organizations should direct executive heads to be guided by the 15 recruitment benchmarks proposed in this review when hiring external candidates to fixed-term positions of one year or more.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2012/4: Staff recruitment in United National system organizations: A comparative analysis and benchmarking framework: Overview	2	Executive heads of United Nations system organizations should report periodically to the legislative bodies on the authority delegated for recruitment, the accountability mechanisms set up in relation to such delegated authority, and their results, in line with benchmark 4.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2012/4: Staff recruitment in United National system organizations: A comparative analysis and benchmarking framework: Overview	3	Executive heads of United Nations system organizations that have not yet done so should reduce the posting time for vacancies to no more than 30 days and seek the approval of the legislative bodies as appropriate.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	
JIU/REP/2012/5: Review of individual	1	The executive heads of the United Nations system organizations, taking into account international labour	E	Management improvement through enhanced	Accepted	Implemented	Partially	

consultancies in the United Nations system		principles, should review their policies regarding the use of non-staff personnel with a view to clarifying the criteria for choosing between staff and non-staff contractual modalities, and should monitor and assess the use of non-staff personnel in their organizations to detect and address risks in a timely manner.		controls and compliance			
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	2	The executive heads of the United Nations system organizations that have not yet done so should ensure that a specific consultancy policy, complemented by related guidelines and a dedicated contractual modality, is in place in their organizations.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	3	The executive heads of the United Nations system organizations should ensure that consultancy contracts in their respective organizations are complemented by comprehensive general conditions, including conflict of interest and code of conduct provisions.	E	Management improvement through enhanced effectiveness	Accepted	In progress	Linked to the discussions with the Staff Union Committee on contractual arrangements.
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	4	The executive heads of the United Nations system organizations, taking into account relevant international labour principles and good practices, should review the consultancy contracts in their respective organizations with a view to introducing contracts with a shorter duration in line with the ad hoc and temporary nature of the consultancy work, and developing a proper social benefits policy which considers the duration and the nature of the work performed.	E	Management improvement through enhanced controls and compliance	Not accepted		The ILO disagrees that the duration of certain services contracted to individual contractors should be limited. The important factor is the nature of the contractual relationship, not its duration. As regards the provision of social benefits, the recommendation seems to miss the distinction between persons under an employment relationships, where such benefits should be foreseen, and genuine individual consultants or independent workers who, by the very nature of their free-lance work, have no interest in joining the Organization's social security scheme, and who have a better protection through their own insurance as self-employed.

JIU/REP/2012/5: Review of individual consultancies in the United Nations system	5	The executive heads of the United Nations organizations should ensure that there is an adequate policy on the use of retirees as consultants in their respective organizations and that compliance with this policy is effectively enforced.	E	Management improvement through enhanced controls and compliance	Under consideration		A policy on the employment of retired officials is still under preparation for discussion with the Staff Union. This recommendation is incomplete for as long as it does not contain a definition of "retiree" and a justification for the exclusion of such persons from the provision of services to organizations, and the modalities to ensure such exclusion: organizations have no access to information as to whether a person is in receipt of a retirement benefit, whether paid by the UNJSPF or any other pension scheme, and retirees could be providing services either as individual consultants or through a corporation. Linked to the discussions with the Staff Union Committee on contractual arrangements.
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	6	The executive heads of the United Nations system organizations should consider appropriate modalities in order to provide consultants and other non-staff personnel with accessible and effective dispute settlement mechanisms and explore ways of listening to them and addressing their concerns.	E	Management improvement through enhanced effectiveness	Not relevant		The ILO does not consider that individual contractors under its external collaboration contracts are "non-staff personnel". The ILO has no other type of individual contractors. ILO individual contractors have access to the independent judicial adjudication of their disputes with the ILO through an arbitration clause in their contracts.
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	7	The executive heads of the United Nations system organizations should ensure that roles and responsibilities for the use of consultants are clearly established and proper monitoring and internal control measures are introduced for the effective implementation of relevant policies.	E	Enhanced transparency and accountability	Accepted	In progress	Discussions are held in parallel with discussions on the reform of contractual arrangements. Linked to the discussions with the Staff Union Committee on contractual arrangements.
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	8	The executive heads of the United Nations system organizations should review their roster and competition policy and practices regarding the use of consultants with a view to expanding the available pool of qualified candidates	E	Management improvement through enhanced efficiency	Accepted	In progress	Only to the extent possible for limited categories of individual contractors in pre-defined areas of expertise. See above. Linked to the discussions with the Staff Union Committee on contractual arrangements.

		and adopting adequate competition measures, preferably adjusted to the duration and value of contracts.					
JIU/REP/2012/5: Review of individual consultancies in the United Nations	9	The executive heads of the United Nations system organizations should ensure that geographical diversity and gender balance are addressed in the consultancy policies of their respective organizations and promoted proactively.	E	Management improvement through the dissemination of good/best practices	Not accepted		The ILO procures services either with individual consultants or corporations, depending on offer and demand, in accordance with procurement rules. Decisions are made on the basis of technical and cost criteria. Many services are procured locally. ILO has a global policy on gender equality and non-discrimination
JIU/REP/2012/5: Review of individual consultancies in the United Nations	10	The executive heads of the United Nations system organizations should ensure that their respective organization has an up-to-date remuneration policy for the use of consultants supported by adequate guidelines for consistent implementation.	E	Management improvement through enhanced effectiveness	Not accepted		While some indication of reasonable honoraria could be envisaged for certain categories of service providers specific to the needs of international organizations (such as translation services), it is not possible to elaborate such indication in the large array of services procured worldwide by international organizations. Moreover, remuneration guidelines would need to be developed both for local services and regional or international services, and updated regularly based on inflation and other factors in each of the hundreds of locations where organizations procure services, a task that would require a significant investment system-wide with no obvious benefit for the organizations.
JIU/REP/2012/5: Review of individual consultancies in the United Nations	11	The executive heads of the United Nations system organizations should strengthen oversight on the use of consultants through effective performance evaluation, audits, monitoring and analytical internal and external reporting, with a view to ensuring proper use of contracts and efficient use of resources.	E	Management improvement through enhanced controls and compliance	Accepted	In progress	
JIU/REP/2012/5: Review of individual	12	The legislative/governing bodies of the United Nations system organizations should exercise their oversight function	L	Management improvement through enhanced	Under consideration		

consultancies in the United Nations		on the use of consultants through regular reviews of analytical information provided by the executive heads of the respective organizations.		controls and compliance			
JIU/REP/2012/8: Review of enterprise resource planning (ERP) systems in United Nations organisations	1	The executive heads of United Nations system organizations should ensure that staff members receive adequate training for their specific needs throughout the system's life cycle, and that appropriate resources are allocated to training on an on-going basis.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes
JIU/REP/2012/8: Review of enterprise resource planning (ERP) systems in United Nations organisations	2	The legislative/governing bodies of United Nations system organizations should exercise their monitoring and oversight role on their respective ERP projects on an on-going basis, including implementation, maintenance and upgrade policy, cost-efficiency and achievements of the overall objectives of the projects.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes
JIU/REP/2012/8: Review of enterprise resource planning (ERP) systems in United Nations organisations	3	The executive heads of United Nations system organizations should establish regular monitoring and reporting mechanisms for ERP projects throughout their life cycle.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes
JIU/REP/2012/9: Lump-sum payments in lieu of entitlements	1	The legislative/governing bodies of United Nations system organizations should request their respective executive heads to prepare a report on the usage of the lump-sum option for home leave travel which, inter alia, would compare the costs for providing the lump-sum option with those of organizing the travel for the eligible headquarter-based staff members for a period of two years. Upon consideration of the report, the legislative/governing	L	Enhanced transparency and accountability	Under consideration		This item is still 'under consideration', pending a decision regarding a possible review by the ILO of lump-sum practice for home leave and statutory travel.

		body should decide in 2015 whether to take any action deemed appropriate.					
JIU/REP/2012/9: Lump-sum payments in lieu of entitlements	2	The executive heads of United Nations system organizations should ensure, if not already done so, that the ICSC daily subsistence allowance rates are fully complied with, including the disbursement of the relevant percentage for meals and incidental expenses when accommodation is provided.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes
JIU/REP/2012/9: Lump-sum payments in lieu of entitlements	3	The legislative/governing bodies of United Nations system organizations should request their respective executive heads to suspend, if not already the case, the payment of additional DSA (15 or 40 per cent), to those officials travelling on organizational budgets.	L	Significant, one-time or recurrent, financial savings	Accepted	Implemented	Yes
JIU/REP/2012/9: Lump-sum payments in lieu of entitlements	5	The executive heads of United Nations system organizations should adopt a lump-sum amount to cover all travel-related expenses when a staff member and his/her eligible family members undertake home leave travel when the organization purchases the air tickets.	E	Management improvement through enhanced efficiency	Not accepted		Not all travel will require vaccinations, visa and renewal of travel documents (if the official is returning to his/her home country, s/he is a national of this country and would not need a visa). Providing a lump sum for this purpose for all home leave travel when the organization purchases the air tickets would not be cost effective.
JIU/REP/2012/10: Staff-management relations in the United National specialised agencies and common system	1	In reporting to their legislative/governing bodies on human resources issues, including on the composition of the labour force, Executive Heads of the organizations under review – who are not already doing so – should report on the number of persons under each category of non-staff contractual arrangements and on the corresponding rights, benefits, costs and duties that apply to the respective categories.	E	Enhanced transparency and accountability	Not accepted		Independent individual consultants are not part of the ILO's labour force, as is the case for corporations providing goods and services to the Organization. The ILO only reports on the total financial expenditure of contractual services.

JIU/REP/2012/10: Staff-management relations in the United National specialised agencies and common system	2	The Executive Heads of the organizations under review, acknowledging the official representational status and functions of Staff Representative Bodies and elected Staff Representatives, should facilitate their access to all available and necessary means of communication with staff-at-large, without censorship.	E	Enhanced coordination and cooperation among participating organizations	Accepted	Implemented	Yes
JIU/REP/2012/10: Staff-management relations in the United National specialised agencies and common system	3	Where such texts are currently not existent, Executive Heads of the organizations under review should adopt Staff Rules to protect staff representatives against discriminatory or prejudicial treatment, based on their status or activities as staff representatives, both during and after the end of their term of office.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes
JIU/REP/2012/10: Staff-management relations in the United National specialised agencies and common system	4	Where joint Staff-Management bodies dedicated to SMR issues currently do not exist, the Executive Heads of the organizations under review should establish such bodies to undertake formal consultations on issues impacting upon conditions of service and staff welfare.	E	Enhanced coordination and cooperation among participating organizations	Accepted	Implemented	Yes
JIU/REP/2012/10: Staff-management relations in the United National specialised agencies and common system	5	The Governing Bodies of the organizations under review which have a field presence should mandate their Executive Heads to ensure that when reporting on human resources issues, challenges faced by staff in the field are specifically detailed.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes
JIU/REP/2012/10: Staff-management relations in the United National specialised	6	The Executive Heads of the organizations under review should allocate the appropriate resources to their respective human resources services to develop (preferably jointly with staff representatives) and	E	Enhanced coordination and cooperation among participating organizations	Not accepted		While the ILO is considering the development of training materials for HR officers and managers involved in SMR, there are doubts about the appropriateness of providing such training to elected representatives, as it could

agencies and common system		implement training activities on SMR-related issues, and strongly encourage the participation of newly appointed managers and newly elected staff representatives in such training.					be considered contrary to freedom of association principles.
JIU/REP/2012/10: Staff-management relations in the United National specialised agencies and common system	7	The Executive Heads of the organizations under review should undertake staff surveys – incorporating questions that are comparable over time – at regular, two-to-four-year intervals (when feasible), to be conducted in a framework of objectivity, in particular through the participation of both staff and management representatives in the survey development process, its operation and its interpretation.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes
JIU/REP/2012/10: Staff-management relations in the United National specialised agencies and common system	8	The legislative or Governing Bodies of the organizations under review should mandate their Executive Heads to prioritize the development of a burden-sharing formula and agreement with regard to financing all costs associated with the representational function of officials of staff federations that are recognized in the ICSC statutes and rules of procedures.	L	Management improvement through enhanced effectiveness	Not accepted		<p>The ILO does not agree that all costs related to the participation of staff representatives in common system fora (HR Network, ICSC, Pension Board) should be entirely borne by the Organizations. Many organizations already provide significant subsidies and direct financial contributions for the independent functioning of their respective staff unions and associations, including for purposes of participation in common system fora. Any modification of the current budgetary allocations for staff representation in the ILO Programme and Budget, or an increase in the cost of the other facilities accorded to staff representatives is subject to discussions with the Staff Union and ultimately to agreement of contributing member States.</p> <p>In addition, the implementation of this recommendation is subject to agreement within the HLCM/HR Network.</p> <p>The ILO believes that the best formula would be a cost-sharing arrangement, as is the case in other common system bodies such</p>

							as the Pension Board.
JIU/REP/2012/10: Staff-management relations in the United Nations specialised agencies and common system	9	In the organizations under review where formal provisions do not yet exist, the legislative/Governing Bodies should adopt regulations granting SRBs the right to effectively present statements during meetings of relevant inter-governmental organs dealing with issues related to staff welfare.	L	Enhanced coordination and cooperation among participating organizations	Accepted	Implemented	Yes
JIU/REP/2012/12: Strategic planning in the United Nations system	1	The Secretary-General, in his capacity as Chair of the Chief Executives Board for Coordination (CEB), drawing upon the support of the United Nations Strategic Planning Network and/or a CEB ad hoc task force, should review with the executive heads the respective strategic plans of their organizations with a view to defining a coherent overarching framework and common goals for strategic planning to ensure consistency and avoid the overlap of activities across the United Nations system.	E	Enhanced coordination and cooperation between participating organizations	Not relevant		This recommendation is addressed to UNSG as CEB Chair. The ILO would participate in the recommended review as/when it is undertaken under the UNSG's initiative.
JIU/REP/2012/12: Strategic planning in the United Nations system	3	The Executive Heads of the United Nations system organizations, through the existing inter-agency coordination mechanism of the CEB, including HLCM, HLCP and UNDG, should define and agree on a commonly accepted terminology for strategic planning, and report thereon to their legislative bodies and the Economic and Social Council, in order to establish a comparison basis and facilitate aggregation in planning, monitoring, evaluating and reporting on implementation of the strategic plans of their respective organizations.	E	Management improvement through enhanced effectiveness	Accepted	In progress	In early 2016 the ILO started to work on the preparation of its Strategic Plan 2018-21, which will be examined by the Governing Body in November 2016. Guidance from the existing inter-agency coordination mechanisms with regard with key terminology and concepts for strategic planning is being taken into account as appropriate.
JIU/REP/2012/12: Strategic planning	4	The legislative bodies of the United Nations system organizations should	L	Enhanced coordination and	Not accepted		

in the United Nations system		formulate and define relevant system-wide sectoral strategic frameworks through the Economic and Social Council to address the long-term goals established by the 2005 World Summit Outcome, adopted by the General Assembly in resolution 60/1, as well as those established by the missions and mandates of the system organizations as a result of global conferences.		cooperation between participating organizations				
JIU/REP/2012/12: Strategic planning in the United Nations system	5	The legislative bodies of the United Nations system organizations should instruct their respective secretariats to adopt the necessary measures by the end of 2015 to harmonize and/or align the planning cycles of their strategic plans so that all the organizations are ready to start a new harmonized reporting cycle to Member States in 2016.	L	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Yes	In March 2014 the ILO Governing Body instructed the Secretariat to develop a transitional strategic plan of just two years (2016-17) so that from 2018 the ILO could align its four-year strategic planning cycle with that of the United Nations.
JIU/REP/2013/1: Review of Long-Term Agreements in Procurement in the United Nations system	1	Executive heads should develop specific procurement policies and guidelines for the strategic use of LTAs by their organizations. These should aim to clarify the purpose, advantages, disadvantages, possible strategies, main elements, and types of LTAs, and when and how to establish them.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	
JIU/REP/2013/1: Review of Long-Term Agreements in Procurement in the United Nations system	2	Executive heads should implement a policy to ensure that for every LTA a contract management plan is developed that clearly defines the contract work breakdown structure, roles and responsibilities of all parties involved, and control and accountability mechanisms. Detailed guidelines, methods and tools (including appropriate clauses and contractual mechanisms)	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	The concepts are supported and already implemented in the ILO. All ILO contracts are awarded and managed in compliance with the applicable Rules and Procedures. Standardized ILO Terms and Conditions are incorporated in all ILO LTAs/Contracts. ILO Procurement Manual describes in a detailed manner the role and responsibilities of contract managers. Specific tools and forms are made available to contract managers to help them in dealing

		must be provided to the contract managers.						with post award issues (e.g. amendments etc).
JIU/REP/2013/1: Review of Long-Term Agreements in Procurement in the United Nations system	3	Executive heads should proactively pursue collaborative LTA opportunities through various methods, including establishing/improving policies and guidelines to facilitate collaboration, circulating LTA tenders which could be of interest to other organizations, listing their organization's LTAs on UNGM, and seeking up-to-date information on available LTAs in the United Nations system.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Partially	
JIU/REP/2013/1: Review of Long-Term Agreements in Procurement in the United Nations system	4	The executive heads of the organizations should support the advancement of the work of the HLCM Procurement Network on harmonization of procurement documents, collaborative use of LTAs, and joint procurement of vehicles. They should also facilitate the work of the Legal Network to expedite their efforts towards harmonizing the general terms and conditions of contracts.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Yes	The comments made by the Secretary-General on behalf of CEB in relation to this recommendation are endorsed. ILO is an active member of the HLCM Procurement Network and a member of the relevant Working Groups progressing harmonization issues. In addition, within the HLCM PN, ILO is a recognized leading force of the initiatives listed in the JIU Report.
JIU/REP/2013/1: Review of Long-Term Agreements in Procurement in the United Nations system	5	The legislative/governing bodies should exercise their oversight role on the procurement function and procurement activities with a view to ensuring that the procurement function adequately fulfils its strategic role and that procurement activities, including LTAs, are carried out based on sound procurement plans and strategies.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	The comments made by the Secretary-General on behalf of CEB in relation to this recommendation are endorsed. The ILO considers that the Governing Body has an oversight responsibility for all internal governance functions. It does not see any particular need for greater focus on the procurement function.

GB.325/PFA/7 October 2015

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2013/3: Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work	2	The Executive Heads of United Nations system organizations who have not yet done so should instruct their human resources management offices to develop and implement appropriate guidelines for the identification, screening and preparation of potential RC candidates as soon as possible.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2013/3: Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work	3	The Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination should initiate, through UNDG, the review and revision of the SOPs of the IAAP as needed to: (a) Ensure a more open nomination process for candidates who are already in the RC Pool; (b) Address the possibility of incorporating interviews for shortlisted candidates at the request of the IAAP, to better advise the UNDG Chair on their suitability for a particular position; and (c) Change the present voting system to establish a minimum required number of support votes (preferably 50 per cent of those voting) for a candidate to be shortlisted for consideration by the UNDG Chair.	E	Management improvement through enhanced effectiveness	Not Relevant			This recommendation is addressed to the Secretary-General, as CEB Chair. ILO fully supports this recommendation. It favoured proposals for the inclusion of interviews in the process (including the use of pre-recorded video interviews) and for there to be a minimum number of votes for a candidate to be shortlisted for consideration by the UNDG Chair.
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	1	The executive heads of UN system organizations should act to ensure that their respective partnership arrangements involving the transfer of UN resources to third parties (notably IPs) are clearly defined as being distinct from other types of partnerships not	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	

GB.325/PFA/7 October 2015

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
		receiving UN resources, as well as from commercial contracts, in order to assure that appropriate rules and regulations apply in the different cases.						
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	2	The executive heads of United Nations system organizations should ensure that key information on Implementing Partners such as expenditures by purpose (programme, project, activity etc.), modality (e.g. national government entity, NGO/CSO etc.), and evaluation of their performance are readily available in their organizations. Such key information should be reported regularly to legislative bodies, within the existing reporting mechanisms.	L	Enhanced transparency and accountability	Accepted	Implemented		A new ERP functionality covering Implementing Agreements (IAs) was implemented in December 2013, by which IAs are automatically generated by the ERP System. This tool includes reporting on all IAs entered in the ERP system (i.e. name of the IP, value and duration of the associated agreement, and payments made under the agreement). This functionality is going to be extended to all field offices with the on-going deployment of the ERP's financial/purchasing functionality to the regions (planned roll-out to the field by end of 2017). Within the ILO's governance and control framework, the responsibility for monitoring and managing performance of IPs rests with the budget holder and responsible officials. These are normally the ILO officials who are directly responsible for budget or project delivery in countries. The evaluation of performance of IAs is also done through evaluation of the technical cooperation projects.
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	3	The legislative bodies of the UN system should direct the executive heads of their respective organizations to prepare and submit to them an organization-specific comprehensive strategic framework for partnerships, inclusive of IPs, in line with their overall corporate strategic objectives. This	L	Management improvement through enhanced effectiveness	Not Accepted			In view of the Sustainable Development Goals the ILO is planning to reinforce its strategy for partnership. Currently, the ILO has a Strategic Framework for partnerships in the context of its development cooperation strategy; however, this does not include IPs as the ILO does not consider appropriate to develop a separate strategic framework for

GB.325/PFA/7 October 2015

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
		framework should include an analysis of resources required to operationalise it.						partnerships inclusive of IPs. The IP partnerships are addressed in specific procedures. For the time being IPs are mainly identified by country offices at the time of implementing programmes.
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	4	The executive heads of UN system organizations should establish rigorous IP selection and assessment processes designed to determine an IP's capacity and potential weaknesses and risks, and ensure capability to fulfil program delivery requirements.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	5	The General Assembly, in the context of the QCPR and in line with the development of a common UN framework for measuring progress in national capacity development, should commission a system-wide study to take stock of the effectiveness and impact of UN IP-related approaches, initiatives and systems to strengthen national capacities and promote national ownership in the delivery of programmes and activities for sustainable development.	L	Management improvement through enhanced efficiency	Not relevant			This recommendation is addressed to the General Assembly, thus not relevant. Strengthening capacity of constituents at national level is core to the ILO mandate. Different approaches have been developed by ILO for this purpose. When entering into a particular Implementing Agreement with an IP, the ILO aims to develop or enhance capabilities within a country or region. This is one of the criteria established in IGDS 270 that would justify signature of an Implementing Agreement. It should be noted that workers and employers organisations are both ILO constituency and ILO's IPs. The ILO would support such a study subject to previous agreement of all parties on the TOR for the study.
JIU/REP/2013/4:	6	The executive heads of UN system organizations should act to strengthen	E	Management improvement	Accepted	Implemented	Yes	

GB.325/PFA/7 October 2015

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
Review of the Management of Implementing Partners in United Nations system organizations		IP agreements and other legal instruments in line with good practices so as to ensure the inclusion of all provisions needed to safeguard the interests and rights of their organizations.		through enhanced efficiency				
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	7	The executive heads of UN system organizations should establish risk-based monitoring frameworks to guide their respective organizations in systematically monitoring programmes and projects delivered by IPs. The frameworks shall be adapted by country offices to best fit the types of interventions in the country specific environments.	E	Other	Accepted	Implemented	Partially	<p>The ILO has a risk-based approach for the selection and engagement of IPs. Responsible officials are required to certify the IPs suitability on a number of criteria including on past performance with the ILO and other UN agencies before entering into new agreements. In addition officials must review and certify that agreed outputs are delivered before additional payments are made.</p> <p>ILO audits continually identify opportunities to improve control over monitoring of implementing agreements (IAs) (in reference Chief Internal Auditor report to the March 2014 session of the Governing Body). Establishing a comprehensive risk-based monitoring, including through an enhancement of the ERP system, should be based on a cost-benefit analysis taking into account the level of need for such information and the existing mechanism.</p>
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	8	The executive heads of UN system organizations should institute, for staff engaged with Implementing Partners (and especially staff in country offices), training in fraud awareness and prevention, with emphasis on fraud related to third parties.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	<p>The ILO Procurement Bureau provides training to ILO staff at Headquarters and field offices on IGDS 270 and the use of Implementing Agreements generally. The relevant templates and training tools are available via the Bureau's intranet home page.</p> <p>The ILO Internal Audit Office has been undertaking anti-fraud awareness sessions</p>

GB.325/PFA/7 October 2015

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
								for a number of years. The anti-fraud training sessions always include an element relating to procurement. The ILO also has a code of conduct which is a prevention tool.
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	9	The executive heads of UN system organizations should revise existing oversight function charters to ensure they have the right to investigate third parties involved in implementing UN-funded activities. These revised charters should be submitted to legislative bodies for approval.	E	Management improvement through enhanced effectiveness	Not accepted			<p>Although it would be possible to amend IAO's audit charter stating that IAO has the "right" to investigate third parties, this clause could not supersede a legal agreement between the ILO and a 3rd party. If the agreement does not include an access clause, the 3rd party could deny any request from IAO to access its books of account no matter what the charter states. Therefore, the ILO seeks to ensure to have access rights in contracts between ILO and 3rd parties, which ILO does in the case of Implementing Agreements.</p> <p>The current checklists require officials to confirm if there have been issues in the past with the IP, e.g. lack of access to 3rd parties. If this is the case, then the officials should raise this as an issue and not award any further agreements.</p>
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	10	The executive heads of UN system organizations should review the capabilities of their existing automation systems, such as ERPs and other database tracking systems, with the aim of consolidating IP-related data among these systems, based on a cost/benefit analysis and taking into account the level of need for such information.	E	Enhanced transparency and accountability	Accepted	Implemented		New functionalities for tracking IPs information have been introduced in the ILO's ERP system (Contract Purchase Agreement module). The ILO's ERP system collects the data required for financial expenditures through implementing partners. Currently performance data is not collated by the ERP new functionalities.
JIU/REP/2013/4:	11	The executive heads of UN system organizations should instruct country	E	Enhanced coordination and	Accepted	In progress		Existing sharing mechanisms should be evaluated at UN Country Team (UNCT) level

GB.325/PFA/7 October 2015

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
Review of the Management of Implementing Partners in United Nations system organizations		offices to act at the country level to establish, in cooperation with other UN organizations, procedures for sharing IP-relevant information. Channels for such cooperation should include operations management groups of the UNCT and the clusters and working groups established under the UNDAF, UNPAF and UNDAP.		cooperation among participating organizations				for joint programme implementation, and UNDG is to decide on a common format preliminarily. In the framework of the 2030 Agenda, the position of the UNCT has been reinforced through the attribution of a coordination role in information sharing and resource mobilization. The current practice is that UN Resident Coordinators (RC) decide on a case-by-case basis.
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	12	The UN Secretary-General, as Chairman of the CEB, should act to ensure that IP-related policy and management issues become a regular agenda item of the three CEB pillars. Consideration of these issues can occur in a special IP-focused working group or as a standing item in existing functional networks. Issues considered should include IP strategies, selection, assessments/due diligence, agreements, accounting and financial management, monitoring and auditing, and performance evaluation.	E	Other	Not relevant			This recommendation is addressed to the Secretary-General, as CEB Chair. Some issues related to Implementing Agreements could be discussed from time to time by CEB organs, but there are no strong justifications to include Implementing Agreements as a regular agenda item of the three CEB pillars.
JIU/REP/2014/1: An analysis of the resource mobilization function within the United Nations system	1	The legislative bodies of the United Nations system organizations should periodically review the resource mobilization strategy/policy, including by providing political guidance and oversight of the implementation of the resource mobilization strategy/policy and by ensuring monitoring and the review of regular updates.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2014/1: An analysis of the resource mobilization	2	The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations	L	Management improvement	Accepted	Implemented	Yes	

GB.325/PFA/7 October 2015

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
function within the United Nations system		should request member States, when providing specified contributions, to make them predictable, long-term and in line with the core mandate and priorities of the organizations.		through enhanced effectiveness				
JIU/REP/2014/1: An analysis of the resource mobilization function within the United Nations system	4	The executive heads of the United Nations system organizations should put in place, if they have not already done so, risk management and due diligence processes for resource mobilization; this should include, inter alia, ensuring that due diligence is not performed by the same individuals responsible for fundraising.	E	Management Improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2014/1: An analysis of the resource mobilization function within the United Nations system	5	The executive heads of the United Nations system organizations should organize dialogues with their respective donors to agree upon common reporting requirements which would simplify the reporting process for the respective organizations and satisfy the information needs of the donors with a view to reducing the reporting burden and associated costs.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Partially	<p>The ILO dialogues with its donors on reporting on a systematic basis. In every review of every partnership (with traditional donors, Public and Private Partnerships, etc.) that the ILO has signed, a specific component about reporting is included with the final goal of reducing the reporting burden and associated costs on both sides. Good examples of standardizing and simplifying reporting exist (for example, the final report of the Outcome-Based funding partnerships). Reports for review meetings and joint committees have been reduced to a 4-page format factsheet (between 2012 and June 2015, more than 30 instances).</p> <p>However, certain donors and certain funding windows rather move in the opposite direction, imposing specific and sometimes onerous reporting.</p>

GB.325/PFA/7 October 2015

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
								The first version of the Development Cooperation Dashboard has already been launched and will help to simplify the reporting burden since all the reports will be included there.
JIU/REP/2014/3: Capital/refurbishment/construction projects across the United Nations system organizations	1	The executive heads of the United Nations system organizations should establish close monitoring and periodic reporting mechanisms for capital/refurbishment/construction projects throughout all project phases.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2014/3: Capital/refurbishment/construction projects across the United Nations system organizations	2	Taking into account the high cost and high risk of capital/refurbishment/construction projects, the legislative/governing bodies of the United Nations system organizations should exercise their monitoring and oversight role with regard to their respective projects on an ongoing basis, including during the pre-planning, planning, executing and completing phases, ensuring cost efficiency and the achievement of the overall goals of the projects.	L	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2014/3: Capital/refurbishment/construction projects across the United Nations system organizations	4	The executive heads of the United Nations system organizations should ensure that the 19 best practices presented in the present review are followed when undertaking capital/refurbishment/construction projects.	E	Management improvement through dissemination of best practices	Accepted	Implemented	Yes	

