

Reference document concerning “Matters relating to the Joint Inspection Unit (JIU)” (GB.355/PFA/7)

► ILO’s follow-up status on the JIU recommendations presented to the Governing Body in the previous three years: an update as of July 2025

The information¹ is presented in a table structured as follows:

Column 1: Reference number and title of the report/note²;

Column 2: Recommendation number;

Column 3: Text of the recommendation;

Column 4: Intended impact;

Column 5: Acceptance status: “Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”;

Column 6: Implementation status: “Not started”; “In progress”; and “Implemented”;

Column 7: Impact achieved: “Yes”; “Partially”; and “No”; and

Column 8: Remarks.

Overview of the total 54 recommendations contained in this document:

For action by Status	Governing Body (Section A)	Director-General (Section B)
Accepted and implemented	8 recommendations	23 recommendations
Accepted and in progress	0 recommendations	3 recommendations
Accepted and not started	1 recommendation	0
Under consideration	1 recommendation	5 recommendations
Not accepted	2 recommendations	7 recommendations
Not relevant	0	4 recommendations
Sub-total	12 recommendations	42 recommendations
Total	54 recommendations	

The 11 changes since the last update are highlighted **in yellow** in the document.

¹ ILO follow-up status on the JIU recommendations submitted in GB346/PFA/9 (November 2022), GB349/PFA/6 (October-November 2023) and GB352/PFA/10 (October-November 2024).

² The JIU reports are available on the JIU website: <http://www.unjiu.org> in English, French and Spanish, among other UN official languages.

Section A – for action by the Governing Body

Report	Rec. No	Recommendation	Intended impact	Acceptance “Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”	Implementation “Not started”; “In progress”; and “Implemented”	Impact achieved “Yes”; “Partially”; and “No”	Remarks
JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	1	The governing bodies of the United Nations system organizations should ensure that, when applicable, the use of blockchain applications will be integrated, together with other digital technologies, into the innovation strategies and policies adopted by their respective organizations.	Strengthened coherence and harmonisation	Accepted	Implemented		
JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	6	The governing bodies of the United Nations system organizations should encourage Member States to engage with the United Nations Commission on International Trade Law in its exploratory and preparatory work on legal issues that relate to blockchain in the broader context of the digital economy and digital trade, including on dispute resolution, which is aimed at	Dissemination of good/best practices	Not accepted			At its 346th Session in October-November 2022, the Governing Body did not decide to encourage Member States to engage with the United Nations Commission on International Trade Law, in line with the recommendation (ref. GB.346/PFA/PV).

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		reducing legal insecurity in that field.					
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	2	The legislative organs and governing bodies of the United Nations system organizations that have not yet done so should, by the end of 2022, direct the executive heads to embed environmental sustainability considerations into the management of their organizations and request them to include in the annual report on the work of the organization the results of efforts to mainstream environmental sustainability in the internal management functions of the organization.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2021/2: Review of United Nations system support for landlocked developing countries to implement	7	The legislative organs and governing bodies of United Nations system organizations should issue directives, if they have not already done so, by	Enhanced control and compliance Enhanced effectiveness	Not accepted			The ILO Governing Body regularly provides guidance to the formulation and implementation of ILO Decent Work Country Programmes through the review of

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the Vienna Programme of Action		the end of 2022, for their organizations to mainstream the priorities of the programme of action for landlocked developing countries that are pertinent to their mandated work and request that their organizations report periodically on its implementation.					biennial Programme and Budget documents, biennial Programme Implementation Reports, high-level evaluations, and the ILO Development Cooperation Strategy.
JIU/REP/2021/3: Cybersecurity in the United Nations system organizations	2	The legislative and governing bodies of the United Nations system organizations should consider the reports on the elements contributing to improved cyberresilience prepared by the executive heads and provide strategic guidance on further improvements to be implemented in their respective organizations, as necessary.	Enhanced effectiveness	Accepted	Implemented		

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JIU/REP/2021/4: Review of the management of implementing partners in United Nations system organizations	3	The legislative organs and governing bodies of organizations of the United Nations system should, starting in 2024 and on the basis of reports submitted to them annually by their respective executive heads, provide overall strategic guidance and legislative oversight to the management of their implementing partners, including in the framework of the quadrennial comprehensive policy review, especially with regard to capacity-building, inter-agency coordination and information sharing.	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2021/4: Review of the management of implementing partners in United Nations system organizations	9	The legislative organs and governing bodies of United Nations system organizations should, beginning in 2023, assess their approaches to capacity-building of implementing partners and	Enhanced effectiveness	Accepted	Implemented		

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		strengthening national capacities and ownership, in the framework of the quadrennial comprehensive policy review, including the effectiveness of such efforts since 2013, progress made and lessons learned, based on reports prepared by their respective secretariats, and adopt specific measures to strengthen national capacities and ownership and build the capacities of their implementing partners.					
JIU/REP/2021/5: Review of the ethics function in the United Nations system	2	The legislative organs and governing bodies of the United Nations system organizations that have not yet done so should request that organizations update the terms of reference of their respective audit and oversight committees by	Enhanced transparency and accountability	Accepted	Implemented		

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		the end of 2023 to include, where necessary, provisions for ethics, and ethics as a desirable area of expertise for new committee members.					
JIU/REP/2021/6: Business continuity management in United Nations system organizations	6	The legislative organs and governing bodies of the United Nations system organizations should consider, at the earliest opportunity, the conclusions of the internal management assessment of the continuity of operations during the COVID-19 pandemic prepared by the executive heads of their respective organizations and, on that basis, take appropriate decisions to address the identified gaps and risks and to ensure continuity of business operations.	Enhanced transparency and accountability	Accepted	Implemented		

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JIU/REP/2023/3: Review of accountability frameworks in the United Nations system organizations	1	The legislative organs and/or governing bodies of the United Nations system organizations should request their executive heads to assess their organization’s accountability framework against the updated JIU reference accountability framework and adjust it as necessary, by the end of 2024.	Enhanced transparency and accountability	Accepted	Not started (With update on progress under “Remarks”)	The ILO is among those entities that attach great importance to updating its accountability framework, as noted in the CEB comments. At the same time, it concurs with the shared view that there is no “one size fits all” and that each organization will need to consider its own specificities while using the JIU model as a reference. Update: The ILO Governing Body in November 2024 requested the Office to address the JIU recommendation. Considering expected changes from both the ongoing Review of the ILO programme and operational model and the UN 80 initiative, this work will begin in late 2025 for completion in 2026.	

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JIU/REP/2023/3: Review of accountability frameworks in the United Nations system organizations	2	Beginning in 2025, the legislative organs and/or governing bodies of the United Nations system organizations should ensure that the oversight plans of internal oversight offices cover all elements of their respective accountability framework within a reasonable time frame and that, if coverage is incomplete, a rationale is provided.	Enhanced transparency and accountability. Enhanced control and compliance.	Under consideration (With update on progress under “Remarks”)			As also noted in the CEB comments, the Office considers that the recommendation to ensure internal oversight coverage over all elements of the accountability framework runs contrary to a risk-based approach, which directs audit and oversight efforts to the areas where the risk is high and where oversight findings and recommendations are likely to produce the most return. The recommended action does not add value that justifies resource requirement to complete its implementation. Update: Following the anticipated update of the ILO accountability framework mentioned under Recommendation 1 above, necessary action will be taken by the Office to ensure that ILO oversight coverage is complete.

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JIU/REP/2023/4: Review of mental health and well-being policies and practices in United Nations system organizations	3	Legislative and/or governing bodies of United Nations system organizations should request that executive heads provide, by the end of 2026, an update on the development and implementation of the mental health and well-being workplace action plan developed according to their evidence-based and data-driven organizational approach on the matter.	Enhanced transparency and accountability	Accepted	Implemented		

Section B – for action by the Director-General

Report	Rec. No	Recommendation	Intended impact	Acceptance “Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”	Implementation “Not started”; “In progress”; and “Implemented”	Impact achieved “Yes”; “Partially”; and “No”	Remarks
JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	2	The executive heads of the United Nations system organizations should make sure that the examination of possible blockchain use cases will be based on assessments of project risks, including with respect to relevant organizational policies and regulations on privileges and immunities, data protection, confidentiality, cybersecurity, system integrity, and reputation.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	4	The executive heads of the United Nations system organizations should ensure that any decision on using blockchain should be based on an appropriate determination of the business case and of the most suitable solution, using as guidance a decision-making matrix.	Enhanced effectiveness	Accepted	Implemented		

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JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	8	The executive heads of the United Nations system organizations, through the relevant coordination mechanisms, including with support from the United Nations International Computing Centre, should consider the adoption of a non-binding inter-agency blockchain governance framework for use by interested organizations, with a view to ensuring coherent and consistent blockchain approaches across the system by the end of 2022, including for projects that may involve multiple United Nations organizations.	Strengthened coherence and harmonisation	Not relevant With update on progress under “Remarks”			Notwithstanding the ILO’s commitment to participate in and contribute to the recommended adoption process, the implementation of this time-bound recommendation (by the end of 2022) is not attributable to the ILO’s action on its own but depends on the UN system-wide coordination through the relevant mechanisms. In 2023, the Digital & Technology Network (DTN) took place at the International Monetary Fund (IMF) Headquarters, Washington D.C, from 1 to 3 May, but the blockchain technology was not on the agenda. Update: In 2024, no further UN system-wide action was taken in this regard.
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across	1	The executive heads of United Nations system organizations that have not yet done so should, by the end of 2022, develop an organization-wide policy for	Enhanced effectiveness	Accepted	Implemented		

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organizations of the United Nations system		environmental sustainability in the areas of internal management functions.					
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	3	The executive heads of the United Nations system organizations should, by the end of 2022, devote adequate resources in specific budget plans, including by better utilizing existing available resources, to mainstreaming environmental sustainability in their respective organizations, and report on the implementation to their legislative organs and governing bodies from 2023.	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	4	The executive heads of the United Nations system organizations that have not yet done so should, by the end of 2022, task procurement offices with incorporating specific provisions for integrating environmental sustainability considerations into procurement policies, procedures, manuals and guidelines, including	Enhanced transparency and accountability	Accepted	Implemented		

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		through the relevant inter-agency mechanisms, as necessary.					
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	5	The executive heads of the United Nations system organizations should, by the end of 2022, ensure that all recruitment and selection processes, as well as performance appraisal systems, incorporate and give adequate weight to environmental sustainability understanding and behaviours, and report on the implementation to their legislative organs and governing bodies from 2023.	Enhanced coordination and cooperation	Not accepted			Environmental sustainability understanding and behaviours will be introduced into the Leadership Competency Profile and validated as part of the High-Level Assessment Centre for recruitment to senior management positions. The importance of encouraging these behaviours in other positions is included in the performance appraisal of managers. The ILO has a variety of recruitment and selection processes, some of which are the subject of a collective agreement with the Staff Union Committee – changes to these processes are subject to negotiation.
JIU/REP/2020/8: Review of mainstreaming environmental	6	The executive heads of the United Nations system organizations should, by the end of 2022, with	Enhanced efficiency	Accepted	Implemented		

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sustainability across organizations of the United Nations system		the support of the resident coordinator system and the United Nations country team mechanisms, strengthen the coordination between the headquarters and field agencies, as well as among field agencies, in pursuing measures to reduce the environmental impact of field presences, and report on the implementation to their legislative organs and governing bodies from 2023.					
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	7	The executive heads of the United Nations system organizations should, by the end of 2022, make all conferences, events and meetings organized by their respective organizations “paper smart”, while providing printed material only upon official request and with adequate cost recovery measures following a differential pricing system in respect of different customer groups – such as official delegates, research institutions, other conference	Strengthened coherence and harmonization	Accepted	Implemented		

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		participants and students – and report on the implementation to their legislative organs and governing bodies from 2023.					
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	8	The executive heads of the United Nations system organizations that have not yet done so should, by the end of 2022, task the relevant offices responsible for organizing conferences, meetings and events with developing a policy for incorporating provisions relating to environmental sustainability considerations into policies, procedures, manuals and guidelines, including through the relevant inter-agency mechanisms, as necessary.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	9	The executive heads of organizations of the United Nations system should ensure that, by the end of 2022, information and communications technology services’ actions and projects comply with	Enhanced efficiency	Not accepted			With respect to the greenhouse gas emissions related to information and communications technology (ICT) and in view of the section on ICT management in the JIU report, the Office has the

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		environmental sustainability considerations, including ensuring that greenhouse gas emissions are at a level compatible with the United Nations Framework Convention on Climate Change Paris agreement.					following observations. Firstly, in order to set a target by end-2022, the UN System would need to have a recognized methodology for separately baselining ICT greenhouse gas emissions. To date, the ILO is not aware of such efforts. Secondly, it would be necessary to establish the targets and to clarify who would be responsible to do so. Thirdly, the timeline set for end-2022 seems ambitious and perhaps unfeasible. An agreed methodology and targets throughout the system are lacking at present, and would require some time to be developed. In addition, ILO’s work activities are organized by biennium. The Office has already established deliverables and budget requirements for the ongoing biennium 2022-23, rendering it extremely difficult to do more than already established.

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JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	10	The executive heads of the United Nations system organizations should, by the end of 2022, make all official documentation, publications, brochures, and communication and advocacy materials available online, including through online conferencing applications or other information technology means, and report on the implementation to their legislative organs and governing bodies from 2023.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2021/2: Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action	1	The executive heads of United Nations system organizations should designate, if they have not already done so, by the end of 2022, an organizational focal point on landlocked developing countries with clear terms of reference, developed with guidance from UN-OHRLLS, that define the focal point’s role and responsibilities in supporting implementation of the programme of action for	Enhanced coordination and cooperation	Not accepted			The ILO does not use the landlocked developing countries (LLDC) category to provide a differentiated policy and technical assistance to the member States, as it operates based on the country needs. The condition of being landlocked affects the development status including the ability of those economies to create decent jobs and make progress on human and social

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		landlocked developing countries.					development. The challenges, needs and priorities in landlocked countries, including those stemming from their landlocked situation, are reflected and addressed in their Decent Work Country Programmes that are in alignment with the United Nations Sustainable Development Cooperation Frameworks. The ILO’s support is accordingly extended to LLDCs, through promotion of policies, partnerships and standards that address the consequences of their land-locked situation. The 2030 Agenda for Sustainable Development should be the overarching framework to support the economic, human and social development of countries, including those confronted with challenges related to their land-locked condition. The Office is of the view that the content of the

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							Vienna Programme of Action for LLDCs has been taken on board in the 2030 Agenda which is a framework for ILO’s action.
JIU/REP/2021/2: Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action	3	The executive heads of United Nations system organizations should develop, by the end of 2022, a clear results framework for support for landlocked developing countries, including linkages among the outcomes to be achieved, the main outputs strategy and core activities.	Enhanced transparency and accountability Enhanced control and compliance	Not accepted			The ILO has a strategic framework which supports all member States, including LLDCs. ILO assistance to constituents in member States is prepared and delivered primarily within the framework of time-bound, results-based and resourced Decent Work Country Programmes. Decent Work Country Programmes define the ILO strategy for the promotion of decent work in accordance with the specific characteristics and needs of each country, with outcomes, outputs and deliverables as agreed by ILO constituents. Common principles but country-specific implementation strategies apply, reflecting the development path of each country. Decent Work

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							Country Programmes are regularly reviewed in terms of priorities, strategies, resources, and results achieved. They inform and are informed by the priorities of the Organization established in the biennial Programme and Budget.
JIU/REP/2021/3: Cybersecurity in the United Nations system organizations	1	The executive heads of the United Nations system organizations should prepare, as a matter of priority and no later than 2022, a comprehensive report on their cybersecurity framework and present it to their respective legislative and governing bodies at the earliest opportunity, covering the elements contributing to improved cyber resilience examined in the present report.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2021/4: Review of the management of implementing partners in	1	The executive heads of United Nations system organizations should, by the end of 2024, develop, through consultations in the appropriate inter-agency	Enhanced transparency and accountability	Not relevant (Previous “Under consideration”)			While the Office supports the thrust of the recommendation, it entails UN system-wide coordination and common action, which is not

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United Nations system organizations		mechanisms, a common systemwide definition and a set of agreed guiding principles and standards for implementing partners that is informed by a risk-based and strategic approach to partnerships and results-based management methodology.					attributable to the ILO alone. Update: The fact that no such UN system-wide coordination and common action had taken place by the end of 2024 makes this time-bound recommendation become irrelevant in the context of reporting on the follow-up status against this specific JIU recommendation. The ILO will nevertheless continue to participate in relevant initiatives in this area.
JIU/REP/2021/4: Review of the management of implementing partners in United Nations system organizations	2	The executive heads of organizations of the United Nations system should, by the end of 2023, include in their annual reports on the work of the organization a section on the engagement and management of their implementing partners, including important details useful to the legislative organs and governing bodies.	Enhanced transparency and accountability	Not relevant			While the recommendation may be accommodated within the governance model for some UN entities, it does not fit within governance in the ILO which does not have annual reports on the work of the Organization.

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JIU/REP/2021/4: Review of the management of implementing partners in United Nations system organizations	4	The executive heads of United Nations system organizations should, by the end of 2023, update as necessary and implement their implementing partner policies and related guidance, including standard operating procedures for the selection, engagement, management, oversight and evaluation of implementing partners, to sustain a strategic and risk-based approach to implementing partner management, aligned to the entity’s strategic framework.	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2021/4: Review of the management of implementing partners in United Nations system organizations	5	The executive heads of United Nations system organizations that have not yet done so should, on the basis of a cost-benefit analysis, establish an implementing partner unit or designate, by the end of 2024, a focal point for the management of implementing partners to support the coordination of implementing partner policies and activities	Enhanced transparency and accountability	Not Accepted			The Office does not consider it necessary to establish units for each type of contract. The Budget and Finance branch of the Financial Management Department will continue to establish and update policies for implementation agreements (IAs) and coordinate as necessary with the UN. Likewise, policy and programming units,

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		within the organization, including by providing policy guidance and backstopping and by facilitating liaison and information-sharing, under terms of reference that clearly define its role and responsibilities.					supported by Chiefs of Regional Programming Units and Chiefs of Regional Administrative Services, will continue to be responsible for IAs for programmatic design and delivery as well as for signing the IAs up to a certain financial limit.
JIU/REP/2021/4: Review of the management of implementing partners in United Nations system organizations	6	The executive heads of the United Nations system should incorporate implementing partner risks into their organization’s risk management frameworks by the end of 2023.	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2021/4: Review of the management of implementing partners in United Nations system organizations	7	The executive heads of United Nations system organizations should develop, by the end of 2024, key performance indicators for the management of implementing partners and establish systems to collect, monitor and report the performance data.	Enhanced effectiveness	Not accepted			The Office finds the recommendation conceptually valuable, but its timeline is too ambitious. In addition, meaningful and harmonized key performance indicators should exist if any of the gathered data are comparable. This would involve the need to develop and introduce an additional global system for collating data. No

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							such system exists at the moment, and it would require investment of time and resources. At this stage, the Office is not in a position to prioritize time and resources for this work and in view of the overly ambitious timeline set.
JIU/REP/2021/4: Review of the management of implementing partners in United Nations system organizations	8	The executive heads of United Nations system organizations should, by the end of 2023, share among themselves, through existing inter-agency mechanisms/forums, their specialized training materials and modules for the management of implementing partners, including due diligence, risk and capacity assessments of partners, results based and risk-based performance monitoring, fraud prevention, prevention of sexual exploitation and abuse, capacity building, working with local nongovernmental organizations	Enhanced coordination and cooperation	Not relevant (With update on progress under “Remarks”)			The recommended action entails inter-agency coordination and common action that are largely driven by various arrangements of the High-Level Committee on Management, under the UN System Chief Executives Board for Coordination (HLCM/CEB); as such, it is not attributable to the ILO alone. Update: Since the previous report to the Governing Body in November 2024, no progress has been made in this regard at inter-agency level, which makes this time-bound

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		and civil society organizations, the harmonized approach to cash transfers and the United Nations Partner Portal.					recommendation become irrelevant in the context of reporting on the follow-up status against this specific JIU recommendation. The ILO will nevertheless continue to participate in relevant initiatives in this area.
JIU/REP/2021/4: Review of the management of implementing partners in United Nations system organizations	10	The executive heads of the United Nations system organizations should, by the end of 2024 and with the support of the Development Coordination Office, resident coordinator offices and the United Nations country team mechanisms, agree upon specific measures to further strengthen inter-agency coordination for improving implementing partner management at the country level and report on the implementation to their respective legislative organs and governing bodies from 2025.	Enhanced coordination and cooperation	Not relevant (Previously “Under consideration”)			The Office agrees with the general recommendation on further interagency coordination, and will continue to participate in developing specific measures within the UN network, including mutual recognition, bearing in mind the ILO’s institutional tripartite structure and the specific needs to engage with social partners. This type of recommendation that entails UN system-wide coordination and common action, however, is not attributable to the ILO alone.

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							Update: The fact that no such UN system-wide coordination and common action had taken place by the end of 2024 makes this time-bound recommendation become irrelevant in the context of reporting on the follow-up status against this specific JIU recommendation. The ILO will nevertheless continue to participate in relevant initiatives in this area.
JIU/REP/2021/5: Review of the ethics function in the United Nations system	1	The executive heads of United Nations system organizations who have not yet done so should with immediate effect ensure that the contracts of newly appointed heads of Ethics Offices are issued for a full term.	Enhanced transparency and accountability	Not relevant			This recommendation is addressed to entities that apply term limits for heads of ethics and are splitting the term into several consecutive contracts (see paragraphs 123 and 124 of the report), which is not the case for the ILO. The ILO does not apply sui generis contractual arrangements to the head of ethics. The Office considers that these arrangements should be

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							determined in the light of each entity’s context.
JIU/REP/2021/5: Review of the ethics function in the United Nations system	3	The executive heads of the United Nations system organizations who have not yet done so should ensure that periodic refresher courses in ethics are introduced as mandatory for all staff and non-staff of their respective organization, irrespective of seniority, category and level, every three years, from 2023 onwards.	Enhanced control and compliance	Accepted	Implemented (Previously “In progress”)	The Office has prepared new mandatory online ethics courses, including a refresher ethics course to be taken every three years. These operate in synergy with additional tailored training and other awareness raising activities delivered by the Ethics Officer.	
JIU/REP/2021/5: Review of the ethics function in the United Nations system	4	The executive heads of the United Nations system organizations who have not yet done so, supported by the ethics functions of their respective organizations, should, at the latest by 2025, evaluate the effectiveness and efficiency, including “value for money”, of their financial disclosure and declaration of interest programmes and, on the basis of the findings, propose changes to	Enhanced effectiveness	Accepted	Implemented		

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		the relevant policies where appropriate.					
JIU/REP/2021/6: Business continuity management in United Nations system organizations	1	The executive heads of the United Nations system organizations should, by the end of 2023, review their business continuity management framework and ensure that the core elements identified in the present report are established and owned by relevant stakeholders to enable effective coordination of business continuity processes and practices, build coherence in their implementation and promote accountability at all levels.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2021/6: Business continuity management in United Nations system organizations	2	The executive heads of the United Nations system organizations should, by the end of 2023, ensure that the maintenance, exercise and review components of their business continuity plans are applied through a consistent and disciplined approach to confirm that the plans remain	Enhanced control and compliance	Accepted	Implemented		

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		relevant and effective.					
JIU/REP/2021/6: Business continuity management in United Nations system organizations	3	The executive heads of the United Nations system organizations should, by the end of 2023, strengthen their learning mechanisms to contribute to organizational resilience by requiring after-action reviews following disruptive incidents and periodic internal management reviews of their business continuity management frameworks.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2021/6: Business continuity management in United Nations system organizations	4	The executive heads of the United Nations system organizations should, by the end of 2024, report to their legislative organs and governing bodies on progress towards the implementation of the policy on the organizational resilience management system and its revised performance indicators, and highlight good practices and lessons learned, especially in the area of business	Enhanced transparency and accountability	Accepted	In progress (With update on progress under “Remarks”)	Update: The Chief of Project & Resilience Management in the Department of Internal Services and Administration (INSERV) has been recruited in September 2024 and is taking the lead in the implementation of the policy on the organizational resilience management system at the ILO, taking into account good practices and lessons learned.	

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continuity management.							
JIU/REP/2021/6: Business continuity management in United Nations system organizations	5	In 2023, the executive heads of the United Nations system organizations should conduct an internal management assessment of the continuity of business operations during the COVID-19 pandemic to identify gaps, enablers, good practices and lessons learned and adjust policies, processes and procedures, in particular in areas such as human resources, information and communications technology management and occupational safety and health, and indicate necessary measures to better prepare for and respond to future disruptive incidents.	Dissemination of good/best practice	Accepted	Implemented		
JIU/REP/2023/3: Review of accountability frameworks in the United Nations system organizations	3	The executive heads of the United Nations system organizations should, starting from 2025, present to their legislative organs and/or governing bodies a regular	Enhanced transparency and accountability. Enhanced coordination and cooperation.	Not accepted			There are currently a number of annual reports to the Governing Body, including: the Financial Report and Statement on Internal Control (SIC) of the Director-General; the audited

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		report on the implementation of the accountability framework and on the costs of its key components.					financial statements and External Auditor’s long form report; the report of the Chief Internal Auditor; the evaluation report; the report of the Ethics Officer; the report of the Independent Oversight Advisory Committee; and the progress reports on IT and HR strategies etc., apart from the biennial Programme and Budget and the corresponding (biennial) programme implementation report. The Office is of the view that these reports that are already in place are sufficient to meet the reporting requirements.
JIU/REP/2023/3: Review of accountability frameworks in the United Nations system organizations	4	The executive heads of the United Nations system organizations should prepare, by the end of 2024, through consultations held in the appropriate inter-agency mechanisms, a common United Nations system reference accountability framework maturity model, taking into	Strengthened coherence and harmonization	Not relevant (Previously “Under consideration”)			The recommended action requires UN system-wide efforts and collaboration, it is thus not attributable to the action by ILO alone. Considering the need to coordinate with all the organizations, including in light of the current activities / priorities at the inter-agency

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		consideration the updated JIU reference accountability framework.					level, a more achievable timeframe would need be considered and agreed UN systemwide. As noted in the CEB comments, consultations with the UN Representatives of Internal Audit Services are envisioned in the implementation of this recommendation. Update: The fact that no such UN system-wide coordination and common action had taken place by the end of 2024 makes this time-bound recommendation become irrelevant in the context of reporting on the follow-up status against this specific JIU recommendation. The ILO will nevertheless continue to participate in relevant initiatives in this area.
JIU/REP/2023/3: Review of accountability frameworks in the United	5	The executive heads of the United Nations system organizations should prepare,	Enhanced transparency and accountability	Not relevant			This recommendation is dependent on Recommendation 4 above being adopted in a

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Nations system organizations		by the end of 2025, an assessment of the maturity of their own accountability frameworks against the common United Nations system reference accountability framework maturity model and share the results with their respective legislative organs and/or governing bodies for information.		(Previously “Under consideration”)		relevant timeline. In practical terms, a framework should only be assessed after a complete programme cycle has been completed by the ILO i.e., the biennial period. Update: The fact that no such UN system-wide coordination and common action as suggested in Recommendation 4 above had taken place by the end of 2024 makes this time-bound Recommendation 5 become irrelevant in the context of reporting on the follow-up status against this specific JIU recommendation. The Office will nevertheless continue its efforts in this area.	
JIU/REP/2023/4: Review of mental health and well-being policies and practices in United Nations system organizations	1	The executive heads of those United Nations system organizations that do not already participate on the Implementation Board of the United Nations System Mental Health and Well- being Strategy should nominate a	Strengthened coherence and harmonization	Accepted	Implemented		

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		representative to serve on the Board by its first meeting in 2024.					
JIU/REP/2023/4: Review of mental health and well-being policies and practices in United Nations system organizations	2	Executive heads of United Nations system organizations, who have not already done so, should define an evidence-based and data-driven organizational approach to the mental health and well-being of their personnel and design, by the end of 2025, a workplace action plan and reflect its principles in their enterprise risk management process, their occupational health and safety framework and their human resources strategies.	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2023/4: Review of mental health and well-being policies and practices in United Nations system organizations	4	By the end of 2024, executive heads of United Nations system organizations should review the rules governing the return to work of personnel, including provisions for granting accommodations to facilitate the return process, in order to ensure the inclusiveness of mental health-related	Enhanced effectiveness	Accepted	Implemented (Previously “In progress”)	The ILO Guidelines Concerning Return-to-Work & Reasonable Accommodation Following Extended Sick Leave have been presented to the ILO Committee on Safety and Health (COSH) and are now published on the ILO’s Intranet.	

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		considerations, and develop standard operating procedures that clearly identify roles and responsibilities, including decision-making.					
JIU/REP/2023/4: Review of mental health and well-being policies and practices in United Nations system organizations	5	By the end of 2024, executive heads of United Nations system organizations should assess and identify any gaps or areas to improve their counselling function in their organizational context, using the guidance on professional standards for counsellors prepared by the United Nations Staff/Stress Counsellors Group and endorsed by the Human Resources Network of the United Nations System Chief Executives Board for Coordination, as well as key elements highlighted by the Joint Inspection Unit in the present report.	Strengthened coherence and harmonization	Accepted	Implemented		
JIU/REP/2023/4: Review of mental health	8	Executive heads of United Nations system organizations should	Enhanced effectiveness	Accepted	Implemented		

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and well-being policies and practices in United Nations system organizations		ensure that their organization collaborate on the mapping of psychosocial support capacity available in all locations and consider the system-wide capacity when designing their workplace action plans, capitalizing on shared services, cost-sharing and other models for cost-effective and efficient delivery.					
JIU/REP/2023/4: Review of mental health and well-being policies and practices in United Nations system organizations	9	Executive heads of United Nations system organizations should ensure that their workplace action plans on the mental health and well-being of their personnel, to be designed by the end of 2025, identify barriers to accessing psychosocial support services, including prioritizing stigma reduction through mental health literacy initiatives, outreach and health-promotion measures.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2023/4: Review of mental health and well-being policies	10	To maximize return on investment, executive heads of United Nations system	Enhanced effectiveness	Under consideration			As also noted in the CEB comments, setting up a data system to monitor and assess

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and practices in United Nations system organizations		organizations should, by 2026, ensure that well-being programmes and activities are embedded in and complement the evidence-based and data-driven approach of the organization to mental health and well-being and are routinely monitored and assessed.					the programmes and activities might trigger budget concerns which in turn might delay implementation. ILO will consider to embed well-being programmes and activities in the evidence-based and data-driven approach and to routinely monitor and assess them, drawing on the implementation of the three-year ILO Action Plan.
JIU/REP/2023/4: Review of mental health and well-being policies and practices in United Nations system organizations	11	Executive heads of United Nations system organizations should explore integrating, by the end of 2024, mental health and well-being considerations into training programmes, in particular for managers, as a means to provide opportunities for facilitated discussions, enhanced learning and to support employees with mental health conditions.	Enhanced effectiveness	Accepted	Implemented		