

Reference document concerning “Matters relating to the Joint Inspection Unit (JIU)” (GB.349/PFA/6)

► ILO’s follow-up status on the JIU recommendations presented to the Governing Body at the current session, as of July 2023 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: 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 20 recommendations contained in this document:

For action by Status	Legislative organ/Governing body (Section A)	Executive head (Section B)
Accepted and implemented	4 recommendations	6 recommendations
Accepted and in progress	0	3 recommendations
Accepted and not started	0	0
Under consideration	0	4 recommendations
Not accepted	0	1 recommendation
Not relevant	0	2 recommendations
Sub-total	4 recommendations	16 recommendations
Total	20 recommendations	

¹ 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 decision by legislative organ/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/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		Issues concerning the management of implementing partners are reported to the Governing Body (e.g. by the Chief Internal Auditor) on an annual basis.
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 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	Enhanced effectiveness	Accepted	Implemented		As a normative and tripartite organization, the ILO works mainly with the constituent organizations as the implementing partners, in support of their enhanced understanding and capacity to act on international labour standards and to localize knowledge-sharing activities. The ILO has been using the Decent Work Country Programmes (DWCP) and the biennial Programme and Budget as the result-based

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		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.					framework to enhance national capacity and ownership of decent work results. DWCP implementation is guided and supported by a host of strategic plans such as: the ILO Strategic Plan 2022-25, aligned with the quadrennial comprehensive policy review cycle; the ILO Development Cooperation Strategy 2022-2025; the ILO Results-Based Evaluation Strategy 2023-2025, etc. to ensure ongoing assessment and improvement of the approaches used. ILO constituent organizations and national partners regularly participate in capacity building and training provided by ITC-Turin.
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 the end of 2023 to include, where necessary, provisions for ethics, and ethics as a desirable area of expertise for new committee members.	Enhanced transparency and accountability	Accepted	Implemented		Relevant provisions concerning ethics are incorporated in the terms of reference for the Independent Oversight Advisory Committee (IOAC) of the ILO, as revised by the Governing Body at its 341st Session in March 2021.

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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		The Governing Body considered and took a decision at its 346th Session in Oct/Nov 2022 (paragraph 204 of GB.346/PFA/PV), concerning the independent high-level evaluation of ILO's COVID-19 response 2020-22.

Section B - for action by executive heads

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/2021/4: Review of the management of implementing partners in United Nations system organizations	1	The executive heads of United Nations system organizations should, by the end of 2024, develop, through consultations in the appropriate inter-agency mechanisms, a common system-wide 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.	Enhanced transparency and accountability	Under consideration			While the Office supports the thrust of the recommendation, it entails UN system-wide coordination and common action, which is not attributable to the ILO alone. The Office will continue to actively participate in relevant inter-agency mechanisms and any initiative thereof in this area, if/as agreed.
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 overning 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.
JIU/REP/2021/4: Review of the management of implementing partners	4	The executive heads of United Nations system organizations should, by the end of 2023, update as necessary and implement their	Enhanced transparency	Accepted	In progress		The Office supports the recommendation and will make relevant updates, while taking note of the ongoing process related to the

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in United Nations system organizations		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.	and accountability				United Nations Partner Portal at the level of the Finance and Budget Network (FBN) – one of the inter-agency networks reporting to the High-Level Committee on Management, under the UN System Chief Executives Board for Coordination (HLCM/CEB).
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 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.	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, 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.

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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		Risks associated with implementing partners do not figure among the most significant risks facing the ILO. However, the Office looks at due diligence checks, guidance on contract terms, training on values, and ethics and monitoring and supervision of contracts.
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	Under consideration			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 such system exists at the moment, and it would require investment of time and resources.
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	Enhanced coordination and cooperation	Accepted	In progress		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.

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		due diligence, risk and capacity assessments of partners, resultsbased and risk-based performance monitoring, fraud prevention, prevention of sexual exploitation and abuse, capacity-building, working with local non-governmental organizations and civil society organizations, the harmonized approach to cash transfers and the United Nations Partner Portal.					The Office also observes that the timeline for implementing the recommendation is too ambitious. It 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	Under consideration			The Office agrees with the general recommendation on further inter-agency 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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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 <i>sui generis</i> contractual arrangements to the head of ethics. The Office considers that these arrangements should be 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	Under consideration			The Office considers mandatory ethics training in the context of on-boarding as essential, along with continuing efforts to build capacity, raise awareness and encourage dialogue among staff on integrity and ethical standards of conduct and the need to rely on them in day-to-day decision making. The sequencing and design of such continuing efforts should be chosen to fit best the context and needs at a given juncture in order to be effective. Formal refresher training is one option, but other approaches exist as well, such as agency-wide staff dialogues or

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							thematic awareness raising campaigns.
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 the relevant policies where appropriate.	Enhanced effectiveness	Accepted	Implemented		The Ethics Officer, in collaboration with the Treasurer and Financial Comptroller (TR/CF), undertook a review of the ILO register of financial interests and related party disclosures (RFI) in 2022-2023. The review concluded that the RFI can be considered both effective and efficient, as well as providing good "value for money" and ensuring a compliance rate of 100%. It also recommended changes (currently being implemented) in light of the JIU reports and recommendations, including: (a) enabling the participation of the Ethics Officer in the administration the RFI with TR/CF, focusing on the identification and prevention of potential conflicts of interest, giving advice and providing an additional layer of review; and (b) expanding the scope of the RFI to include a broader question to disclose involvement in any activity, whether or not it is subject to approval/remunerated, that could have an impact on the objectivity or independence of the

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							staff member in the performance of duties, affect the image or reputation of the Organization, or otherwise lead to potential conflicts of interest.
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		The JIU report concluded that nine of the 11 core elements of Business Continuity are fully reflected in the ILO, with the remaining two partly reflected. The ILO uses the 11 core elements within its corporate planning for business continuity plan (BCP) as a reference point for continual improvement.
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 relevant and effective.	Enhanced control and compliance	Accepted	Implemented		The maintenance, exercise and review components are included within the corporate planning for BCP.

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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		Lessons learnt exercises have routinely been undertaken. The latest edition of the field BCP contains guidance on undertaking BCP lessons learnt exercises.
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 continuity management.	Enhanced transparency and accountability	Accepted	In progress		An initial assessment has taken place. Next steps will be undertaken in coordination with relevant units, especially the Security Unit in the Department of Internal Services and Administration (SECURITY/INTSERV), for which the recruitment of a new Chief is underway.
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	Dissemination of good/best practices	Accepted	Implemented		An Independent High-Level Evaluation of ILO’s COVID-19 response 2020-22 was undertaken in the course of 2022 and submitted to the Governing Body at its 346th

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Nations system organizations		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.					Session in Oct/Nov 2022 (GB.346/PFA/7(Rev.1)).