

Reference document concerning “Matters relating to the Joint Inspection Unit (JIU)” (GB.341/PFA/10)

▶ ILO’s follow-up status on the JIU recommendations presented to the Governing Body in the previous three years: an update as of November 2020 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 to JIU recommendations as of November 2020

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				"Accepted"; "Not accepted"; "Under consideration"; and "Not relevant".	"Not started"; "In progress"; and "Implemented"	"Yes"; "Partially"; and "No"	
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	1	The executive heads of the United Nations system organizations, in consultation with staff representatives and the existing Ombudsmen, should review, update and disseminate across their respective organizations the terms of reference of the ombudsman, giving due consideration to the direction provided by the present report and using a staff-management consultation mechanism.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Partially
JIU/REP/2015/6: Review of the organizational ombudsman	2	The executive heads of the United Nations system organizations, in cooperation with the	E	Management improvement through	Accepted	In progress	ILO has done no surveys and therefore, there was no advance on this item.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
services across the United Nations system	ombudsman offices, should include questions relating to the ombudsman service in staff surveys and responses should be used by management, staff associations and the ombudsman office to increase staff awareness and promote a better understanding of the ombudsman function in the organization.		enhanced effectiveness				It is necessary to improve communication between the different conflict prevention/resolution stakeholders (e.g. Mediator, Ethics Officer, units responsible for staff operations and welfare, et al.).
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	3 The executive heads of the United Nations organizations should request their respective ombudsmen to ensure that their field staff have the option of an in-person consultation with the	E	Management improvement through enhanced efficiency	Not accepted			The ILO Mediator maintains effective working relationships with the Ombudsman of other UN agencies and this professional network can be resorted to in case of emergency. However, the Mediator’s Office covers all field offices, and supported in its work

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	by a network of trained field facilitators.
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	4	The executive heads of the United Nations system organizations should request their ombudsman offices to include in their work programme the development of a case management manual and to seek the cooperation of other United Nations system ombudsmen with a view to achieving a certain level of	E	Management improvement through enhanced effectiveness	Not relevant		A case management manual is not considered as a priority nor a necessity for the Administration to impose on the Mediator’s work programme. However, a certain degree of harmonization on practices, principles, approaches, and exchange of experiences on specific cases is expected from Ombudsman through their professional network within the UN system (Ombudsmen and mediators of United Nations and

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		harmonization across the system.					Related International Organizations).
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	5	The legislative bodies of the United Nations system organizations should make it possible for the ombudsman to report to them on systemic issues identified on a regular basis.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	6	The executive heads of the United Nations system organizations should request the ombudsman to include continuous training and certification of ombudsman practitioners in the strategic workplans of their ombudsman offices.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	7	The executive heads of the United Nations system organizations should establish an accountability and appraisal system for the ombudsman services and include the relevant provisions in the ombudsman’s terms of reference. The system and the provisions should reflect the specific requirements of the ombudsman function by making accountability and the appraisal process inclusive and participatory for all stakeholders.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes
JIU/REP/2015/6: Review of the organizational ombudsman	8	The executive heads of the United Nations system organizations should request their ombudsmen	E	Enhanced coordination and cooperation between	Accepted	Implemented	Yes

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services across the United Nations system	to discuss the findings and recommendations of the present review at the UNARIO meeting to be held in 2016 and to decide on the course of actions they intend to reflect in their programmes of work, either individually or collectively.		participating organizations	“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	1	The legislative/governing bodies of the United Nations system organizations should exercise their oversight role and examine the causes for the lack of, and/or the delay in, the introduction of formal succession planning in their respective organizations, including	L	Enhanced transparency and accountability	Accepted	Implemented	

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
			the adequacy of current funding; and request the executive heads of these organizations to develop formal succession planning without any further delay, by the end of 2017.				
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	2	The executive heads of the United Nations system organizations, who have not yet done so, should instruct their human resources management offices to develop and implement appropriate frameworks for succession planning strategies, and devise appropriate guidelines on the succession planning process without any	E	Management improvement through enhanced effectiveness	Not accepted		The ILO has put in place a system of HR reviews conducted by the Human Resources Development Department in partnership with each headquarters department and with each regional office which allows for an accurate assessment of staffing and succession planning needs. Furthermore, the Recruitment and Assignment Mobility Committee (RAMC) exercises leadership in matching staffing needs with

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		further delay, by the end of 2017.					available qualified human resources.
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	3	The executive heads of the United Nations system organizations should instruct their human resources management offices to adopt the benchmarks set out in the present report with a view to ensuring that their organizations have a sound succession planning process, and should report on the progress made to their legislative/governing bodies.	E	Management improvement through enhanced effectiveness	Not accepted		See observations above on the system in place of HR reviews and the role of the RAMC.

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JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	4	The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should ensure that succession planning is reinstated as a main agenda item of the Human Resources Network of the High-level Committee on Management, and given the utmost attention and most serious consideration in the future sessions of the Network.	E	Management improvement through dissemination of good/best practices Strengthened coherence and harmonization	Not relevant		The recommendation is addressed to Secretary-General of the United Nations.
JIU/REP/2016/4: Fraud prevention, detection and response in United	1	The Secretary-General of the United Nations and the executive heads of other United Nations	E	Enhanced transparency and accountability	Accepted	Implemented	Yes

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

Nations system organizations

system organizations should, in the framework of the Chief Executives Board (CEB), adopt common definitions regarding fraudulent, corrupt, collusive, coercive, and obstructive practices and present these to their respective legislative and governing bodies for endorsement. In this regard, the definitions used by the multilateral development banks should be considered for adoption. Concurrently, a joint statement with a clear and unambiguous position on fraud should be adopted by the CEB to set an appropriate “tone at the

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top” on a system-wide basis.

JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	2	The executive heads of the United Nations system organizations, if they have not already done so, shall develop a corporate anti-fraud policy for their respective organizations or update an existing one, taking into account leading practices in the public and private sectors. The policy should be presented to the legislative and governing bodies for information, adoption and/or endorsement and should be reviewed and updated regularly.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	
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JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	3	The executive heads of the United Nations system organizations should take expeditious action to designate an overall corporate manager or entity at senior level to be the custodian of the anti- fraud policy and be responsible for the implementation, monitoring and periodic review of the policy.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	5	The executive heads of the United Nations system organizations should, if they have not already done so, conduct a comprehensive corporate fraud risk assessment, as an integral part of their enterprise risk	E	Management improvement through enhanced controls and compliance	Accepted	In progress	Fraud risk has been incorporated in the ILO’s corporate risk register contained in the biennial Programme and Budget documents since 2014. More detailed fraud risk assessments have also been conducted at operational level based on need. In 2020, the ILO

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		management system or as a separate exercise, addressing fraud risks at all levels of their respective organization, including headquarters and field offices, as well as internal and external fraud risks. Such assessments shall be conducted at least biennially at the corporate level, and more frequently, based on need, at the operational level.					launched an Organization-wide fraud risk assessment, which will continue in 2021.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	6	The executive heads of the United Nations system organizations, if they have not already done so, should develop organization-specific	E	Management improvement through enhanced controls and compliance	Accepted	In progress	Anti-fraud strategies and action plans are currently part of the ILO’s Office-wide risk management and internal control frameworks. These are integral parts of the existing office structure, policies,

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comprehensive anti-fraud strategies and action plans for implementing their respective fraud policies. Such anti-fraud strategies should be based on the organization’s corporate fraud risk assessments and shall be an integral part of the overall organizational strategies and operational objectives. Based on the level of fraud risk, proportionate resources should be dedicated to operationalize the strategies and action plans.

rules and procedures with resources allocated for their implementation. The ILO will review these strategies based on the result of the fraud risk assessment.

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JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	7	The executive heads of the United Nations system organizations, if they have not already done so, should initiate a review of their internal control framework to ensure that proportionate anti-fraud controls do exist and that fraud risks identified in the fraud risk assessments are adequately addressed in the internal control frameworks.	E	Enhanced transparency and accountability	Accepted	Implemented	Partially
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	8	When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes

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statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.

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JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	9	The executive heads of the United Nations system organizations should instruct their legal offices to review and update the legal instruments for engaging third parties, such as vendors and implementing partners, with particular attention to anti-fraud clauses and provisions.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	10	The executive heads of the United Nations system organizations should ensure that proportionate fraud prevention and detection capabilities are an integral part of automation systems’ functionalities, including automated activity reports	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

and data-mining modules in their respective enterprise resource planning systems (ERPs).

JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	11	The executive heads of the United Nations system organizations, if they have not already done so, should revise their whistle-blower policies with a view to adopting good practices, and extend the duty to report fraud and other misconduct to contract employees, United Nations volunteers, interns and other non-staff, as well as to third parties, including vendors, suppliers, and implementing partners.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially
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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	12	The executive heads of the United Nations system organization, if they have not already done so, should implement the good practice of establishing a central intake mechanism for all fraud allegations in their respective organizations. In the interim, for organizations with decentralized intake mechanisms, immediate action should be taken to: (a) establish an obligation for decentralized intake units to report to a central authority any allegations received, ongoing cases under investigation and closed cases, indicating the action taken; and (b)	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		establish formal intake procedures and guidelines, including: clear criteria for the preliminary assessment, the official, office or function authorized to make the assessment, the process to be followed and the arrangements for reporting on the results of the preliminary assessments.					
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	13	The executive heads of the United Nations system organizations, in consultation with the audit advisory committees, should ensure that the investigation function of their respective	E	Management improvement through enhanced effectiveness	Accepted	In progress	Within the framework of the Investigation Charter approved by the Governing Body in March 2016, and in consultation with the Independent Oversight Advisory Committee (IOAC), key performance indicators (KPIs) for investigation will be established with appropriate levels

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	of flexibility given the diverse nature of potential fraudulent activities. The Office has developed a case prioritization matrix which is applied to all allegations upon receipt and enables the Investigation and Inspection Unit to investigate based on risk categorization and the type and complexity of the investigations.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	14	The executive heads of the United Nations system organizations, in consultation with the Office of Legal Affairs (OLA) of the United Nations, and their respective legal offices, should strengthen existing protocols and procedures for referrals of	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes

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				<p>“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.</p>	<p>“Not started”; “In progress”; and “Implemented”</p>	<p>“Yes”; “Partially”; and “No”</p>	
			<p>fraud cases (and other misconduct) to national enforcement authorities and courts for criminal and civil proceedings, as well as for asset recovery, and ensure that referrals are done in a timely and effective manner.</p>				
<p>JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations</p>	<p>15</p>	<p>The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual basis a consolidated and comprehensive management report on the performance of anti-fraud activities, based on key performance indicators. The report</p>	<p>E</p>	<p>Enhanced transparency and accountability</p>	<p>Accepted</p>	<p>Implemented</p>	<p>Yes</p>

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shall include, inter alia, the level of fraud exposure, status of compliance with anti-fraud policies, fraud statistics, sanctions imposed, fraud losses and recovery of assets, and lessons learned.

JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	16	The legislative and governing bodies of the United Nations system organizations should: place on their respective agendas a permanent or standing item relating to fraud prevention, detection and response; review on an annual basis the consolidated and comprehensive management report	L	Enhanced transparency and accountability	Not accepted		The ILO does not see the need to introduce a further reporting process related to fraud, beyond what is in place today. The annual report of the Chief Internal Auditor is considered sufficient, provided that fraud information and statistics are included in it.
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presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters.

JIU/REP/2016/5: Evaluation of the contribution of the UN development system to strengthening national capacities for statistical analysis and data collection to support the achievement of the MDGs and other internationally-agreed goals	1	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review, should make national statistical capacity development a major strategic priority of the United Nations system entities addressing production, dissemination and use of official statistics, and should call on all Member States to redirect the financial resources necessary to	L	Management improvement through enhanced effectiveness Significant, one-time or recurrent, financial savings	Not relevant		Although this recommendation is addressed to the UN General Assembly, the ILO supports it and considers production of quality data essential to measure progress towards the targets set in the 2030 Sustainable Development Agenda.
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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

support all three areas.

JIU/REP/2016/5: Evaluation of the contribution of the UN development system to strengthening national capacities for statistical analysis and data collection to support the achievement of the MDGs and other internationally-agreed goals	2	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, should reaffirm that the principal goal of United Nations system support for national statistical capacity development is the use of national statistics for supporting the achievement of national development goals, including the Sustainable Development Goals, and in this regard, requests United Nations system organizations to make all efforts to support	L	Relevance Management improvement through enhanced effectiveness	Not relevant		Although this recommendation is addressed to the UN General Assembly, the ILO supports it, considering that national statistical capacity development is important for supporting the achievement of the Sustainable Development Goals.
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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

achievement of this goal.

JIU/REP/2016/5: Evaluation of the contribution of the UN development system to strengthening national capacities for statistical analysis and data collection to support the achievement of the MDGs and other internationally-agreed goals	3	Executive heads of United Nations entities that work on national statistical capacity development should establish a network (a working group or task force) that will bring together the different entities’ policy, programme and statistics departments in order to define how to better support more effective use of statistics by national stakeholders to achieve national development goals and should develop system-wide guidance for United Nations system entities on this issue.	E	Management improvement through dissemination of best practices Enhanced coordination and cooperation between participating organizations Strengthened coherence and harmonisation/enhanced effectiveness	Accepted	Implemented	Partially	
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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/5: Evaluation of the contribution of the UN development system to strengthening national capacities for statistical analysis and data collection to support the achievement of the MDGs and other internationally-agreed goals	4	The General Assembly should request the Secretary-General, in the context of the 2017-2020 quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, to develop a strategic framework for the next five years regarding United Nations system integrated support for national statistical capacity development at the global, regional and country levels, setting out the roles and areas of work for entities at all three levels.	L Enhanced transparency and accountability Enhanced coordination and cooperation between participating organizations Strengthened coherence and harmonisation Management improvement through enhanced efficiency Integration Interdependence	Not relevant			Although this recommendation is addressed to the UN General Assembly, the ILO supports it.

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JIU/REP/2016/5: Evaluation of the contribution of the UN development system to strengthening national capacities for statistical analysis and data collection to support the achievement of the MDGs and other internationally-agreed goals	5	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review, should ensure that national statistical capacity development is a strategic area of support for all United Nations country teams, recognizing that the role will vary significantly between countries as determined by the national authorities.	L	Enhanced transparency and accountability Strengthened coherence and harmonisation Management improvement through enhanced efficiency Integration Interdependence	Not relevant		Although this recommendation is addressed to the UN General Assembly, the ILO supports it and considers it important for supporting the achievement of the Sustainable Development Goals at the country level.
JIU/REP/2016/6: Meta-evaluation and synthesis of United Nations Development Assistance Framework	4	The Secretary-General should, in consultation with the Chief Executives’ Board for Coordination as appropriate, request other United Nations agencies to better	E	Enhanced coordination and cooperation between participating organizations	Not relevant		Although this recommendation is addressed to the Secretary-General of the United Nations, the ILO has long encouraged joint evaluations and has even formulated guidance notes on the topic :

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evaluations, with a particular focus on poverty eradication		coordinate their evaluation activities at the country level so that such activities can be better integrated into the United Nations Development Assistance Framework evaluation process.					http://www.ilo.org/eval/Evaluationguidance/WCMS_165975/lang--en/index.htm
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	1	The governing bodies of the United Nations system and of the multilateral environment agreements, taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations so as to ensure that the priorities of the SAMOA Pathway are mainstreamed in the	L	Enhanced coordination and cooperation between participating organizations	Not accepted		SIDS national and subregional priorities were reviewed at the UN High Level meeting of September 2019 in New York. A Political declaration of the above meeting was adopted (A/res./74/3) in October 2019 by the UNGA reaffirming the “commitment to strengthen cooperation with and in support to SIDS in the context of sustainable development, in line with their national development strategies and priorities. Such approach is in line with

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		strategic plans, within the realm of the organizations’ mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway.					ongoing UN reform process and is consistent with the initial request to implement the SAMOA Pathway, without additional approval processes by individual UN agencies.
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	2	The governing bodies of the United Nations system should ensure that the strategic plans and work programmes of the system organizations include specific objectives related to the implementation of the SAMOA Pathway, within the realm of their respective mandates, to	L	Enhanced coordination and cooperation between participating organizations	Not accepted		The ILO will continue supporting SIDS in light of their particular challenges and with a view to accelerating the delivery of the SDGs according to the national priorities. Instead of coming up with a separate monitoring and reporting framework for the specific category of the member States, a common, inclusive results framework has been adopted for

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		be measured against a set of established key performance indicators to monitor and report on the achievements.					the 2020-21 Programme and Budget.
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	3	The governing bodies of the United Nations system, in adopting the strategic plans and work programmes of the organizations, should encourage the organizations to ensure that the activities in support of sustainable development of SIDS, within the realm of the mandate of each organization, are aligned with the regional and national priorities identified by the	L	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	The alignment of the ILO support to SIDS will be further ensured in light of the Samoa Pathway and the SDGs, in the framework of DWCPs, UN Development Cooperation Frameworks (Cooperation Frameworks) with the participation of the ILO constituents and through development cooperation interventions.

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
			Governments of those States, regional organizations and SIDS development partners, so as to foster the implementation of the SAMOA Pathway as the blueprint of the 2030 Agenda for Sustainable Development of SIDS.				
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	4	The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing States and all partners for development so as to	L	Management improvement through enhanced effectiveness	Accepted	Implemented	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
			strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level.				
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	5	The executive heads of the United Nations system organizations should ensure the participation of their organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that	E	Management improvement through enhanced effectiveness	Accepted	Implemented	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		new parameters of eligibility are designed for better access to financing for development for SIDS.					
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	6	The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	RBTC-SSTC funds have been provided for the 2020-2021 biennium to support SIDS –SIDS decent work in light of migration and climate change, while mitigating COVID 19 effect. New RBTC-SSTC allocation for 2020-2021 includes proposals for capacity building in the Pacific Islands.

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	7	The legislative and governing bodies of the United Nations system organizations should ensure, based on the ongoing work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals, so that processes and indicators are adapted to their needs	L	Enhanced transparency and accountability	Accepted	Implemented	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

and priorities identified at the national and regional levels.

JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	8	The governing bodies of the United Nations system organizations should coordinate their efforts in designing monitoring and accountability frameworks and tools adapted to the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development-related global mandates, while avoiding the burden of multiple reporting frameworks.	L	Enhanced transparency and accountability	Accepted	Implemented	
JIU/REP/2016/8: State of the internal audit function in	1	Governing bodies should direct executive heads of United Nations system	L	Enhanced transparency and accountability	Accepted	Implemented	Yes

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
the United Nations system				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/8: State of the internal audit function in the United Nations system	2	Executive heads of United Nations system organizations should involve the oversight committees and consult with the governing bodies in the hiring of the heads of internal audit/oversight, and in the	E	Enhanced transparency and accountability	Accepted	Implemented	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

termination of their tenure.

JIU/REP/2016/8: State of the internal audit function in the United Nations system	4	Heads of internal audit/oversight in United Nations system organizations who have not yet done so should consolidate in their annual/periodic or other report findings of recurring issues emanating from individual internal audit reports that cut across various offices, units or departments so as to enable the executive heads to systematically address them.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Yes	
JIU/REP/2016/8: State of the internal audit function in	5	Executive heads of United Nations system organizations should	E	Management improvement through	Accepted	Implemented	Yes	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
the United Nations system	ensure that their internal audit services have adequate financial and human resources to expand the use of information technology (IT) auditing techniques, and to employ, as appropriate, advanced data analytics and remote auditing, with a view to leveraging technology to provide more economical and comprehensive audit coverage.		dissemination of best practices				
JIU/REP/2016/8: State of the internal audit function in the United Nations system	6 Executive heads of United Nations system organizations, on the advice of their oversight committees, should allocate adequate financial and human	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

resources to the internal audit services to ensure sufficient coverage of high-risk areas and adherence to established auditing cycles, as identified by the heads of internal audit/oversight during risk-based audit planning.

JIU/REP/2016/8: State of the internal audit function in the United Nations system	9	Governing bodies of United Nations system organizations should ensure that the conditions for effective, independent, expert oversight committees are in place, and that the committees are, and continue to be, fully functional in line with previous Joint Inspection Unit (JIU)	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

recommendations, as reinforced in this report.

JIU/REP/2016/9: Safety and security in the United Nations system	1	The Executive Heads of United Nations system organizations, through the respective designated officers and in coordination with the Department of Safety and Security and the Office of Legal Affairs, should ensure that, by no later than April 2018: • Existing host country agreements within their respective organizations reflect the current security threats and contain commensurate security measures necessary to protect United Nations	E	Enhanced transparency and accountability Management improvement through enhanced controls and compliance	Not Accepted		While the ILO supports the objectives of the recommendation, in view of the number of host country agreements concerned and the extensive country specific negotiations required, the suggested deadline could not be met. The Office will make its best efforts to follow up with the host countries, once the common annex template is developed by the UN Office of Legal Affairs of the UN.
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				<p>“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.</p>	<p>“Not started”; “In progress”; and “Implemented”</p>	<p>“Yes”; “Partially”; and “No”</p>	
			<p>system organizations’ personnel and premises</p> <ul style="list-style-type: none"> • Future host country agreements contain a security annex reflecting the main responsibility of the host country with respect to the security of United Nations system organizations’ personnel and premises • Existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments. 				
JIU/REP/2016/9: Safety and security in the United Nations system	2	The Executive Heads of the United Nations system organizations, through the Inter-Agency Security	E	Enhanced transparency and accountability	Accepted	Implemented	Partially

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		Management Network and the Department of Safety and Security, should ensure that, by no later than January 2018, a comprehensive system-wide policy for road safety is finalized and ready for implementation within each of their respective organizations.	Management improvement through enhanced controls and compliance				
JIU/REP/2016/9: Safety and security in the United Nations system	3	The Executive Heads of the United Nations system organizations that have not yet done so should ensure that, by no later than January 2018, appropriate security compliance mechanisms commensurate with the risk level assessed in each particular duty station are	E Enhanced transparency and accountability Management improvement through enhanced controls and compliance	Not Accepted			There is no provision in the ILO Staff Regulations to make an output of the kind proposed by JIU a mandatory part of the Performance Management Framework. The ILO supports the recommendation to the extent that staff are encouraged to incorporate security measures as appropriate and relevant.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		included in the individual performance appraisal systems in place for all staff within their respective organizations.					
JIU/REP/2016/9: Safety and security in the United Nations system	5	The Executive Heads of the United Nations system organizations that have not yet done so should, by no later than January 2018, incorporate safety and security compliance indicators in the performance assessments at every management level, including senior management.	E	Enhanced transparency and accountability Management improvement through enhanced controls and compliance	Not Accepted		The ILO already has a mechanism/procedure of the internal letter of representation, requiring managers to confirm on an annual basis that, inter alia, they have complied with UNDSS requirements and that they coordinate with the security management team at the duty station.
JIU/REP/2016/10: Knowledge management in the	3	The executive heads of the United Nations system organizations, if they have not already done so,	E	Management improvement through enhanced	Accepted	Implemented	Orientation to learning and knowledge sharing is one of the ILO’s core competencies. The ILO’s generic job descriptions make

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				<p>“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.</p>	<p>“Not started”; “In progress”; and “Implemented”</p>	<p>“Yes”; “Partially”; and “No”</p>	
United Nations system	<p>should take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.</p>		<p>controls and compliance</p>				<p>reference to these core competencies. The ILO performance management framework includes a section on competencies where “Orientation to learning and knowledge sharing” can be evaluated. In addition, all staff with supervisory responsibility have a managerial output as part of their performance appraisal in which they are evaluated on whether they support organizational priorities such as knowledge sharing. Libraries of Specific- Measurable-Achievable-Relevant- Time bound outputs containing specific outputs and measures related to knowledge sharing are available for the following functions: Communications, Finance, HR, Programme, Administration, Secretaries.</p>

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				<p>“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.</p>	<p>“Not started”; “In progress”; and “Implemented”</p>	<p>“Yes”; “Partially”; and “No”</p>	<p>Knowledge acquisition and Knowledge sharing is included in measures for the following job families: Programme, Communications, Finance, Human Resources, Operations and Administration. Furthermore Finance Assistants & HR Assistants have a specific output “Knowledge and Information Sharing”.</p>
JIU/REP/2016/10: Knowledge management in the United Nations system	4	The executive heads of the United Nations system organizations, if they have not already done so, should establish norms and procedures for the retention and transfer of knowledge from retiring, moving, or departing staff, as part of the organizations’ succession planning processes.	E	Management improvement through enhanced efficiency	Accepted	Implemented	All retiring staff are requested to include an output in their performance appraisal related to knowledge transfer. Regarding moving staff, there is always a period of handover and for departing staff there is a period of notice. Knowledge transfer is the main priority during this period.

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				<p>“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.</p>	<p>“Not started”; “In progress”; and “Implemented”</p>	<p>“Yes”; “Partially”; and “No”</p>	
JIU/REP/2016/10: Knowledge management in the United Nations system	6	The executive heads of the United Nations system organizations with long-standing and comprehensive experience in knowledge management should take the lead in introducing in the agenda of the United Nations System Chief Executives Board for Coordination (CEB) an item dedicated to knowledge management, so as to provide an opportunity for sharing, at a strategic level, experiences, good practices and lessons learned, with a view to gradually developing a common, system-wide	E	Management improvement through dissemination of best practices	Not Accepted		The ILO is striving to build and strengthen its own knowledge management systems. Consequently, it would support the leadership of those who have already tried and tested systems and who would be well placed to take forward such an initiative from which ILO could learn.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

knowledge management culture.

JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	1	The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and exchange of information concerning donor assessments among the Member States and should, in this context, call upon the executive heads to make such assessments publicly available by uploading them in an online global repository to be established by the Secretary-General of the United Nations for that	L	Enhanced transparency and accountability	Accepted	In progress	The ILO does not have any objection to assessment reports being made publicly available through an online repository. ILO is already in close contact with donors to ensure synergies and complementarity. ILO has not been solicited yet regarding a UN-wide repository but Multilateral Organisation Performance Assessment Network (MOPAN) Assessments are already publicly available on MOPAN's website. The ILO is currently undergoing its third MOPAN assessment for during the 2020-2021 cycle.
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

purpose not later than 2018.

JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	2	Member States that are members of the Multilateral Organization Performance Assessment Network (MOPAN) should initiate an evaluation of the MOPAN 3.0 methodology to assess its rigour and utility in providing the expected levels of information, and determine its effectiveness in reducing the need for additional individual donor assessments.	L	Significant, one-time or recurrent, financial savings	Not Relevant		This recommendation is addressed to the member States that are members of the MOPAN.
JIU/REP/2017/2: Donor-led assessments of the	3	The executive heads of the United Nations system organizations should	E	Enhanced transparency and accountability	Accepted	Implemented	The ILO is currently undergoing the MOPAN assessment and has put in place the required

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United Nations system organizations		designate, on the basis of the volume and variety of donor reviews, an appropriate central function in their respective organizations for coordinating the multiplicity of donor assessments, managing the information provided to donors, standardizing communications, ensuring consistency and tracking the follow-up action on findings and recommendations by the responsible organizational units.					coordination mechanisms accordingly.
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JIU/REP/2017/2: Donor-led assessments of the United Nations	4	The executive heads of the United Nations system organizations should engage with donors to	E	Enhanced transparency and accountability	Accepted	Implemented	
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

system organizations			determine the key elements in their assessments and should encourage their audit and evaluation bodies, with due regard for their independence, to consider taking these elements into account in their risk assessments and work plans, in order to avoid potential duplication and overlap.				
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JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	5	The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to	L	Enhanced transparency and accountability	Not accepted		ILO resources for oversight purposes, including for the Office of the Internal Audit and Oversight and the Evaluation Office, have been increased in recent biennia, in the context of the Governing Body's decisions on the biennial Programme and Budget. To date,
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
			the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.				the ILO considers that these offices are adequately resourced to discharge their functions effectively. Notwithstanding the importance of oversight reports also in the ILO’s engagement with its donors, the ILO notes that general ILO-wide evaluation and audit reports, by their nature, are not always geared to provide the granularity to address the specific requirements of donors.
JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	6	The executive heads of the United Nations system organizations and the Secretary-General, in the context of the United Nations System Chief Executives Board for Coordination, should develop a common	E	Enhanced transparency and accountability	Accepted	In progress	The latest MOPAN methodology has new indicators in relation to uptake of UNDS reform and contribution to the Agenda 2030. The findings in relation to these will be useful to further common UN work.

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

position for initiating a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform with a robust framework and methodology to capture a collective reflection of an agency's performance and reduce the need for additional bilateral assessments.

JIU/REP/2017/3: Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	4	The executive heads of the United Nations system organizations, that have not yet done so, should ensure by 2019 that effective measures are taken to enforce and monitor compliance with an advance purchase	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		policy, including incorporation of advance planning rules and key performance indicators in travel policies that are regularly measured.					
JIU/REP/2017/3: Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	5	The executive heads of United Nations system organizations should schedule periodic monitoring and assessment to ensure conformity with their own air travel policies, conduct periodic risk assessments and identify measures for further efficiency gains by their next budgetary cycle.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	
JIU/REP/2017/3: Review of air travel policies in the	6	The executive heads of the United Nations system organizations, if they have	E	Management improvement through	Not relevant		Online booking tools are cost-effective mostly for round trip and point to point tickets. Manual

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	not already done so, should encourage the use of online booking tools for air travel, update their travel policies with guidelines for optimal use of such tools, and consider integrating them with their existing systems by 2020.		enhanced effectiveness				<p>ticketing is still necessary for complex ticketing. Travel patterns of each organization must be reviewed in order to determine if this tool is effective and efficient for their travel management.</p> <p>This recommendation should remain an advice, based on the travel operation of each organization.</p> <p>The ILO has analysed its travel patterns at headquarters to determine the effectiveness and efficiency of this tool and concluded that it is neither cost effective nor efficient to integrate an online booking tool with existing systems. ILO travel preparations are decentralized and different travel agencies are used at headquarters and in field offices. Therefore, the system</p>

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“Accepted”; “Not started”;
 “Not accepted”; “In progress”; “Yes”;
 “Under and “Partially”;
 consideration”; “Implemented” and “No”
 and “Not relevant”.

improvements that must be performed would not be cost effective. Notwithstanding the above, a feasibility assessment was recently produced and will now be submitted to senior management for review.

JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	1	The executive heads of organizations who have not yet done so should enhance the consideration of JIU reports/recommendations by their respective legislative bodies, in line with best/good practices identified, by the end of 2018.	E	Management improvement through dissemination of best practices	Accepted	Implemented	Yes
JIU/REP/2017/5: Outcome of the review of the	2	The executive heads of organizations who have not yet done so are	E	Enhanced transparency and accountability	Accepted	Implemented	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations		requested to propose to their legislative bodies a concrete course of action to be taken with respect to the recommendations of the Joint Inspection Unit addressed to these bodies, especially with regard to system-wide and several organization reports, by the end of 2018.					
JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	4	The legislative bodies of organizations which have not yet done so should request annual follow-up reports on the implementation of prior years’ accepted JIU recommendations until their full implementation, by the end of 2018.	L	Enhanced transparency and accountability	Not accepted		The ILO practice to report on the recommendations of past three years is noted as a good practice in the JIU report. The Office will continue to report to the GB as per the established procedure.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	5	The executive heads of organizations who have not yet done so should introduce appropriate verification and monitoring procedures on the implementation of prior years’ accepted JIU recommendations until their full implementation, by the end of 2018.	E	Enhanced transparency and accountability	Accepted	Implemented	
JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	6	The executive heads of organizations, when considering JIU recommendations intended to enhance coordination and cooperation, should propose the inclusion of the consideration of these recommendations on the programme of work of	E	Enhanced coordination and cooperation between participating organizations	Not accepted		The High-Level Committee on Management (HLCM) would be most appropriate to consider those recommendations that are intended to enhance coordination and cooperation. The resulting decisions or recommendations from the HLCM may then be submitted to the CEB for virtual endorsement, in line with the new

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		CEB and its applicable mechanisms with a timeline for taking a decision, with effect from 2019.					work method of CEB as introduced by the UN Secretary-General.
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	1	Executive heads who have not already done so should develop a well-defined, comprehensive and holistic strategy to guide the mainstreaming of results-based management within and across organizations.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of	2	Executive heads, including the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination (CEB), should	E	Strengthened coherence and harmonisation	Not accepted		As stated in the CEB comments, the ILO notes that very active informal networks for sharing good practices system-wide already exist (e.g., the United Nations Strategic Planning Network). The ILO would also prefer to retain discretion in

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”		
progress and policy effectiveness		consider establishing a backbone support function to ensure that the vast range of innovations introduced in results-based management across the United Nations system are captured, supported, assessed for value and shared for adoption system-wide.					developing and maintaining its unique systems and tools for RBM, as these are best suited to its operating context and capacities.	
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	3	Executive heads should strengthen the development of the culture of results by including in their respective capacity development agenda a focus on enhancing the mindset and value systems that are	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	Capacity development on RBM is a continuous function in the ILO. RBM will continue to be included in the ILO’s capacity development agenda, including through programmes delivered by the ILO International Training Centre located in Turin. RBM capacity development initiatives will build on the experience gained over time and will be aligned with RBM

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
			important for enhancing staff commitment and engagement in implementing results-based management.				concepts and tools promoted and used by the UN system, at country, regional and global levels.
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	4	Executive heads should ensure that the future development of approaches to staff accountability and human resources management incorporate more consideration of managing for achieving results, including the development of incentive systems that promote both accountability for results and accountability for transformative learning and innovations at all levels.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				"Accepted"; "Not accepted"; "Under consideration"; and "Not relevant".	"Not started"; "In progress"; and "Implemented"	"Yes"; "Partially"; and "No"	
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	5	Executive heads should make the use of information on results, including evidence resulting from evaluation, a strategic priority.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Yes
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	6	Legislative bodies may wish to work with heads of organizations to enhance the focus on managing for results beyond the demand for accountability and reporting to give a greater focus on what works, what does not work and why, and do so with due regard to context.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				"Accepted"; "Not accepted"; "Under consideration"; and "Not relevant".	"Not started"; "In progress"; and "Implemented"	"Yes"; "Partially"; and "No"	
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	1	The governing bodies of the United Nations system organizations should encourage the Secretary-General and executive heads of other organizations, in the framework of the United Nations System Chief Executives Board for Coordination, to develop a common position and pursue a high-level strategic dialogue with donors, in order to address the challenges posed by the current funding models and practices and the impact of strict earmarking of voluntary contributions and reporting to donors.	L	Enhanced transparency and accountability	Accepted	Implemented	

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	2	The executive heads of the United Nations system organizations that have not yet done so should put in place measures for ensuring that partnership agreements, concluded at the corporate level with the donors and at the corporate and field levels for individual programmes and projects, spell out the needs and requirements of the donors and the mutual commitments of the organizations and the donors, with respect to the details of reporting on the use of funds provided.	E	Enhanced transparency and accountability	Accepted	Implemented	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	3	The executive heads of the United Nations system organizations should encourage better access to, and dissemination and exchange of, information concerning donor reporting among the member States and should ensure that every organization maintains a corporate repository for all contribution agreements and donor reports.	E	Enhanced transparency and accountability	Not accepted		<p>The ILO maintains since early 2018 a corporate repository of contribution agreements and donor reports, which is accessible to all ILO staff. The ILO’s public Development Cooperation Dashboard shows expenditures of voluntary contributions by project/donor/country, as well as project summaries.</p> <p>Signed contribution agreements are confidential and not publicly accessible to the third parties unless all parties involved have agreed to this and/or specified this in the agreements.</p> <p>While donor reports are available to all ILO staff through the Reporting Module of the Development Cooperation Management Support application, donor reports for specific projects</p>

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may at times include sensitive information relevant to a specific project/ agreement/ national context/ partners/ beneficiaries, and may require further review before they can be shared publicly. This would increase the workload with significant cost implications.

JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	4	The executive heads of the United Nations system organizations that have not yet done so should regularly update guidance on donor reporting and put in place measures for the professional skills development and training needed to improve reporting to donors, for personnel at headquarters and in the field.	E	Enhanced transparency and accountability	Accepted	Implemented	
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	5	The executive heads of the United Nations system organizations that have not yet done so should work systematically with donors to include in donor agreements the costs associated with preparing donor reports.	E	Enhanced transparency and accountability	Not accepted		The recommended action needs to be taken on case-by-case basis. In the ILO, in the majority of the cases, the costs of preparing reports are partly covered by indirect costs/overhead provisions (especially financial reporting) and partly recovered through budget lines for staff cost (narrative reporting). Where reduced provisions for overheads are requested, these must go hand in hand with a reduction in reporting requirements.
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	6	The Secretary-General and executive heads of other United Nations system organizations should, preferably within the framework of the United Nations System Chief Executives Board for	E	Strengthened coherence and harmonisation	Under consideration		The ILO has been involved in further specific follow-up with UN partners in this respect and continues to be open to further harmonization and common templates, to the extent that it does not compromise the ILO's tripartite and normative mandate.

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		Coordination, develop and adopt a common report template accommodating the information needs and requirements of donors and the regulatory frameworks and capacities of the organizations, as a basis for negotiations with donors.					As an example, the ‘8+3 reporting template’ as developed by the agencies in the context of the Grand Bargain has been adopted by the ILO for relevant projects/donors.
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	7	The governing bodies of the United Nations system organizations should request the executive heads to task, and adequately support, the internal audit and evaluation offices of their respective organizations with ensuring that the relevant oversight reports	L	Enhanced transparency and accountability	Accepted	Implemented	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		provide the required levels of assurance that would help minimize reporting to individual donors on the use of their earmarked contributions.					
JIU/REP/2017/8: The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	3	The Secretary-General of the United Nations and the heads of United Nations system organizations, assisted by the United Nations Global Compact, should coordinate and streamline a unique, system-wide package of information about the opportunities for partnerships offered to the private sector by the Sustainable Development Goals, for the benefit of interested	E	Strengthened coherence and harmonisation Management improvement through enhanced effectiveness	Under consideration		The ILO will initially focus on implementing the recommendations of the HLE PPP but remains open to further UN-wide initiatives to engage the private sector in support to the SDGs.

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
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“Accepted”; “Not started”;
 “Not accepted”; “In progress”; “Yes”;
 “Under and “Partially”;
 consideration”; “Implemented” and “No”
 and “Not relevant”.

organizations.

JIU/REP/2017/8: The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	5	The heads of United Nations organizations should enhance the role and responsibilities of the Private Sector Focal Points Network with regard to sharing knowledge, promoting good practices and finding innovative solutions to problems related to partnerships with the private sector, including by entrusting them with specific tasks and agenda items on which to report.	E	Enhanced coordination and cooperation between participating organizations Management improvement through enhanced effectiveness	Accepted	In progress	The ILO appreciates the role of the Private Sector Focal Points Network to enhance communication, strengthen learning, advance coordination, and to improve collaboration among UN staff working with the private sector. The reference to “finding innovative solutions to problems related to partnerships with the private sector” is too vague and needs to be made more specific and inclusive by focusing on how to better meet the expectations of both the UN agencies and the private sector partners
JIU/REP/2017/8: The United Nations system – Private	6	All heads of the United Nations system organizations, assisted by	E	Enhanced transparency and accountability	Not relevant		The ILO is not aware of any recent progress made on this point within the UN system. ILO participation in

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sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development		the United Nations Global Compact, should jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on the information voluntarily submitted by the participating organizations.	Management improvement through dissemination of best practices				any new initiatives will be based both on a cost-benefit analysis and on the views of constituents as covered for instance in the discussion of the HLE of PPPs (October 2019). Especially the reference to ‘profiles and performance of businesses’ would need to be clarified as UN agencies have different interests, needs and governance arrangements around such partnerships.
JIU/REP/2017/8: The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	7	The Secretary-General of the United Nations and all the executive heads of participating organizations should identify and agree on a minimum set of common standard procedures and safeguards for an efficient and flexible due diligence	E	Management improvement through dissemination of best practices Strengthened coherence and harmonisation	Accepted	Implemented	The ILO is currently focusing on implementing the recommendations of the HLE PPP which includes a due diligence process based on the UN common approach. The Office has currently no insight into further intra-UN steps in this area.

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process, to be applied system-wide in a transparent way by the United Nations operational staff engaged in the initiation and implementation of partnerships with the private sector.

JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	1	Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest no later than December 2019.	E	Strengthened coherence and harmonisation	Not accepted		The responsibilities of the Ethics function cover individual conflicts of interest. The ILO has developed various mechanisms to monitor its exposure to organizational conflicts of interest through its tripartite governing organs, and it will further explore ways to enhance them.
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	2	Executive heads of the United Nations system organizations, who have not yet done so, should direct their human resources services to introduce a mandatory conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in	E	Enhanced transparency and accountability	Not accepted		Signing on an interest disclosure form is mandatory for all managers and Chief Technical Advisors of extra-budgetary development cooperation projects, on an annual basis. Signing on a disclosure of interest form upon recruitment, as recommended, would fall short of addressing conflict of interests adequately, given that the situations of staff members evolve over time. Raising awareness of all staff members – at recruitment and subsequently - of their obligation to report potential conflicts and resolve them with their supervisor, has proven to be an effective approach.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		consultation with any future inter-agency forum.					
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	3	The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial disclosure programmes and propose any changes to the rationale and scope of those programmes that are needed to increase their effectiveness.	L	Management improvement through enhanced effectiveness	Not accepted		The recommendation suggests that governing bodies are dissatisfied with the current arrangements, or that those arrangements are ineffective. There is no evidence to suggest either case in the ILO. In the ILO, both ethics and financial disclosures are reviewed by specialist bodies such as the External Auditor and the Independent Oversight Advisory Committee, and neither of them has addressed the need to review the current procedure. The ILO accordingly sees no immediate need to prepare a detailed report as recommended by the JIU. In any event, the recommended action

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	can be taken by the Director-General without a formal request from the Governing Body, as and when appropriate.
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	4	Executive heads of the United Nations system organizations, who have not yet done so, in consultation with the Legal Network of the United Nations system organizations, should take the necessary steps to introduce, by December 2019, adequate legal clauses in contractual agreements with their staff and non-staff, as appropriate, binding them to the period of restriction set for their function that prohibits them from	E	Enhanced transparency and accountability	Not accepted.		The ILO Staff Regulations contain provisions (art. 1.3) restricting the use of information known to ILO officials by reason of their official position. These restrictions continue to bind officials after they leave the service. Beyond this, the introduction of contractual non-compete clauses prohibiting certain post-employment activities does not seem appropriate, given in particular that the UN common system package of salaries, benefits and entitlements does not contain any element to compensate accordingly for such restrictions.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		engaging in clearly defined post-employment activities for the duration of that period of time.					
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	5	Executive heads of the United Nations system organizations, who have not yet done so, should take the necessary steps, no later than the end of December 2019, to: (a) ensure that all staff members, irrespective of their level and grade, successfully complete the initial and periodic mandatory ethics training course and obtain the respective certification; (b) link certification of the required ethics training course to the annual staff	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	A number of trainings for ILO staff incorporates ethics modules or related elements, including in the Internal Governance eLearning Programme, which all ILO officials are required to complete within the first six months after joining the Organization. New Staff include this as a development objective in their performance appraisal. The Office’s e-learning and performance management platform “ILO People” also includes an ILO Ethics e-learning module. The “ILO People” allows staff to select suitable online learning modules from a longer list of available courses, and to add them

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		performance appraisal cycle; (c) include ethics training in the induction training of non-staff, including refresher courses after service intervals, as appropriate.					to their profile as a development objective, thus allowing for the completion to be tracked. Staff are benefitting from briefing sessions continuously offered by the Ethics Officer, the Mediator, HRD and IAO.
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	6	The governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms.	L	Management improvement through enhanced controls and compliance	Not accepted		Monitoring of conflict of interest issues concerning staff is the responsibility of the Director-General, with the support of relevant department and organizational functions responsible for accountability matters, as well as the external auditor. Typically, oversight committees also include in their terms of reference a responsibility to provide Governing Bodies with advice on such matters of probity and compliance – as it is surely the

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case for the ILO’s Independent Oversight Advisory Committee.

JIU/REP/2018/1: Review of internship programmes in the United Nations system	2	Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.	E	Strengthened coherence and harmonization	Accepted	Implemented	Yes	
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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2018/1: Review of internship programmes in the United Nations system	3	The executive heads of JIU participating organizations should consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.	E	Management improvement through dissemination of best practices	Accepted	Implemented	Yes
JIU/REP/2018/1: Review of internship programmes in the United Nations system	5	The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on	E	Enhanced transparency and accountability	Accepted	Implemented	Yes

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		gender, country of origin, university from which the highest diploma was received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A report should be presented for information to the governing and/or legislative bodies of the organizations at their next sessions.					
JIU/REP/2018/1: Review of internship programmes in the United Nations system	6	Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc	L	Other	Not accepted		ILO has refrained from entering into direct partnerships with specific universities, governments, institutions, or foundations about its internship programme. Rather, the ILO asks the candidates to apply to its on-line internship

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			multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria.				roster through the E-recruitment platform, and directly signs internship agreements with the candidates themselves, in order to diversify the programme as much as possible and to facilitate equal opportunities to the greater numbers.
JIU/REP/2018/1: Review of internship programmes in the United Nations system	7	Executive heads of the organizations of the United Nations system should establish a collaboration mechanism between the public information services of the organizations and the	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	

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permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, based on the World Guide to Higher Education published by the United Nations Educational, Scientific and Cultural Organization.

JIU/REP/2018/4: Review of whistle-blower policies and practices in United	1	Legislative bodies should adopt measures by 2020 to ensure that all policies related to msconduct/wrongdoing	L	Enhanced transparency and accountability	Accepted	Implemented	
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
Nations system organizations				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	2	In United Nations system organizations that do not have an external and independent mechanism for appeals when a prima facie case of retaliation is not determined, the executive head should	E	Enhanced transparency and accountability	Under consideration		In the ILO, in cases where the Ethics Officer concludes, following the preliminary review of a complaint of retaliation, that there is no prima facie case of retaliation, the complainant can raise the alleged retaliatory act through the internal justice system.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

instruct the relevant office(s) to develop, by 2020, appropriate options to address this deficiency for his or her timely consideration, and to outline any agreed-upon mechanisms and processes in updates to protection against retaliation policies.

JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	3	Executive heads of United Nations system organizations should update their relevant whistle-blower policies by 2020 to address shortcomings and gaps identified in the JIU best practices ratings.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	The ILO issued an updated whistle-blower protection policy (office directive, IGDS Number 551 (Version 1) - Reporting misconduct and protection from retaliation) in November 2019, taking the JIU's views on good practices into consideration.
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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	4	By 2020, the legislative bodies of the United Nations system organizations should request executive heads to ensure that the independence of the head of ethics, head of oversight and ombudsman/mediator functions is clearly defined, in accordance with recommendations contained in JIU reports (JIU/REP/2006/2, JIU/REP/2010/3, JIU/REP/2011/7, JIU/REP/2015/6 and JIU/REP/2016/8), and that these functions report periodically to the legislative body.	L	Enhanced transparency and accountability	Not accepted		ILO's Office of Internal Audit and Oversight is reporting to the Governing Body on an annual basis. The reports of the Ethics Officer and the Mediator are made public online.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	5	By the end of 2019, executive heads of United Nations system organizations should develop comprehensive communications tools for all personnel on what, how, where and to whom to report misconduct/wrongdoing, including harassment and retaliation, in all the working languages of the organization.	E	Other	Accepted	Implemented	Reporting misconduct/ wrongdoing is clearly explained in internal ILO policy documents which are available in the working languages of the Organization. The updated ILO whistle-blower protection policy further clarifies and communicates comprehensively reporting channels. The Office of Internal Audit and Oversight accepts reports from all mediums and sources, without restriction and has a generic email account for reporting.
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	6	Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Proactive protection from retaliation of those who report misconduct is addressed in the updated whistle-blower protection policy. While standard operating procedures can improve

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Nations system organizations		those who report misconduct/wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support mechanisms and resources.					protection from retaliation, resource allocations are made through distinct mechanisms.
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	7	Executive heads of United Nations system organizations should develop standard operating procedures by 2020 for handling retaliation cases, with specific checklists and protocols for investigation, support services and communication.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	The Ethics function is responsible for receiving and examining complaints of retaliation and, as appropriate, can make recommendations for protection. The updated ILO whistle-blower protection procedure also addresses this matter. Furthermore, appropriate tools and measures have been identified in the policy updating process, in light of the specific organizational context.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	8	Executive heads of United Nations system organizations should ensure that, by 2020, anonymous channels to report misconduct/ wrongdoing are: (a) developed and operational; (b) available in all the working languages of the organization; (c) accessible to all personnel, vendors and beneficiaries; (d) reflected in their relevant policies; and (e) widely communicated.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	9	By the end of 2019, executive heads of United Nations system organizations should	E	Enhanced transparency and accountability	Accepted	Implemented	

Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
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“Accepted”; “Not started”;
 “Not accepted”; “In progress”; “Yes”;
 “Under and “Partially”;
 consideration”; “Implemented” and “No”
 and “Not relevant”.

Nations system organizations			ensure the public posting of an annual report, with all due consideration to confidentiality, on misconduct/wrongdoing and retaliation cases. The report should specifically include the allegations, findings and outcomes, including administrative actions taken.				
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JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	10	By the end of 2019, executive heads of United Nations system organizations should ensure that all supervisors and managers are required to complete specific training on whistleblowing policies and on how to appropriately respond to	E	Management improvement through enhanced effectiveness	Accepted	In progress	The updated whistle-blower protection policy highlights related responsibilities of managers and will be actively disseminated to all staff and included in ethics-related staff training, including an existing programme for Office directors and as well as face-to-face briefings for newly appointed senior managers. For this purpose, a dedicated information tool for
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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		and handle misconduct/wrongdoing and retaliation reports.					managers on misconducts reporting and protection from retaliation will be prepared.
JIU/REP/2018/4: Review of whistle- blower policies and practices in United Nations system organizations	11	By 2020, executive heads of United Nations system organizations should conduct global staff surveys on a biennial basis, in order to gauge staff views on “tone at the top” issues, accountability and ethics-related topics and to develop a comprehensive action plan to address the issues identified.	E	Enhanced transparency and accountability	Accepted	Implemented	
JIU/REP/2018/5: Opportunities to improve efficiency and effectiveness in administrative	1	Executive heads, in coordination with the Chair of the United Nations Sustainable Development Group and	E	Enhanced transparency and accountability	Not relevant		The first challenge will be to find UN system-wide agreement on what constitutes administrative support services, oversight, management and governance.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

support services by enhancing inter-agency cooperation

with a view to a coherent system-wide approach, should, by the end of 2020, enhance existing systems or implement new ones to accurately identify resources devoted to administrative support services, irrespective of funding source or cost classification, and set out how efficiency should be defined and assessed.

These questions will not be resolved in a single meeting as the views of Heads of agencies and in some cases even Governing Bodies will be diverse. A single measure of efficiency would be inappropriate. Different business models and mandates could give rise to different benchmarks. A large procurement mandate could be different to a standard setting mandate. Field operations would also have different requirements. It could be better to focus on individual or groups of agencies having benchmarks and endeavouring to improve upon their own measures.

This type of recommendation that entails UN system-wide coordination and common action is not attributable to the ILO alone.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2018/5: Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	2	The legislative bodies should request executive heads to develop performance indicators and targets to drive improvements in administrative support service delivery, and to post performance publicly.	L	Enhanced transparency and accountability	Accepted	Implemented	No
JIU/REP/2018/5: Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	6	The United Nations Sustainable Development Group should refocus the common business operations of United Nations country teams on a more limited agenda, such as common premises, facility services and procurement. All country teams should be	E	Management improvement through enhanced effectiveness Management improvement through enhanced efficiency	Accepted	In progress	This is being implemented with respect to rented common premises but the timing is linked to the expiry of current lease agreements or to the need for new premises. Regarding long-term agreements and service contracts, these are addressed at the country level during development of the BOS and will be put in place where appropriate. It would have been

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		required, by the end of 2020, to put forward a business case on common premises. They should also be required to establish joint long-term agreements and service contracts by the end of 2020.					appreciated more if the word "required" in the last sentence of the recommendation be replaced with "encouraged to expand" for support services. This type of recommendation that entails UN system-wide coordination and common action is not attributable to the ILO alone.
JIU/REP/2018/5: Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	7	The Secretary-General, in conjunction with other executive heads of entities with field-based programmes, should, by the end of 2020, develop a specific proposal that defines how to apply mutual recognition as a vehicle for capacity consolidation, so as to reduce redundancy and	E Enhanced transparency and accountability Enhanced coordination and cooperation between participating organizations Management improvement through	Accepted	In progress		The ILO was one of the original signatories of the Mutual Recognition Agreement. This type of recommendation that entails UN system-wide coordination and common action is not attributable to the ILO alone.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		rationalize physical presence.	enhanced efficiency				
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	1	The executive heads of United Nations system organizations should task the relevant offices with developing, by the end of 2020, a draft policy on the accessibility of conferences and meetings for persons with disabilities, as well as guidelines for policy implementation, and present them to their respective legislative bodies, should the endorsement of those bodies be required for the policy to take effect.	E	Management improvement through enhanced effectiveness	Accepted	In progress	Initial work is being undertaken, in the context of implementing the United Nations Disability Inclusion Strategy (UNDIS) in the ILO, among other participating agencies in the UN system. The UNDIS includes a performance indicator on accessibility to conferences and events. Related to this, at its 340 th Session (November 2020), the ILO Governing Body requested the Director-General to finalize and implement an ILO policy on disability inclusion, which includes accessibility of meetings, conferences and events. This policy is expected to be forthcoming.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	2	For all major conferences that are hosted off the premises of United Nations system organizations, the executive heads of these organizations should ensure that accessibility requirements are clearly stipulated in individual agreements concluded with the hosting entity for specific conferences and meetings.	E	Management improvement through enhanced controls and compliance	Under consideration		Feasibility of this recommendation needs be further considered, including in the context of implementing the UNDIS in the ILO.
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the	3	The executive heads of United Nations system organizations that have not yet done so should appoint, by December 2021, a focal point on accessibility within their organization under terms	E	Enhanced coordination and cooperation between participating organizations	Accepted	In progress	Roles and responsibilities are being determined under UNDIS, such as those in line with a performance indicator on institutional setup as defined in the UNDIS, and pending implementation of Recommendation 1 above.

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United Nations system				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	4	The executive heads of United Nations system organizations should instruct relevant offices that address accessibility-related matters to develop, by December 2021, standard operating procedures with regard to their operational responsibilities to improve the accessibility of conferences and meetings for persons with	E	Strengthened coherence and harmonization	Accepted	In progress	By working across the UN system, initial work has begun, in line with a performance indicator on accessibility to conferences and events as defined in the UNDIS, and pending implementation of Recommendation 1 above.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

disabilities.

JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	5	The executive heads of United Nations system organizations should make it mandatory for organizers of meetings and conferences to ensure, by December 2021, that: (a) The participation of persons with disabilities is fully supported by registration processes that are accessible for persons with diverse disabilities; (b) Clauses are included in accessible registration forms to ask specifically about accessibility requirements;	E	Enhanced transparency and accountability	Accepted	Not started	This is to be implemented, in line with a performance indicator on accessibility to conferences and events as defined in the UNDIS, and pending implementation of Recommendation 1 above.
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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

(c) Information on accessible facilities and services is disseminated to all potential participants through accessible websites and information notes;

(d) Accessible post-conference and post-meeting satisfaction surveys consistently include questions to assess satisfaction with the accessibility of facilities and services.

JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and	6	The executive heads of United Nations system organizations should, by December 2021, provide the option for remote participation in all meetings and conferences	E	Management improvement through dissemination of best practices Other	Under consideration		Noting that the remote access to meetings and conferences is not only for persons with disabilities, feasibility of this recommendation needs be further considered, including in the context of
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Report	Rec. Recommendation No	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
meetings of the United Nations system				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	implementing the UNDIS in the ILO.
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	7	The executive heads of United Nations system organizations should issue instructions to information and communications technology and facilities management offices to undertake periodic accessibility assessments of organizational facilities and services for conferences and meetings, and to ensure that organizations of persons with disabilities	E	Management improvement through enhanced controls and compliance Other	Under consideration		Feasibility of this recommendation needs be further considered, including in the context of implementing the UNDIS in the ILO.

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				“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

are adequately consulted at all stages of the process.

JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	8	The executive heads of United Nations system organizations should task procurement offices with drafting, by December 2021, provisions for incorporating accessibility checks and/or requirements into procurement policies and guidelines for consideration and adoption by the relevant decision-making authority.	E	Management improvement through enhanced controls and compliance Other	Accepted	In progress	This work has begun to be implemented, in line with a performance indicator on procurement as defined in the UNDIS, and pending implementation of Recommendation 1 above. The ILO has been involved with work being carried out at the UN system level, developing guidelines on implementation of the relevant UNDIS indicator.
JIU/REP/2018/6: Enhancing accessibility for	9	The executive heads of United Nations system organizations should	E	Management improvement through	Not relevant		While noting that this type of recommendation that entails UN system-wide coordination and

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				<p>“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.</p>	<p>“Not started”; “In progress”; and “Implemented”</p>	<p>“Yes”; “Partially”; and “No”</p>	
<p>persons with disabilities to conferences and meetings of the United Nations system</p>	<p>develop and implement through relevant inter-agency mechanisms, by December 2021, a common system-wide mandatory specialized training module on disability inclusion and accessibility for personnel involved directly or indirectly in the servicing of conferences and meetings, including, but not limited to, staff in conference management, facilities and services management, human resources management, and procurement, legal, ICT, medical, public information and safety and security services.</p>		<p>dissemination of best practices Other</p>				<p>common action, is not attributable to the ILO alone, the ILO will continue to take a leading role among the concerned UN agencies, particularly in the inter-agency support group for the Convention on the Rights of Persons with Disabilities, and will be part of the initiative to take action as recommended by the JIU, if it is agreed to UN system-wide.</p>

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JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	10	The legislative bodies of United Nations system organizations should include in their agendas the review of periodic reports submitted to them on the state of accessibility of conference and meeting facilities and services for persons with disabilities, including the state of progress of actions to address accessibility deficits.	L	Enhanced transparency and accountability	Accepted	In progress	Following the GB decision taken on GB.340/INS/9 in November 2020, the Office is engaged to prepare for monitoring that coincides with the UNDIS reporting period and for periodic reporting to the GB on progress and areas for improvement, including on accessibility issues.