

Reference document concerning “Matters relating to the Joint Inspection Unit (JIU): Reports of the JIU” (GB.319/PFA/9)

Status of ILO’s follow-up on JIU recommendations as of June 2013¹

The information is presented in a table structured as follows:

Column 1: Reference number of the report/note;

Column 2: Short title of report/note;²

Column 3: Recommendation number;

Column 4: Text of the recommendation;

Column 5: 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 6: Intended impact:

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

Column 7: Acceptance: “Accepted”; “Approved”; “Not accepted”; “Under consideration”; “Not relevant”; and “No reply yet”;

Column 8: Implementation: “Not started”, “In progress”; and “Implemented”;

Column 9: Impact achieved: “Yes”; “Partially”; and “No”; and

Column 10: Remarks.

¹ The JIU reports are available in the JIU website: <http://www.unjiu.org/> in English, French and Spanish.

² To get the full titles, please refer to the JIU website: <http://www.unjiu.org/>.

Report No.	Short title	Rec. No.	Recommendation text	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/4	Multilingualism in the UN 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	Enhanced effectiveness	Accepted	Not started		While there is no official strategic plan in place, there is strong ILO participation in key multilateral bodies such as the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP) and the International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT).
JIU/REP/2011/4	Multilingualism in the UN system organizations: Status of Implementation	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 staff to develop their language skills so as to acquire good knowledge of at least a second working language.	E	Enhanced effectiveness	Accepted	In progress		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 a good knowledge of another. Knowledge of additional languages, mainly for field-based positions, is considered an asset.

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									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 and may be required to acquire knowledge of a third 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.
JIU/REP/2011/4	Multilingualism in the UN system organizations: Status of Implementation	4	The executive heads of the UN 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	Enhanced controls and compliance	Accepted	In progress		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 item 3.)

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JIU/REP/2011/4	Multilingualism in the UN 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 IAMLAPD 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	Enhanced effectiveness	Not relevant			This recommendation is addressed to the CEB. There is significant knowledge and information sharing between the ILO coordinators and their counterparts in the multilateral system, particularly through participation in IAMLADP and JIAMCATT working groups on conference and language services and joint training ventures. In 2012–13, the ILO translation division has participated in four joint training ventures and has hosted two of them.
JIU/REP/2011/4	Multilingualism in the UN system organizations: Status of Implementation	6	When creating new institutional bodies that would require the provision of conference services, the legislative bodies of the UN system organizations should plan for the budgetary resources associated with the resulting additional workload, in particular for translation and interpretation.	L	Enhanced effectiveness	Accepted	Implemented	Yes	There is significant knowledge and information sharing between the ILO coordinators and their counterparts in the multilateral system, particularly through participation in IAMLADP and JIAMCATT working groups on conference and language services and joint training ventures.
JIU/REP/2011/4	Multilingualism in the UN system organizations: Status of Implementation	7	The executive heads should take the necessary measures to ensure full compliance with the AIIC–UN 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	Enhanced controls and compliance	Accepted	In progress		While there is no formal compliance monitoring system, ILO regional and field offices are made aware of the terms of these agreements.

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JIU/REP/2011/4	Multilingualism in the UN system organizations: Status of Implementation	8	The legislative bodies of the organizations of the UN 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	Enhanced effectiveness	Accepted	In progress		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. (Please also see comments provided under item 4.)
JIU/REP/2011/4	Multilingualism in the UN 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 mind that member States have different education systems and none of them shall be considered the standard one.	E	Enhanced effectiveness	Accepted	In progress		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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JIU/REP/2011/4	Multilingualism in the UN 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	Enhanced effectiveness	Accepted	In progress		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.
JIU/REP/2011/4	Multilingualism in the UN system organizations: Status of Implementation	12	The legislative bodies of the organizations of the UN 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	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO official website exists in all three official languages (English, French and Spanish), with links to documentation and information in the working languages (German, Russian, Arabic and Chinese), where applicable.
JIU/REP/2011/4	Multilingualism in the UN system organizations: Status of Implementation	14	The executive heads of the organizations of the UN system delivering work in the field in the area of humanitarian affairs, peacekeeping, peace building 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	Enhanced effectiveness	Accepted	In progress		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.

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JIU/REP/2011/4	Multilingualism in the UN system organizations: Status of Implementation	15	As a matter of policy, the legislative bodies of the organizations of the UN system should endorse, including through budgetary channels, the arrangements required to ensure effective compliance in delivering the organizations' core work in all official and working languages.	L	Enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2011/6	Business Continuity in the UN system	1	The executive heads of the UN 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	Enhanced effectiveness	Accepted	Implemented	Yes	The Director-General issued a business continuity policy via an announcement in March 2013. The policy details roles and responsibilities of business continuity stakeholders and instructs all ILO Offices to develop a business continuity plan (BCP). ILO management has been assigned different roles vis-à-vis business continuity and a BC focal point has been appointed within ILO. A strategy for BC implementation at headquarters and in the field has been developed.
JIU/REP/2011/6	Business Continuity in the UN system	2	Executive heads should place business continuity management in the office of the executive head or the executive officer for management.	E	Enhanced controls and compliance	Accepted	Implemented	Partially	The responsibility for oversight of business continuity within the ILO is assigned to the Treasurer and Financial Comptroller.

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JIU/REP/2011/6	Business Continuity in the UN system	3	The executive heads of the UN 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	Enhanced effectiveness	Accepted	In progress		The ILO has a draft BCP in place since 2009 and is currently in the process of revising and updating the BCP. The draft BCP is based on a risk assessment and includes the identification of critical functions on the basis of recovery time objectives.
JIU/REP/2011/6	Business Continuity in the UN system	4	Executive heads should ensure that the scope of business continuity plans of the UN 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 UN country team, where appropriate.	E	Enhanced coordination and cooperation	Accepted	In progress		Currently, only some of the ILO field offices have BCPs in place. A strategy for the implementation of BCP in all ILO field offices has been developed and roll-out will start in June 2013.
JIU/REP/2011/6	Business Continuity in the UN system	6	Executive heads should ensure that business continuity planning and implementation form part of accountability and performance evaluation of line managers.	E	Enhanced accountability	Accepted	Implemented	Partially	Development of a BCP is mitigating action taken as a part of risk management. This is specified in the risk management policy and is included in the roles and responsibilities of senior managers in the ILO.
JIU/REP/2011/6	Business Continuity in the UN system	7	Legislative bodies of the UN 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	Enhanced efficiency	Under consideration			An additional resource allocation was provided in the 2012–13 biennium to strengthen the security unit for BCP purposes. In addition, ILO is cost sharing a BCP position with the UN Office at Geneva (UNOG) since January 2013, responsible for the implementation of business continuity management at both headquarters and in the field.

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JIU/REP/2011/6	Business Continuity in the UN 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	Enhanced efficiency	Accepted	In progress		The ILO headquarters Crisis Management Team has already conducted a crisis management simulation, including considering business continuity aspects. The ILO is in the process of developing a maintenance, exercise and review regime (ME&R), which will detail the type and frequency of the different tests that have to be conducted to ensure that business continuity and other crisis-preparedness documents are continuously updated and critical staff, managers and staff at large are consistently trained.
JIU/REP/2011/7	The investigation function in the UN 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	Enhanced effectiveness	Under consideration			The possibility of having one central unit responsible for investigating all allegations is being discussed.

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JIU/REP/2011/7	The investigation function in the UN system	2	Executive heads of UN 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	Enhanced effectiveness	Accepted	Implemented	Yes	All investigator positions at the ILO are filled on the basis of merit, relevant qualifications and experience, in accordance with ILO staff regulations. The head of the investigation unit is ACFE qualified.
JIU/REP/2011/7	The investigation function in the UN 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 UN system organizations.	E	Enhanced effectiveness	Under consideration			The 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 UN system	4	The legislative bodies of UN 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	Enhanced effectiveness	Accepted	Implemented	Yes	Under its financial regulations, the Office of Internal Audit and Oversight (IAO) has the authority to initiate investigations without the executive head's approval.

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JIU/REP/2011/7	The investigation function in the UN system	5	The Conference of International Investigators should establish a UN system subgroup, similar to that of UN-RIAS.	I	Dissemination of best practices/enhanced coordination and cooperation	Not relevant			The recommendation is addressed to the Conference of International Investigators. The ILO has been in contact with its counterparts attending the UN Investigators Conference. A questionnaire was sent to all relevant organizations and meetings are now held on a regular basis, outside of the Conference, to disseminate good practices, etc. The first meeting was held in March 2013.
JIU/REP/2011/7	The investigation function in the UN system	6	The legislative bodies of UN 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	Enhanced controls and compliance	Accepted	In progress		The ILO's audit committee reports annually to the Governing Body, and refers to staffing resources within the IAO.
JIU/REP/2011/7	The investigation function in the UN 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	Enhanced controls and compliance	Accepted	Implemented	Yes	All investigation reports are sent to the ILO's Accountability Committee to make recommendations to the Director-General.

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JIU/REP/2011/9	ICT governance in the UN system organizations	1	The executive heads of the UN 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	Enhanced effectiveness	Accepted	Implemented	Yes	<p>The ILO formally implemented Information Technology Governance (ITG) ten years ago.</p> <p>Periodic reviews of ITG are held to identify areas of improvement and to more fully align IT with Office-wide strategies and objectives. The ILO's ITG framework has changed four times over the course of the past ten years.</p> <p>The Office released an IGDS on the new IT Governance Framework and Structure. The ILO's IT Governance Board (ITGB) is chaired by the Deputy Director-General for Management and Reform (DDG/MR) and includes broad representation of all major service in the Organization. This includes executive management throughout the Office, including the field.</p>
JIU/REP/2011/9	ICT governance in the UN system organizations	2	The executive heads of the UN 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	Enhanced effectiveness	Accepted	Implemented	Yes	<p>The ILO's ITG committee meets regularly. Minutes and associated materials of meetings are recorded and posted on a shared knowledge-sharing platform. Follow-up on previous recommendations, issues, actions, risk, etc. takes place during the ITG committee meetings.</p> <p>The new ITGB charter includes all of the highlighted recommendations.</p>

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JIU/REP/2011/9	ICT governance in the UN system organizations	3	The executive heads of the UN system organizations should ensure that 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.	E	Enhanced effectiveness	Accepted	Implemented	Yes	<p>The ILO periodically reviews its IT governance framework, structure and committee membership. See remarks to recommendation 1.</p> <p>The new ITGB charter stipulates a review of the operation and functioning of the ITGB on a yearly basis with particular reference to the extent to which the ITGB has discharged its roles and responsibilities. Where appropriate, the review makes recommendations for improvements.</p>
JIU/REP/2011/9	ICT governance in the UN system organizations	4	The executive heads of the UN 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	Enhanced effectiveness	Accepted	Implemented	Yes	The role of the CIO has been separated from the role of Chief Technology Officer (CTO) and is currently under recruitment. The CIO reports directly to the DDG/MR and is a member of the DDG/MR's Senior Management Team.

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JIU/REP/2011/9	ICT governance in the UN system organizations	5	The executive heads of the UN 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	Enhanced accountability	Accepted	Implemented	Yes	<p>The ILO develops a formal IT Strategy every five years. The current IT Strategy covers 2010–15. The strategy formulation process is collaborative and involves senior management throughout the Office.</p> <p>The IT Strategy comprises of outcomes, indicators, targets and milestones which explicitly link to the higher-level strategic objectives of the Office as defined within its results-based management framework.</p> <p>ITCOM's biennial workplan comprises of initiatives and activities which are also explicitly linked to the IT Strategy.</p> <p>The ILO has established a Project Management Office (PMO) to support the IT Strategy and IT Governance decision-making framework.</p> <p>The PMO functions as an IT governance advisory body responsible for validating the business case and quantifying the costs and benefits underpinning proposed IT-related investments. This information is used to facilitate selection, funding and prioritization of IT-related initiatives.</p>

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JIU/REP/2011/9	ICT governance in the UN system organizations	6	The legislative bodies of the UN system organizations should request the executive heads to present the corporate ICT strategies to member States for their information and support.	L	Enhanced accountability	Accepted	Implemented	Yes	<p>The IT Strategy is formally approved by the ILO's Governing Body.</p> <p>The Programme, Finance and Administrative Committee of the ILO's Governing Body reviews progress made against the IT Strategy on a yearly basis.</p> <p>Reports on progress and implementation of the IT Strategy are also provided to the Governing Body. The Governing Body approves funding for major investments proposed in the IT Strategy.</p>
JIU/REP/2011/9	ICT governance in the UN system organizations	7	The executive heads of the UN 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 organization's business needs and mandates.	E	Enhanced effectiveness	Accepted	Implemented	Yes	See remarks to recommendations 5 and 6 above.
JIU/REP/2011/9	ICT governance in the UN system organizations	8	The executive heads of the UN 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	Enhanced controls and compliance	Accepted	Implemented	Yes	See remarks to recommendations 5 and 6 above.

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JIU/REP/2011/9	ICT governance in the UN system organizations	9	The executive heads of the UN 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 accountability	Accepted	Implemented	Yes	The ILO's planning and budgeting cycle takes into account ICT costs. One-off and ongoing costs are tracked at a detailed cost level within the ILO's Chart of Accounts. The ILO applies absolute funds checking to ensure that IT spending does not exceed allocated funds. All ongoing costs are encumbered at the beginning of the biennium to ensure commitments are earmarked. IT contracts for licenses or services are approved at multiple levels within the Office.
JIU/REP/2011/9	ICT governance in the UN system organizations	10	The executive heads of the UN 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	Enhanced controls and compliance	Accepted	In progress		The ILO conducts post-implementation reviews and audits of major IT projects. As part of the IT Strategy, the ILO recently established and staffed a PMO 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. The PMO is expected to be fully operational by the end of 2013.
JIU/REP/2012/2	The management of sick leave in the UN system	2	The UN Medical Directors Working Group should establish a set of common information requirements to be included in sick leave certificates and reports.	E	Enhanced controls and compliance	Not relevant			This recommendation is addressed to the UN Medical Directors Working Group.

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JIU/REP/2012/2	The management of sick leave in the UN system	3	Executive heads of UN system organizations should ensure that sick leave certificates and reports for staff contain the information requirements agreed by the UN Medical Directors Working Group.	E	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 UN system	4	The executive heads of UN 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 accountability	Accepted	Implemented	Yes	An ILO Office Procedure on "The administration of sick leave in the ILO" was issued in July 2010 and has been implemented.
JIU/REP/2012/2	The management of sick leave in the UN system	5	The legislative bodies of UN 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 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.

Report No.	Short title	Rec. No.	Recommendation text	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
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 UN mechanisms.	L	Enhanced effectiveness/ enhanced efficiency	Under consideration			<p>At the moment the terms of reference of UN-Oceans are revised and will be submitted to the General Assembly at its 68th Session.</p> <p>The members of UN-Oceans are currently discussing, that it would be more efficient to use the Division for Ocean Affairs and the Law of the Sea (DOALOS) for the secretariat work, instead of having its own secretariat. The costs for this are absorbed by DOALOS.</p>
JIU/REP/2012/3	Evaluation of UN-Oceans	5	The General Assembly at its 67th 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 effectiveness/ enhanced efficiency	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 General Assembly at its 67th Session (A/67/100, item 76(a), Oceans and the law of the sea) followed by a General Assembly Resolution.</p> <p>The draft terms of reference for UN-Oceans work "will be considered by the Assembly at its 68th 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/2012/12	Strategic planning	1	The Secretary-General, in his capacity as Chair of the Chief Executives Board for Coordination (CEB), drawing upon the support of the UN 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 UN system.	E	Enhanced coordination and cooperation	Not relevant			This recommendation is addressed to the UN Secretary-General 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	3	The executive heads of the UN 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 UN Economic and Social Council (ECOSOC), 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	Enhanced coordination and cooperation	Accepted	Not started		

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JIU/REP/2012/12	Strategic planning	4	The legislative bodies of the UN system organizations should formulate and define relevant system-wide sectoral strategic frameworks through ECOSOC 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.	L	Enhanced coordination and cooperation	Not accepted			
JIU/REP/2012/12	Strategic planning	5	The legislative bodies of the UN 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	Under consideration			Further discussions in and guidance from the ILO Governing Body required in the context of developing the next mid-term strategic framework of the Organization and in view of relevant outcomes of the ECOSOC meeting in Geneva, July 2013, concerning the General Assembly Resolution 67/226 on the quadrennial comprehensive policy review (QCPR).