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 at the current session, 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.

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[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. No	Recommendation	Addressee	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/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	2	The Executive Heads of the United Nations system organizations should establish, in the set-up of their programme budgets and finance (cost accounting) systems, a means to report on the cost of research activities by the end of 2020.	E	enhanced transparency and accountability; significant financial savings	Accepted	Implemented		Research activities at the ILO are funded by multiple sources, such as the Regular Budget, Research Fund, and extra-budgetary voluntary contributions. In terms of the Regular Budget, allocations for the Research Department, Statistics Department, and the knowledge management team are presented in the biennial Programme & Budget, and their contribution to relevant Policy Outcomes are reported on in the programme implementation report of the corresponding biennium. However, a significant part of research

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								undertaken in the field, in the context of development cooperation, or in technical departments in the headquarters, is not explicitly listed as research activities. This relates to applied and action-oriented research which may be used to fill knowledge gaps and support policy advice.
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	4	The Executive Heads of United Nations system organizations should carry out periodic assessments of specific research needs and of potential suppliers of research products and associated costs, with the long-term objective of strengthening internal capacities for research, as appropriate, and making	E	enhanced effectiveness; enhanced efficiency	Accepted	Implemented		The ILO follows different procedures and mechanisms to assess research needs at various levels: 1. Research identified as a follow-up to the conclusions made by the annual International Labour Conference; 2. Upon request of the Governing Body to

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		systematic use of research produced by academia.						strengthen research on particular themes; 3. The Research Department and the technical departments in the headquarters identify research activities in the framework of the Governing Body-endorsed biennial Research Strategy, as well as in light of emerging challenges and opportunities in the world of work; 4. Decent Work Country Programmes (DWCPs) captures constituents' need, including through national, sub-regional and regional meetings and research networks; 5. Social partners conduct needs assessments which become integral part of the process for identifying

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								priorities for the knowledge agenda.
								Relevant guidance and monitoring of the ILO's research work and its uptake are provided by the Research Review Group, consisting of academics from all the regions, and the ILO's publishing committee, besides the Governing Body. Furthermore, the impact of the ILO's work is subject to independent evaluations e.g. high-level evaluation on the ILO's research and knowledge management strategies and approaches 2010–19 (GB.340/PFA/7).
JIU/REP/2018/7: Strengthening	6	The Secretary-General of the United Nations, in his capacity	E	enhanced coordination	Not relevant			The Office takes note that this recommendation is

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policy research uptake in the context of the 2030 Agenda for Sustainable Development		as Chair of the United Nations System Chief Executives Board for Coordination, should consider calling on the Executive Heads of United Nations system organizations who have not yet done so to establish a system-wide policy on open data access, supporting software and research sharing among the United Nations system organizations.		and cooperation; strengthened coherence and harmonization				addressed to the UN Secretary- General.
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	7	The Secretary-General of the United Nations and the Executive Heads of other United Nations system organizations should review the level of involvement of researchers from the South and adopt policies and frameworks that will stimulate capacity-building for all dimensions of the policy research functions,	E	enhanced effectiveness	Accepted	In progress		The Research Department's external Research Review Group is regionally balanced, with half of the academics from the Global South. The ILO Flagship World Employment and Social Outlook reports routinely solicit data and analysis (via funded contracts) from

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		including research uptake at the national level, and report thereon to the General Assembly and to the governing bodies, respectively, by the end of 2020.						researchers in the Global South, as well as from the ILO field offices. In addition, the ILO peer-reviewed journal, the International Labour Review, has a regionally balanced editorial board and contributions from all regions. Nevertheless, more could be done in the shape of deliberate targeting of capacity-building in the South, including in the framework of the future knowledge/research strategies. The ILO's internship policy actively encourages recruitment of interns from the South, both in HQ and field offices, to develop research,

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								technical and policy capacities in young experts.
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	8	The Executive Heads of the United Nations system organizations involved in the United Nations Network on Migration should instruct the relevant units to assess the options of inter-agency collaboration, on the basis of converging interests and specific competencies, with regard to decision-making on migration-related research projects, by the end of 2019.	E	enhanced coordination and cooperation; strengthened coherence and harmonization	Accepted	Implemented		The ILO is currently operating under a Plan of Action for the years 2018-2022 which is already strong on inter-agency collaboration, including in the area of research (see GB.331/INS/4/1(Rev.)).
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for	9	The governing bodies of the United Nations system organizations should take measures to ensure that commitments to inter-agency collaboration, including	L	enhanced control and compliance; enhanced effectiveness	Accepted	Implemented		Relevant guidance from the ILO Governing Body already exists (see remarks under Recommendation 8 above). The continued relevance of the Plan of

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Sustainable Development		through the establishment of a global data knowledge platform and the facilitation of academic exchanges, as stipulated in the Global Compact for Safe, Orderly and Regular Migration, are implemented by the end of 2020.						Action (2018-22) and its priorities, including inter-agency collaboration, was reconfirmed at the 335th session of the ILO Governing Body in March 2019. The discussions were based on a document titled "Revisiting the plan of action on labour migration governance in consideration of the Global Compact on Safe, Orderly and Regular Migration" (see GB.335/POL/1).
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for	12	The Secretary-General of the United Nations, in consultation with all Executive Heads of the United Nations system organizations, should encourage long-term partnerships with academic communities at the global,	E	enhanced coordination and cooperation	Not relevant			The Office takes note that this recommendation is addressed to the Secretary- General. The ILO has established research collaboration with a range of universities

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Sustainable Development		regional and national levels, and establish basic guidelines for such partnerships.						and national and international organisations, including UN organisations through MoUs, and long-term partnership agreements. These partnerships are based on common research interests and are expressed in joint research, publications and workshops, regular participation in expert meetings and peer review meetings to discuss drafts of flagship reports, and knowledge sharing platforms. Given the ILO's existing guidelines and policies, it may participate in an initiative of the Secretary General to develop system wide guidelines for

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								research cooperation, keeping in mind any value added to such system-wide approaches.
JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	1	The executive heads of the United Nations system organizations should critically assess on a regular basis the quality assurance mechanisms in place in their organization to ensure that ratings by indicator under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women are accurate according to the technical notes issued by the United Nations Entity for Gender Equality and the Empowerment of Women and that such ratings are appropriately supported by evidence.	E	enhanced transparency and accountability	Accepted	Implemented	Yes	The recommended action has been and continues to be implemented in the ILO, under the overall technical oversight and coordination by the Gender, Equality and Diversity Branch in the Conditions of Work and Equality Department, involving a range of competent units and offices across different portfolios, which are assigned for relevant indicators as custodians.

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JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	2	Before the end of 2020, the members of the United Nations System Chief Executives Board for Coordination should coordinate within the Board's existing mechanisms to undertake a comprehensive review of the results achieved following the implementation of the first phase of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and provide a forum for endorsing the framework as revised in 2018.	E	enhanced transparency and accountability	Accepted	Not started		According to the CEB comments, another review by the JIU may be foreseen in the period 2022-23. The ILO will actively participate in such review if it is to be undertaken.
JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the	4	The legislative and governing bodies of the United Nations system organizations should review the UN-Women annual letter addressed to the executive management, accompanied by indications of strategies and measures	L	enhanced transparency and accountability	Under consideration			The ILO already undertakes annual monitoring exercises at the year-end, evaluations of the implementation of the Gender Action Plan, as well as reporting on rigorous,

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Empowerment of Women		envisioned by the executive heads to be undertaken to improve compliance with the indicators included in the System-wide Action Plan and their expected contribution to gender equality and the empowerment of women.						methodologically-based measurement of progress and gaps. Given that the letter is not designed to serve these functions, the Office is of the view that the recommended action would create duplication of work for the Action Plan coordinators across the Office, which does not add value to the procedure and practices in place.
JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	5	Before the completion of the System-wide Action Plan 2.0, the executive heads of the United Nations system organizations should ensure an independent assessment of effective progress towards gender mainstreaming to promote gender equality and the empowerment of women within their organization, using	E	enhanced transparency and accountability	Accepted	In progress		The timeframe for the implementation of the UN-SWAP 2.0 is five years, ending in 2022. An evaluation of the ILO Action Plan for Gender Equality 2018-21 will be undertaken in the course of 2021, and the evaluation results will be reported to the Governing

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		the Action Plan as a benchmark, as applicable.						Body, along with the proposed approach of the subsequent action plan, in early 2022. (ref. GB.340/INS/7(Rev.1))
JIU/REP/2019/3: Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development	1	The governing bodies of the organizations of the United Nations system should request the secretariats of their organizations to present a map of interlinkages between the core mandate of their organizations and disaster risk reduction and report on the progress made on disaster risk reduction accordingly, using the specific guidance provided by the "Results Framework of the United Nations Plan of Action on Disaster Risk Reduction for Resilience – guidance for monitoring and reporting on the progress of the implementation of the	L	enhanced transparency and accountability	Accepted	Implemented	Partially	The work on Disaster Risk Reduction (DRR) in the ILO is in relation to its mandate to address fragile, conflict- and disaster-prone settings, in line with the guidance provided by the Employment and Decent Work for Peace and Resilience Recommendation (No. 205 or R205), 2017 and related ILC Resolution and its follow-up in the Governing Body. R205 highlights many areas in the ILO

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		United Nations Plan for Action on disaster risk reduction".						mandate that are important to DRR including, for example, social protection, environmental sustainability, sustainable enterprises (business continuity), education and vocational training, formalizing the informal economy, migrants and refugees, social dialogue. Section XII of R205 specifically deals with "prevention, mitigation and preparedness" to build resilience in ways that support economic and social development and decent work. The ILO is a member of the UN focal points group

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								on DRR coordinated by UNDRR, and regularly reports on progress made on DRR through the specific Results Framework.
JIU/REP/2019/3: Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development	2	The Secretary-General, in leading the reform of the United Nations development system, together with the executive heads of the organizations, should ensure that the new generation of United Nations Sustainable Development Cooperation Frameworks systematically include disaster risk reduction as part of the common strategic plans of the country teams, to enable risk-informed development and planning, with allocated resources for its implementation, and a	E	enhanced coordination and cooperation	Accepted	In progress		DDR and resilience principles are well integrated in the UN Cooperation Framework guidance. The ILO as a member of the UNSDG drafting group for this guidance supported this inclusion, in particular as it pertains to economic transformation in countries. The guidance was endorsed by the UNSDG principals in 2019, including by the ILO Director-General.

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		common reporting system to measure progress against the priorities of the Sendai Framework and the United Nations Plan of Action on Disaster Risk Reduction for Resilience, with detailed reporting on operational activities to the governing bodies.						ILO contribution and relevant results in this area will continue to be reported to the GB, in appropriate existing frameworks, notably through the biennial programme implementation reports. In July 2020, in line with a decision by the UN Senior Leadership Group on Disaster Risk Reduction for Resilience, and with the aim to encourage the integration of disaster risk reduction and climate change adaptation in programming at all levels, the Office formally communicated to its field offices the UN Plan of

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								Action on Disaster Risk Reduction for Resilience.
JIU/REP/2019/3: Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development	3	The executive heads of the organizations working in the field, in contributing to the ongoing reform of the reinvigorated resident coordinator system, should ensure that the United Nations country teams plan for dedicated capacity to implement risk informed development activities and that such activities in the field are reported to headquarters, including by monitoring their contribution to implementing the Sendai Framework, taking into account the reporting framework for Sustainable Development Goals.	E	enhanced transparency and accountability	Under consideration			In 2018-2019, the Office's DRR work was reported to the Governing Body in the context of following up on R205. That formal reporting obligation is over, as of 2020. Internal discussions are ongoing with the objective to identify the most suitable format and context for reporting on these activities in the future. Otherwise, any common reporting should be handled by UN Development Coordination Office (DCO) through the country teams and reported back to UN

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								Economic and Social Council (ECOSOC).
JIU/REP/2019/4: Review of change management in United Nations system organizations	1	Governing/legislative bodies are encouraged to ensure that executive heads embed change management approaches and methods in their organizational reforms and report on the results.	L	enhanced effectiveness	Accepted	Implemented		The ILO does embed change management approaches and methods in organizational reforms and reports back to the Governing Body in the biennial Programme Implementation Report. HR issues are a key component of the ILO's approach to organizational change.
JIU/REP/2019/4: Review of change management in United Nations system organizations	2	Executive heads should embed structured and comprehensive change management approaches in their ongoing and future organizational reforms and report thereon to their governing/legislative bodies.	E	enhanced effectiveness	Accepted	Implemented		What is recommended is already the case in the ILO.

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JIU/REP/2019/4: Review of change management in United Nations system organizations	3	Executive heads, through the United Nations System Chief Executives Board for Coordination, should support the development and standardization of organizational staff surveys across the United Nations system.	E	strengthened coherence and harmonization	Accepted	Implemented		The ILO took action to have the Organizational Health Indices (OHI) survey placed on the agenda of the High-Level Committee on Management (HLCM) of the UN System Chief Executives Board for Coordination, presented its experience, and encouraged adoption of a common survey across the UN System.
JIU/REP/2019/4: Review of change management in United Nations system organizations	4	Executive heads should ensure that resources allocated to change management are clearly earmarked and the intended results are measured, tracked and evaluated.	E	enhanced efficiency	Accepted	Implemented		This is already the case in the ILO with a cost centre established for the Business Innovation Unit, which implements change management projects. Results are reported to senior management and the realization of savings and implementation of

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								change initiatives are tracked.
JIU/REP/2019/4: Review of change management in United Nations system organizations	5	Executive heads should give greater prominence to the role that their strategic human resources management functions play in organizational change management. This would include promoting changes in individual attitudes and behaviours, establishing mechanisms to reinforce these, and creating channels to communicate feedback across all personnel.	E	enhanced effectiveness	Accepted	Implemented		In the ILO, responsibility for implementation of organizational health initiatives resulting from the OHI survey are the responsibility of HRD.
JIU/REP/2019/4: Review of change management in United Nations system organizations	6	Executive heads should include an item on the agenda of the next meeting of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination to consider how	E	strengthened coherence and harmonization	Accepted	Implemented		

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		to support the United Nations Laboratory for Organizational Change and Knowledge to play a greater role in United Nations system reforms.						
JIU/REP/2019/5: Managing cloud computing services in the United Nations system	1	The executive heads of the United Nations organizations should ensure that business continuity planning includes strategies and measures to mitigate the risk of failure by cloud service providers to deliver the contracted services.	E	enhanced control and compliance	Under consideration			Although the recommendation appears to makes good sense, in reality it would be difficult to implement executable disaster recovery (DR) and business continuity (BC) plans in a manner that would be cost-effective and reliable. Of the different cloud service models, the establishing of useful DR and BC is more feasible for Infrastructure as a Service (IaaS) than for Software as a Service (SaaS).

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								Depending on the particular services being acquired through a cloud provider, the investment needed to move from one provider to another can be extremely high and the timeframe can be measured in years. One important mitigation activity might be to ensure that the agency is at least able to access recent data (backing up the organisational data from the provider's cloud to a third party location would facilitate this).
JIU/REP/2019/5: Managing cloud computing services	2	The governing bodies of the United Nations organizations should request the heads of their respective organizations to include provisions in their	L	enhanced effectiveness; enhanced efficiency	Under consideration			Cloud providers change their costing models according to their perception of leverage over the client. The first

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in the United Nations system		financial strategies that facilitate the adaptation, responsiveness and efficient use of operational expenditures and capital investments related to new technologies.						package is interesting, but once you are in, the costs increase and the offer becomes richer (more enticing). It is difficult to envisage organisational provisions to deal effectively with such challenges in a context of a) constituent (government) pressure to cut budgets, b) constituent desire to privilege the funding of substantive activities over administrative "overhead" including for IT and c) a budget planning cycle that necessitates submitting proposals at least 18 months before

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								embarking on associated delivery. The section of the JIU report in support of this recommendation reads: "(...) the client pays for those additional computing resources only when used" (paragraph152). This is not strictly the case for the use of Office 365 subscriptions (the most common - and expensive - cloud deployment in the UN system). An organisation can increase its number of subscriptions at any time, but can only decrease them once a year. Therefore it is likely that the organizations pay for subscriptions that they don't need for at least part

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								of the year. This is highly disadvantageous compared to an "on-premise" model which had a degree of acknowledged flexibility built in, and where the number of licenses (based on average use) was only reported once a year.
JIU/REP/2019/5: Managing cloud computing services in the United Nations system	3	The executive heads of the United Nations organizations should put in place periodic procedures to ensure that their corporate ICT strategies, including those for cloud computing services, are aligned with the organizations' business needs and priorities, and yield value for the investment.	E	enhanced effectiveness; enhanced efficiency	Accepted	Implemented		The ILO has already established a mechanism for ensuring that the corporate IT services are aligned with the organisation's business needs. The Office has an IT Governance Committee which is chaired by the Deputy Director General of the Management and Reform portfolio, and

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								which meets four times a year.
								It reviews the IT workplan, along with new (funded and unfunded) requests for IT services, and assists in the prioritisation of IT resource allocations.
								Membership of the ILO IT Governance Committee includes representation from Finance, HR, Communications, Internal Audit and Oversight, Legal, Policy portfolio, and Field Operations and Partnerships portfolio.
JIU/REP/2019/5: Managing cloud computing services in the United Nations system	4	The executive heads of the United Nations organizations should ensure that a comprehensive risk analysis exercise is undertaken before	E	significant financial savings; enhanced efficiency	Accepted	Implemented		Although the recommendation is useful, it is worth bearing in mind that the UN system has little to no leverage

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		contracting ICT services, including cloud-based services. The risk analysis exercise should consider both technical and financial risks and benefits, and relevant safeguards should be included in the service-level agreement.						concerning the negotiation of Service Level Agreements (SLAs) with established cloud providers such as Microsoft, Oracle and Amazon. Their SLAs are generally pre-packaged and the client chooses the package that is closest to its needs (and budget).
JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	2	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that the terms of reference or charter of the audit and oversight committees of their respective organizations are revised to reflect all the internal oversight functions that are part of the	L	strengthened coherence and harmonization	Under consideration			While this recommendation is addressed to the Governing Body, the Independent Oversight Advisory Committee (IOAC) itself reviewed this recommendation at its January 2020 meeting. Taking into consideration the existence of an

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		responsibilities and activities of the committee, where applicable, by the end of 2021.						Evaluation Advisory Committee and the fact that the Evaluation Office presents its annual report directly to the Governing Body, the IOAC considered it appropriate not to include the oversight of the evaluation functions within its mandate, but proposed an amendment to its terms of reference to receive a copy of the evaluation division's approved work plan in order to ensure all internal oversight functions are working in a coherent manner.

The proposed amendments to the terms of reference were included in the IOAC's annual report to the 340th session of the |

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								Governing Body in November 2020. The Governing Body decided to defer its consideration of the proposed amendments to a future session.
JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	3	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that provisions regarding the internal control framework and risk management are included in the terms of reference or charter of their respective audit and oversight committees by the end of 2021 in order to ensure that due attention is paid to addressing internal control weaknesses and emerging risks.	L	enhanced effectiveness	Accepted	Implemented	Yes	Provisions regarding internal control and risk management are already included in the IOAC's terms of reference previously approved by the Governing Body.

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JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	4	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should give due consideration to including the oversight of ethics and anti-fraud activities in the revised terms of reference or charter of their audit and oversight committees in order to strengthen the accountability frameworks of their respective organizations by the end of 2021, provided that these audit and oversight committees meet the independence criteria.	L	enhanced transparency and accountability	Accepted	Implemented	Yes	The oversight of ethics is already included in the IOAC's terms of reference previously approved by the Governing Body. Anti-fraud activities are an integral part of internal controls, enterprise risk management and ethics. Though no specific text is included in the terms of reference, they are covered under all of the relevant topics subject to the oversight of the IOAC and specifically referred to in the scope of the IOAC's annual workplan.
JIU/REP/2019/6: Review of audit and oversight committees in the	5	In order to meet the needs of the organizations, the legislative and/or governing bodies of the United Nations	L	enhanced effectiveness	Accepted	Implemented	Yes	Provisions related to the relevant skills and professional expertise of members are already

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United Nations system		system organizations that have not already done so should consider revising and updating the terms of reference or charter of their audit and oversight committees to contain provisions related to the relevant skills and professional expertise of members, including a balanced mix of public and private sector experience at the senior level. In addition, a strong understanding of the structure and functioning of the United Nations system and/or intergovernmental and international organizations is desirable.						included in the IOAC's terms of reference previously approved by the Governing Body.
JIU/REP/2019/6: Review of audit and oversight committees in the	6	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should request their audit and	L	enhanced effectiveness	Under consideration			While this recommendation is addressed to the Governing Body, the IOAC itself reviewed this

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United Nations system		oversight committees to undertake a self assessment every year and an independent performance evaluation every three years and report to them on the results.						recommendation at its January 2020 meeting and considered it appropriate to propose the inclusion of the requirement for periodic self-assessment in the terms of reference. Taking into consideration industrial standards for the frequency of conducting independent performance evaluations and the cost implication, the Committee did not recommend an independent review every three years. The proposed amendments to the terms of reference were included in the IOAC's annual report to the 340th session of the Governing Body in

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								November 2020. The Governing Body decided to defer its consideration of the proposed amendments to a future session.
JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	7	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that the terms of reference or charter of their audit and oversight committees are periodically revised and updated with a view to including emerging priorities of, and new challenges to, their respective organizations.	L	enhanced transparency and accountability	Under consideration			While this recommendation is addressed to the Governing Body, the IOAC itself reviewed this recommendation at its January 2020 meeting and considered it appropriate to propose the inclusion of the requirement to review its terms of reference on a periodic basis or at least once every three years, and to propose amendments to the Governing Body as necessary.

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								The proposed amendments to the terms of reference were included in the IOAC's annual report to the 340th session of the Governing Body in November 2020. The Governing Body decided to defer its consideration of the proposed amendments to a future session.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	2	Executive heads should, by the end of 2021, review all administrative issuances to clarify how inter-agency mobility is treated in each of those contexts.	E	enhanced transparency and accountability	Accepted	Implemented		The ILO has already in place comprehensive set of information on inter-agency mobility modalities.
JIU/REP/2019/8: Review of staff	3	Executive heads of organizations party to the 2012	E	enhanced effectiveness	Accepted	Implemented		Entitlement to after service health insurance would

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exchange and similar inter-agency mobility measures in United Nations system organizations		Agreement should not apply the practice of asking incoming staff to resign instead of agreeing to transfers in view of its corrosive effect on the integrity of the inter-agency mobility regime and the immaterial impact of these transfers on the management of long-term employment related liabilities, and decide by the end of 2021 to accept benefits and entitlements on the basis stipulated in the Agreement.						require validation under the applicable health insurance scheme of the receiving organization.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	4	Executive heads should, by the end of 2021, revise the 2012 Agreement to specify procedures for the handling of allegations of misconduct by staff who have moved to	E	enhanced transparency and accountability	Accepted	Not started		As noted in the CEB comments, these procedures should be aligned with the UN Clear Check Initiative and related implementation process.

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		another organization under the terms of the Agreement.						The revision of the Agreement should be subject to a comprehensive review by the respective legal departments of the organizations which are part of the agreement. Implementation of this recommendation will depend on CEB's initiative to start the revision process of the 2012 agreement, not attributable to the ILO's action on its own.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures	6	The Secretary-General, in coordination with other executive heads in the framework of the High-Level Committee on Management, as he considers	E	enhanced effectiveness	Not relevant			The Office takes note that this recommendation is addressed to the UN Secretary- General. As reflected in the CEB comments, the Office

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in United Nations system organizations		appropriate, should, by the end of June 2022, articulate the business case for inter-agency mobility by setting out what it should accomplish for the organizations as well as how it contributes to human resources management objectives and to the delivery of programmatic results. Such a business case could usefully examine success stories, such as the impact on career trajectories.						strongly supports a stronger business case to promote inter-agency mobility as a key tool for career development, knowledge sharing, and innovation. In order for the new business case to work effectively, it is necessary for all agencies to systematically apply the terms provided for in the Agreement without any exception and encompass inter-agency mobility in their respective HR strategies and career development policies.
JIU/REP/2019/8: Review of staff exchange and similar	7	The Secretary-General, working with other executive heads, should assess the impact of the United Nations system leadership framework on the	E	strengthened coherence and harmonization	Under consideration			As noted in the CEB comments, there are many different elements of the UN Reform process that impact on the development of a common

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inter-agency mobility measures in United Nations system organizations		development of a common management culture supportive of a One United Nations mindset and report to the Economic and Social Council at its 2022 session in the context of his report on the work of CEB. They should also consider the possibility of using this framework to strengthen a common management culture in United Nations organizations through the inter-agency mobility of a pool of managers, as had been envisaged through a Senior Management Service that CEB had planned to implement in 2004.						management culture, supportive of a One United Nations mindset. It may be difficult to isolate the specific role played by the UN System Leadership Framework. Furthermore, culture change requires time as does the embedding of the UN System Framework within each Organization. The Office considers that it may therefore be premature to take this step at this time.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations	8	Executive heads should enable all United Nations system staff members to compete for vacant posts on a basis equal to that established for their own staff, while considering	E	strengthened coherence and harmonization	Not accepted			Given its internal rules and governance framework, the ILO is at the moment not in a position to commit to the outcome proposed in this recommendation.

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system organizations		downsizing contexts, the abolition of posts and positions, and the administration of rotational placements.						The Office suggests that the matter should be given further consideration in the context of the One UN/Mutual recognition initiatives and taking into account the specific legal framework applicable in each organization. Alternatives could be considered in order to preserve the rights of each agency's internal* candidates while facilitating applications of candidates in other UN agencies. * ILO defines internal candidates for the purpose of the ILO recruitment and selection process as those ILO officials holding without – limit-of-time contracts, fixed-term contracts under RB Core positions, officials detached

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								from RB Core positions to extra-budgetary development cooperation projects or temporary positions, and RB officials on special leave without pay.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	9	The Secretary-General and other executive heads who are members of CEB should, by the end of 2021, define how the mutual recognition of rules and procedures will be applied to overcome regulatory and procedural barriers to inter-agency mobility, and report on measures taken to the Economic and Social Council at its 2022 session in the context of the annual report of the Secretary-General on the work of CEB.	E	strengthened coherence and harmonization	Under consideration			Please refer to the remark on Recommendation 8 above.
JIU/REP/2019/9:	1	The executive heads of United Nations system organizations	E	enhanced effectiveness	Accepted	Implemented		The recommended practices were in place in

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Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations		should task the relevant offices with developing, through consultations with relevant internal stakeholders, by the end of 2021, a common organization-wide definition of outsourcing and further concretize it by developing approaches and procedural guidelines on the subject matter.						the ILO before the JIU review and remain.
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	2	The legislative bodies of the United Nations system organizations should request their executive heads to ensure that, by the end of 2022, annual reports on procurement include a subsection on expenditures on services sourced from commercial service providers.	L	other	Under consideration			The ILO's enterprise resource planning system currently does not capture information to identify outsourced services, given that there is no demand from the Governing Body for such information.

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JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	3	The executive heads of United Nations system organizations should instruct all requisitioning offices to actively work towards assessing their use of sources of supply from vendors in developing countries and economies in transition, and increase it, as applicable, based on such assessment, with the provision that such activities shall not contravene policies established by organizations to ensure effective competition.	E	dissemination of good/best practices	Accepted	Implemented		This is already in place, and the majority of purchasing is from developing countries.
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to	4	The executive heads of United Nations system organizations should encourage all offices to ensure that, by the end of 2021, the sourcing of any strategic, sensitive or high-value service and related goods from a commercial service provider is	E	enhanced transparency and accountability; enhanced effectiveness; significant	Accepted	Implemented		This is already in place through various Procurement Review Committees and IT governance mechanisms.

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commercial service providers by United Nations system organizations		preceded by the conduct of a clearly documented strategic analysis that includes short and long-term considerations and costs, and that the analysis has been reviewed and approved by the appropriate authority, prior to a formal decision on the sourcing option.		financial savings				
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	5	The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, strategic, sensitive and high-value commercially outsourced services under their purview are subject to periodic review, including risk assessments, to ascertain whether appropriate risk management measures are developed by the relevant functions in each organization.	E	enhanced efficiency	Accepted	Implemented		This is already in place.

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JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	6	The executive heads of United Nations system organizations should instruct relevant offices to develop criteria that need to be met for outsourced service contracts to be considered for extensions beyond standard time frames, and to present such criteria to the relevant decision-making authority for adoption and incorporation into policy documents by the end of 2021.	E	enhanced efficiency	Accepted	Implemented		The ILO can enter into such contracts that go beyond the standard 3+1+1 time frame when justified. In that case, the ILO practice is similar to those of UNDP and UNOPS as explained in paragraph 260 of the JIU report.
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United	7	The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, following any decision to source a service and related goods of strategic, sensitive or high value from a commercial service provider, the requisitioning office should	E	enhanced transparency and accountability; enhanced efficiency	Under consideration			The ILO does not have detailed guidelines, due to the level of outsourcing, while relevant oversight is provided through risk management and procurement processes under the Procurement Review Committees. Every material procurement

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Nations system organizations		develop clearly detailed guidelines for managing vendor transition, including corresponding backup arrangements, and ensure that solicitation documents clearly outline the responsibility of the vendor as regards transitional assistance and knowledge transfer to the organization and incoming vendor.						action includes a risk assessment. The Office does not see clear value addition or cost effectiveness of the recommended action compared to the current practice in the ILO context.