Reference document concerning "Matters relating to the Joint Inspection Unit (JIU)" (GB.343/PFA/11)

▶ ILO's follow-up status on the JIU recommendations presented to the Governing Body at the current session, as of July 2021 [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";
- "Dissemination of good/best practices";
- "Enhanced coordination and cooperation";
- "Strengthened coherence and harmonisation";
- "Enhanced control and compliance";
- "Enhanced effectiveness";
- "Significant financial savings";
- "Enhanced efficiency"; and
- "Other";

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

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

Column 8: Impact achieved: "Yes"; "Partially"; and "No"; and

Column 9: Remarks.

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

Status of ILO follow-up to JIU recommendations as of July 2021

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/2020/1: Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	1	The legislative bodies of United Nations system organizations should request that organizations that have not yet done so include in their internal oversight charters a provision for the periodic revision and, where necessary, update of the charters and a requirement for their endorsement by the legislative bodies. The updated charters should be submitted for endorsement by the legislative bodies by the end of 2021.	L	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2020/1: Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the	2	The executive heads of United Nations system organizations who have not yet done so should ensure that the heads of internal oversight offices periodically review and, where necessary, update their investigation policies and	E	Enhanced transparency and accountability	Accepted	Implemented		The policies of the Office of Internal Audit and Oversight (IAO) have been reviewed and updated, and will continue to be so on an on-going basis.

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investigation function		guidance on the basis of new developments, the jurisdiction of the administrative tribunals, lessons learned and good practices. In doing so, due attention should be paid to ensure coherence with applicable provisions of other existing relevant rules, regulations and policies.						
JIU/REP/2020/1: Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	3	The legislative bodies of United Nations system organizations should request that organizations that have not yet done so consolidate by the end of 2022 all investigations and related activities (namely intake, preliminary assessment and the decision to open an investigation), irrespective of the type of misconduct, in the internal oversight office of each organization.	L	Enhanced transparency and accountability	Under consideration			The ILO procedures for the administrative resolution of harassment grievances are contained in Article 13.4 of the Staff Regulations. These provisions stipulate that the intake, preliminary assessment (check of receivability) and decision to open an investigation is to be undertaken by the Director of Human Resources Development Department and that the

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								investigation itself be referred to an independent external investigator. These provisions are subject to a collective agreement and any change will require renegotiation through the appropriate channels. Proposals in this area are currently being prepared but it is not possible at this stage to predict the final outcome.
JIU/REP/2020/1: Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	5	The legislative bodies of the United Nations system organizations should request that organizations that have not yet done so include in their oversight charters by the end of 2021 provisions that: (a) Make the appointment and dismissal or removal of the heads of their internal oversight offices subject to	L	Enhanced transparency and accountability	Under consideration			The Office supports the recommendation in terms of (a) and (c), while it has some reservations on (b). It is for the Office to decide if it wishes to submit a change to the terms and conditions of the Chief Internal Auditor's

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		consultation with and approval of the legislative bodies; (b) Establish term limits from five to seven years for the heads of internal oversight offices, preferably making the term non-renewable, with a post-employment restriction within the same organization; and (c) Allow for unrestricted access of their heads of internal oversight offices to the legislative bodies and to the respective audit and oversight committees.						employment to the Governing Body. The ILO did not accept a similar recommendation raised in JIU report: "Oversight Lacunae in the United Nations system" (JIU/REP/2006/2): *"Recommendation 10 - With respect to the appointment of the head of internal oversight, the legislative bodies in each organization should decide that: (a) Qualified candidates should be identified on the basis of a vacancy announcement that should be widely publicized; (b) Appointment should be subject to consultation and prior consent of the governing body; (c) Termination should be for just cause, and should be subject to the*

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								review and consent of the governing body; (d) A non-renewable tenure of five to seven years should be established, with no expectation of any further employment within the same United Nations organization at the end of the term." The above recommendation from JIU/REP/2006/2, has been in place and operational in the ILO, except (d) which is not in line with the ILO's staff rules and regulations.
JIU/REP/2020/1: Review of the state of the investigation function: progress made in the United Nations system organizations in	6	The legislative 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	L	Dissemination of good/best practices	Accepted	Implemented		A revised set of ToR of the Independent Oversight Advisory Committee was considered and approved by the Governing Body at its March 2021 session, in

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strengthening the investigation function		by the end of 2021 to include, where necessary, appropriate provisions to: (a) review the independence and mandate of the internal oversight office/ investigation function; (b) review its budget and staffing requirements; (c) review its overall performance; and (d) issue related recommendations.						line with this recommendation.
JIU/REP/2020/1: Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	7	The legislative bodies of United Nations system organizations that have not yet done so should develop and adopt appropriate formal procedures for the investigation of complaints of misconduct by executive heads and adopt appropriate policies by the end of 2021.	L	Enhanced transparency and accountability	Accepted	In progress		ILO's Office Directive on reporting misconduct and protection from retaliation, and the Office of Internal Audit and Oversight's Standard Operating Procedures for Investigations, set out how complaints against the Director-General should be handled. Detailed guidance has yet to be developed.

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JIU/REP/2020/1: Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	8	The legislative bodies of United Nations system organizations that have not yet done so should request that organizations establish by the end of 2021 formal procedures for handling allegations of misconduct against heads and personnel of their internal oversight offices in order to avoid situations of conflict of interest.	L	Enhanced transparency and accountability	Accepted	In progress		ILO's Office Directive on reporting misconduct and protection from retaliation, and the Office of Internal Audit and Oversight's Standard Operating Procedures for Investigations, set out how complaints against the Chief Internal Auditor should be handled. Detailed guidance has yet to be developed. IAO's Standard Operating Procedures for Investigations sets out how complaints against other staff in IAO should be handled.
JIU/REP/2020/1: Review of the state of the investigation function: progress made in the United Nations system	9	The legislative bodies of United Nations system organizations that have not yet done so should request that the respective organizations' annual internal oversight	L	Enhanced transparency and accountability	Accepted	Implemented		

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organizations in strengthening the investigation function		activity reports contain information on both complaints and investigations, including details on the number, type and nature of the complaints and investigations and trends in this regard.						
JIU/REP/2020/1: Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	10	The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function, taking into consideration the recommendations of the respective audit and oversight committees, where available.	L	Other	Accepted	Implemented		An additional Investigator position has been included in the Programme and Budget for 2020-21, approved in 2019.
JIU/REP/2020/2: Policies and platforms in support of learning: towards more coherence,	1	The executive heads of United Nations system organizations, if they have not already done so, should establish a minimum set of key performance indicators and associated targets for the efficiency of	E	Enhanced efficiency	Accepted	Implemented		ITC/ILO-Turin aligns processes and procedures towards the ISO 29993 which focuses on learning services outside formal education.

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coordination and convergence		learning programmes and their effectiveness in support of business outcomes, which the organizations should monitor and report upon to the governing bodies.						Information regarding Learning Programmes for ILO staff is reported to the Governing Body in the context of the HR Strategy and under the Outcome related to efficient support services and effective use of ILO resources in the Programme Implementation Report.
JIU/REP/2020/2: Policies and platforms in support of learning: towards more coherence, coordination and convergence	2	The executive heads of the United Nations system organizations should integrate the evaluation findings on learning into the learning management systems and use them effectively to inform decision-making processes on future learning activities.	E	Enhanced effectiveness Enhanced efficiency	Accepted	In progress		The ILO is in the process of developing a Staff Development Policy that will include an evaluation framework for learning. The policy will be operationalized through a Staff Development Strategy/Action Plan, which will expand on the learning elements outlined in the HR Strategy for the

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								4-year strategic planning cycle.
JIU/REP/2020/2: Policies and platforms in support of learning: towards more coherence, coordination and convergence	3	The executive heads of the United Nations system organizations should, in consultation with the United Nations Sustainable Development Group, examine the existing options for a comprehensive joint curriculum or at least system-wide quality assurance of courses related to the 2030 Agenda for Sustainable Development, by the end of 2021.	E	Strengthened coherence and harmonization Enhanced effectiveness	Under consideration			While the Office support this recommendation, start/progress of the implementation depends on the UN system-wide action which is not attributable to the ILO alone. So far, there is no specific joint collaboration on this particular aspect. However, joint events took place between ITC-ILO and UN System Staff College to focus on common approaches in institutional capacity development.
JIU/REP/2020/2: Policies and platforms in support of learning: towards more coherence,	4	The executive heads of United Nations organizations should take the actions they deem appropriate to better integrate staff learning plans into their respective performance	E	Strengthened coherence and harmonization	Accepted	Implemented		

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coordination and convergence		assessments and to ensure that managers are also held accountable for implementation.						
JIU/REP/2020/2: Policies and platforms in support of learning: towards more coherence, coordination and convergence	6	The executive heads of the United Nations system organizations, if they have not already done so, should establish criteria for the more systematic use of external platforms, based on judicious curating of their courses and realistic learning objectives.	E	Enhanced efficiency	Not accepted			Establishing criteria will guarantee quality assurance, but not necessarily lead to an increasing uptake. These external platforms pose very real issues related to language and diversity . This makes curation very complex when seeking to deliver in a multilingual, multi-cultural environment. Some platforms are acknowledging this and are eager to incorporate content from international organizations for this reason - this is positive for the common good but can

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								defeat the purpose of using an external platform.
JIU/REP/2020/2: Policies and platforms in support of learning: towards more coherence, coordination and convergence	7	The executive heads of the United Nations system organizations should, through inter-agency agreements, recognize relevant learning programmes followed on external platforms, for which appropriate credentials are presented, and reflect that recognition in the learning management systems.	E	Enhanced efficiency	Under consideration			If the credentials or badges system is aligned with international best practices, badges and credentials do not only have a value within the UN system. The technical/administrative constraints and costs regarding this recognition need to be taken into consideration.
JIU/REP/2020/2: Policies and platforms in support of learning: towards more coherence, coordination and convergence	8	The governing bodies of United Nations system organizations should, by the end of 2023, approve a common United Nations Organizational Learning Framework, agreed through relevant interagency	L	Enhanced coordination and cooperation	Under consideration			While the Office is supportive of the aim of the recommendation, the action on a UN system-wide framework is not attributable to the ILO alone. The Office is not

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		mechanisms, which should contain a set of principles and a plan of action for gradual implementation.		Strengthened coherence and harmonization				aware of any progress made or reported through the inter-agency HR Network to date.
JIU/REP/2020/3: United Nations common premises: current practices and future prospects	1	The governing bodies of United Nations system organizations that have not yet done so should, by the end of 2021, give direction to the executive heads on the parameters of participation of their organizations in common premises and request periodic reporting on the results achieved.	L	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2020/3: United Nations common premises: current practices and future prospects	2	The executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to amplify, by the end of 2022, the objectives of common premises, addressing	E	Strengthened coherence and harmonization	Accepted	In progress		Tracking of efficiency gains is being done as a part of the United Nations Sustainable Development Group (UNSDG) efficiency agenda. This type of recommendation that entails UN system-wide coordination and common

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		programmatic, public image and environmental sustainability considerations, as well as efficiency gains, and also set out the modalities for tracking results and reporting thereon.						action is not attributable to the ILO alone.
JIU/REP/2020/3: United Nations common premises: current practices and future prospects	3	The Secretary-General and the other executive heads of the United Nations system organizations should, by mid-2021, work together in the framework of the United Nations Sustainable Development Group to re-examine the focus on a target of 50 per cent of common premises with a view to prioritizing efficiency gains.	E	Enhanced efficiency	Accepted	Not started		The target was established by the Secretary-General and the UNSDG has not yet initiated discussions on the topic. This type of recommendation that entails UN system-wide coordination and common action is not attributable to the ILO alone.
JIU/REP/2020/3: United Nations common premises: current practices	4	The Secretary-General and the other executive heads of the United Nations system organizations should work together in the framework of	E	Enhanced coordination and cooperation	Accepted	Implemented		The platform was launched in May 2021.

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and future prospects		the United Nations Sustainable Development Group to expedite the compilation of the database component of the envisaged common premises platform by mid-2021 and ensure that periodic reporting to the General Assembly includes information on the status of the database and how the common premises platform is being used to contribute to the realization of efficiency gains and any other common premises objectives.						
JIU/REP/2020/3: United Nations common premises: current practices and future prospects	5	The Secretary-General and the other executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to review lessons learned from experience with public-private partnerships for common	E	Enhanced effectiveness	Under consideration			The Office would like to learn good practices from other organizations on PPPs.

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		premises and formulate, by the end of 2022, measures that address the capital financing requirements of initiatives regarding common premises, including the possibility of a centrally administered mechanism, for consideration by the General Assembly if required.						
JIU/REP/2020/3: United Nations common premises: current practices and future prospects	7	The Secretary-General and the executive heads of the United Nations system organizations with premises in the field should study the feasibility of a unified mechanism for real estate management in the field and report on the findings of that study to the General Assembly at its seventy-eighth session.	E	Strengthened coherence and harmonization	Accepted	Not started		This type of recommendation that entails UN system-wide coordination and common action is not attributable to the ILO alone. The UNSDG is to initiate the study.
JIU/REP/2020/3: United Nations common premises:	8	The executive heads of the United Nations system organizations should work	E	Enhanced transparency and	Accepted	In progress		This type of recommendation that entails UN system-wide

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current practices and future prospects		together in the framework of the United Nations Sustainable Development Group to improve, by the end of 2021, the inter-organizational arrangements for support of common premises by strengthening the oversight of common premises by the United Nations Sustainable Development Group, clarifying the role and authority of its inter-agency Task Team on Common Premises and Facility Services and directing an appropriately capacitated Development Coordination Office to support them in carrying out the common premises work stream. That support work should include analysis of priorities for future action, making arrangements for proactive support of country teams at all stages of project life cycles and drawing		accountability				coordination and common action is not attributable to the ILO alone.

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		linkages to other facets of business operations.						
JIU/REP/2020/5: Enterprise risk management: approaches and uses in United Nations system organizations	1	In order to fulfil their oversight roles and responsibilities, legislative/governing bodies should incorporate ERM into their meetings at least annually, with substantive coverage determined by the organization's mandate, field network and risk exposure.	L	Enhanced transparency and accountability	Not accepted			The ILO Governing Body receives information on risk during the review and approval of the biennial Programme and Budget. This information and any subsequent discussion informs the Governing Body's advice on changes to the Programme and Budget and its subsequent approval. The Office believes that this level of discussion on risk in the Governing Body is sufficient.
JIU/REP/2020/5: Enterprise risk management: approaches and uses in United	2	By the end of 2021, executive heads should undertake a comprehensive review of their ERM implementation against JIU benchmarks 1 to 9, as	E	Enhanced transparency and accountability	Accepted	In progress		To be completed during 2021.

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Nations system organizations		outlined in the present report.		Enhanced effectiveness				
JIU/REP/2020/5: Enterprise risk management: approaches and uses in United Nations system organizations	3	By the end of 2021, members of the High-level Committee on Management of the Chief Executives Board for Coordination should ensure that its Cross-Functional Task Force on Risk Management is continued as a viable mechanism to further promote and facilitate inter-agency cooperation, coordination and knowledge sharing and to explore shared risks associated with United Nations reform efforts.	E	Dissemination of good/best practices Enhanced coordination and cooperation Enhanced effectiveness	Accepted	Implemented		As published on the UN System Chief Executives Board for Coordination website, https://unsceb.org/rmtf: "*At its 41st Session in May 2021, HLCM endorsed the evolution of the Task Force into a Risk Management Forum, a multidisciplinary UN-system wide advisory body, to:* *→ Mainstream document produces by TF and produce new non-prescriptive RM guidance and methodologies* *→ Promote collaboration and knowledge sharing*"

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JIU/REP/2020/5: Enterprise risk management: approaches and uses in United Nations system organizations	4	By the end of 2022, legislative/governing bodies of participating organizations should request executive heads to report on the outcomes of a comprehensive review of the organization's implementation of ERM against JIU benchmarks 1 to 9, as outlined in the present report.	L	Enhanced transparency and accountability Enhanced coordination and cooperation	Accepted	In progress		Dependent on the completion of recommendation 2 above.
JIU/REP/2020/6 : Multilingualism in the United Nations system	1	The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to prepare a strategic policy framework for multilingualism, accompanied by administrative and operational guidelines for its implementation, and submit this for adoption by the end of 2022.	L	Enhanced transparency and accountability	Accepted	Implemented		Even in the absence of the strategic policy framework per se, the relevant rules, policies and practice exist already and function well in the ILO. They cover all key aspects highlighted in the JIU survey and are supported financially through the Program and Budget adopted by the ILO constituents. Multilingualism is deeply anchored in the work of

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								the Conference management and services, both translation and interpretation services. HR policies strongly promote, encourage and provide stimuli, including financial incentive, to enhance language proficiency of staff. The official communication as well as intranet and public website are all trilingual.
JIU/REP/2020/6 : Multilingualism in the United Nations system	2	The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to appoint, by the end of 2022, a senior official as a coordinator or focal point for multilingualism, with clearly defined responsibilities and delegated authority, tasked	L	Enhanced coordination and cooperation	Accepted	Implemented		The ILO CEB Focal Point Coordinator on Multilingualism has been appointed in 2019.

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		with the coordination of the implementation of the strategic policy framework for multilingualism across their respective organizations.						
JIU/REP/2020/6 : Multilingualism in the United Nations system	3	The executive heads of the United Nations system organizations that have not yet done so, should, where appropriate, introduce or enhance, by the end of 2022, their policies for attracting new translators and interpreters and retaining talented and skilled language professionals, including the preparation of succession plans with specifications for required languages and language combinations, as well as the expansion of outreach programmes.	E	Enhanced effectiveness	Accepted	Implemented		The Office has a system in place to anticipate, plan, select and further train the linguistic staff according to the Organisation's resources and priorities. Close connections are maintained with renowned universities to this effect. Internship programmes are also used to identify and attract young talented language professionals.

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JIU/REP/2020/6 : Multilingualism in the United Nations system	4	The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to introduce, by the end of 2022, learning policies that encourage continuous learning and improvement of the language skills of their staff members in the official languages of the respective organizations as well as in other languages, as appropriate, securing sufficient funding for this.	L	Enhanced effectiveness	Accepted	Implemented		Such policies are already in place in the ILO and are well functioning. Further, an organizational learning strategy is being developed in the ILO that will include lifelong learning and the learning of official and working languages.
JIU/REP/2020/6 : Multilingualism in the United Nations system	5	The executive heads of the United Nations system organizations should request the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) to establish	E	Strengthened coherence and harmonization	Not accepted			The recommended work has already been done by the HR Working Group on Language Testing and Certification which issued a recommendation endorsed by the HR Network in Vienna 20-23

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		a working group on the preparation for adoption, by the end of 2022, of a United Nations system language framework for language teaching, learning, assessment, and certification in the six official languages of the United Nations, which could be based, inter alia, on the results of the work already undertaken by the United Nations Secretariat in this area.						July 2015 (See CEB/2015/HLCM/HR/18 para 41). One of the grounds for the recommendation and the decision was that moving to internationally recognized certifications aligned with the Common European Framework of Reference for Languages (CEFR) also ensures comparability of the levels of language proficiency of UN staff with people external to the UN system, such as partners, applicants and others. Language study following a scheme that follows the CEFR and proficiency certifications that are internationally recognized within and outside the UN contributes to mobility and to a diverse workforce.

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								This recommendation was endorsed in 2015 by the HR Network and has been operationalized by most of the Geneva-based agencies.
JIU/REP/2020/6 : Multilingualism in the United Nations system	6	The executive heads of the United Nations system organizations, in their capacity as members of the United Nations System Chief Executives Board for Coordination, should direct the High-level Committee on Management to develop a system-wide, comprehensive and coordinated approach to multilingualism as a core value of the United Nations system organizations.	E	Strengthened coherence and harmonization	Not accepted			We are of the view that the existing Network of Focal Points on Multilingualism from across the UN system, under the leadership of the Coordinator, is well placed to consider the recommended action.