

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 in the previous three years ¹: an update as of July 2023 ²

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 97 recommendations contained in this document:

Status \ For action by	Legislative organ/Governing body (Section A)	Executive head (Section B)
Accepted and implemented	22 recommendations	42 recommendations
Accepted and in progress	2 recommendations	1 recommendation
Accepted and not started	0	1 recommendation
Under consideration	1 recommendation	0
Not accepted	7 recommendations	13 recommendations
Not relevant	0	8 recommendations
Sub-total	32 recommendations	65 recommendations
Total	97 recommendations	

The 15 changes since the last update are highlighted **in yellow** in the document.

¹ GB.341/PFA/10 (March 2021; exceptionally deferred from the 340th Session, October 2020), GB.343/PFA/11 (November 2021), and GB.346/PFA/9 (October-November 2022).

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

Section A – for action by 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/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	9	The governing bodies of the United Nations system organizations should take measures to ensure that commitments to inter-agency collaboration, including 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.	Enhanced control and compliance Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	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 envisioned by the executive heads to be undertaken to improve compliance with the indicators included in the	Enhanced transparency and accountability	Accepted	Implemented		

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System-wide Action Plan and their expected contribution to gender equality and the empowerment of women.							
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 United Nations Plan for Action on disaster risk reduction”.	Enhanced transparency and accountability	Accepted	Implemented	Partially	

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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.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2019/5: Managing cloud computing services in the United Nations system	2	The governing bodies of the United Nations organizations should request the heads of their respective organizations to include provisions in their financial strategies that facilitate the adaptation, responsiveness and efficient use of operational expenditures and capital investments related to new technologies.	Enhanced effectiveness Enhanced efficiency	Not accepted			Cloud providers change their costing models according to their perception of leverage over the client. The first 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

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							c) a budget planning cycle that necessitates submitting proposals at least 18 months before 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 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

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							average use) was only reported once a year.
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 responsibilities and activities of the committee, where applicable, by the end of 2021.	Strengthened coherence and harmonization	Accepted	Implemented	Yes	
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	Enhanced effectiveness	Accepted	Implemented	Yes	

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		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.					
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.	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	5	In order to meet the needs of the organizations, the legislative and/or governing bodies of the United Nations 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.	Enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	6	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should	Enhanced effectiveness	Accepted	Implemented	Yes	

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		request their audit and oversight committees to undertake a self-assessment every year and an independent performance evaluation every three years and report to them on the results.					
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.	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United	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	Other	Not accepted			The ILO's enterprise resource planning system currently does not capture information to identify outsourced services, given that there is no demand for such information, for the

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Nations system organizations		procurement include a subsection on expenditures on services sourced from commercial service providers.					organizational governance purpose.
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.	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 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,	Enhanced transparency and accountability	Not accepted (Previously under consideration)			The ILO maintains a separation between the investigations under the remit of the Office of the Internal Audit and Oversight (IAO) and those under the Staff Regulations. The latter function is covered by the Human Resources Development

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		preliminary assessment and the decision to open an investigation), irrespective of the type of misconduct, in the internal oversight office of each organization.					Department, and had not been transferred to the IAO by the end of 2022.
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 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	Enhanced transparency and accountability	Not accepted (Previously under consideration)			The ILO has not decided to move to fixed term for the Chief Internal Auditor position.

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		internal oversight offices to the legislative bodies and to the respective audit and oversight committees.					
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	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 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.	Dissemination of good/best practices	Accepted	Implemented		
JIU/REP/2020/1: Review of the state of the investigation function: progress made in the United Nations system	7	The legislative bodies of United Nations system organizations that have not yet done so should develop and adopt appropriate formal	Enhanced transparency and accountability	Accepted	In progress (With update on progress under “Remarks”)		ILO’s Office Directive on reporting misconduct and protection from retaliation, and the Office of Internal Audit and Oversight’s Standard Operating

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organizations in strengthening the investigation function		procedures for the investigation of complaints of misconduct by executive heads and adopt appropriate policies by the end of 2021.					Procedures for Investigations, set out how complaints against the Director-General should be handled. IAO has reached out to concerned departments to begin the process of drafting more detailed investigation guidelines should allegations be made against the Director-General.
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.	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.

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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	9	The legislative bodies of United Nations system organizations that have not yet done so should request that the respective organizations’ annual internal oversight 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.	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 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.	Other	Accepted	Implemented		
JIU/REP/2020/2: Policies and platforms in support of learning: towards more	8	The governing bodies of United Nations system organizations should, by the end of 2023, approve a	Enhanced coordination and cooperation	Under consideration			While the ILO is supportive of the aim of the recommendation, the action on a UN system-wide framework is

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coherence, coordination and convergence		common United Nations Organizational Learning Framework, agreed through relevant interagency mechanisms, which should contain a set of principles and a plan of action for gradual implementation.	Strengthened coherence and harmonization				not attributable to the ILO alone. As yet this matter has not been taken up by the HLCM to pursue further.
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.	Enhanced transparency and accountability	Accepted	Implemented		
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	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

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		network and risk exposure.					Programme and Budget and its subsequent approval. The ILO 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 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.	Enhanced transparency and accountability Enhanced coordination and cooperation	Accepted	Implemented		
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	Enhanced transparency and accountability	Accepted	Implemented		

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		implementation, and submit this for adoption by the end of 2022.					
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 with the coordination of the implementation of the strategic policy framework for multilingualism across their respective organizations.	Enhanced coordination and cooperation	Accepted	Implemented		
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	Enhanced effectiveness	Accepted	Implemented		

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		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.					
JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	1	The governing bodies of the United Nations system organizations should ensure that, when applicable, the use of blockchain applications will be integrated, together with other digital technologies, into the innovation strategies and policies adopted by their respective organizations.	Strengthened coherence and harmonisation	Accepted	Implemented		
JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	6	The governing bodies of the United Nations system organizations should encourage Member States to engage with the United Nations Commission on International Trade Law in its exploratory and preparatory	Dissemination of good/best practices	Not accepted (Previously under consideration)			At its 346th Session in October-November 2022, the Governing Body did not decide to encourage Member States to engage with the United Nations Commission on International Trade Law, in line with the

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		work on legal issues that relate to blockchain in the broader context of the digital economy and digital trade, including on dispute resolution, which is aimed at reducing legal insecurity in that field.					recommendation (ref. GB.346/PFA/PV).
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	2	The legislative organs and governing bodies of the United Nations system organizations that have not yet done so should, by the end of 2022, direct the executive heads to embed environmental sustainability considerations into the management of their organizations and request them to include in the annual report on the work of the organization the results of efforts to mainstream environmental sustainability in the internal management functions of the organization.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2021/2: Review of United Nations	7	The legislative organs and governing bodies of United	Enhanced control and compliance	Not accepted			The ILO Governing Body regularly provides guidance to

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system support for landlocked developing countries to implement the Vienna Programme of Action		Nations system organizations should issue directives, if they have not already done so, by the end of 2022, for their organizations to mainstream the priorities of the programme of action for landlocked developing countries that are pertinent to their mandated work and request that their organizations report periodically on its implementation.	Enhanced effectiveness				the formulation and implementation of ILO Decent Work Country Programmes through the review of biennial Programme and Budget documents, biennial Programme Implementation Reports, high-level evaluations, and the ILO Development Cooperation Strategy.
JIU/REP/2021/3: Cybersecurity in the United Nations system organizations	2	The legislative and governing bodies of the United Nations system organizations should consider the reports on the elements contributing to improved cyberresilience prepared by the executive heads and provide strategic guidance on further improvements to be implemented in their respective organizations, as necessary.	Enhanced effectiveness	Accepted (Previously under consideration)	Implemented		The report has been considered and the decision has been taken thereon during the 346 th GB sessions in November 2022.

Section B – for action by executive head

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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.	Enhanced transparency and accountability Significant financial savings	Accepted	Implemented		
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 systematic use of research produced by academia.	Enhanced effectiveness Enhanced efficiency	Accepted	Implemented		
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	6	The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should consider calling on the Executive Heads of	Enhanced coordination and cooperation	Not relevant			The ILO takes note that this recommendation is addressed to the UN Secretary- General.

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		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.	Strengthened coherence and harmonization				
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, 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.	Enhanced effectiveness	Accepted	Implemented		
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	Enhanced coordination and cooperation	Accepted	Implemented		

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		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.	Strengthened coherence and harmonization				
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	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, regional and national levels, and establish basic guidelines for such partnerships.	Enhanced coordination and cooperation	Not relevant			The ILO takes note that this recommendation is addressed to the Secretary- General. The ILO has established research collaboration with a range of universities 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.

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							Given the ILO’s existing guidelines and policies, it may participate in an initiative of the Secretary General to develop system wide guidelines for 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.	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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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.	Enhanced transparency and accountability	Not relevant (Previously accepted and not started)			Notwithstanding the ILO’s commitment to participate in and contribute to the recommended review process, the implementation of this time-bound recommendation is not attributable to the ILO’s action on its own but depends on the coordination of the CEB, which had not taken place by the end of 2020 as recommended.
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 the Action Plan as a benchmark, as applicable.	Enhanced transparency and accountability	Accepted	Implemented		

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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 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.	Enhanced coordination and cooperation	Accepted	Implemented		

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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.	Enhanced transparency and accountability	Not relevant			Notwithstanding the ILO’s commitment to participate in and contribute to the system-wide reform process at the country level, any common reporting should be handled by UN Development Coordination Office (DCO) through the country teams and reported back to UN Economic and Social Council (ECOSOC).
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.	Enhanced effectiveness	Accepted	Implemented		

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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.	Strengthened coherence and harmonization	Accepted	Implemented		
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.	Enhanced efficiency	Accepted	Implemented		
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.	Enhanced effectiveness	Accepted	Implemented		

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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 to support the United Nations Laboratory for Organizational Change and Knowledge to play a greater role in United Nations system reforms.	Strengthened coherence and harmonization	Accepted	Implemented		
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.	Enhanced control and compliance	Not accepted			Although the recommendation appears to make 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). However, the ILO takes a daily backup of the Microsoft 365 cloud data and retains it in

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							two distinct locations. This includes email, OneDrive, Teams and SharePoint Online data. Should Microsoft cloud services be affected by a major disaster, the ILO would be able to restore its data in the Microsoft cloud once services are restored. We could also restore our data to any other cloud provider offering similar services if Microsoft was unable to restore services.
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.	Enhanced effectiveness Enhanced efficiency	Accepted	Implemented		
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 contracting ICT services,	Significant financial savings Enhanced efficiency	Accepted	Implemented		

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		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.					
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.	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	3	Executive heads of organizations party to the 2012 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.	Enhanced effectiveness	Accepted	Implemented		

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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 another organization under the terms of the Agreement.	Enhanced transparency and accountability	Not relevant (Previously accepted and not started)			Notwithstanding the ILO’s commitment to participate in and contribute to the recommended revision process of the 2012 agreement, the implementation of this time-bound recommendation is not attributable to the ILO’s action on its own but depends on the coordination of the CEB, which had not taken place by the end of 2021 as recommended.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	6	The Secretary-General, in coordination with other executive heads in the framework of the High-Level Committee on Management, as he considers 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	Enhanced effectiveness	Not relevant			The ILO takes note that this recommendation is addressed to the UN Secretary-General. As reflected in the CEB comments, the ILO 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

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		examine success stories, such as the impact on career trajectories.					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 inter-agency mobility measures in United Nations system organizations	7	The Secretary-General, working with other executive heads, should assess the impact of the United Nations system leadership framework on the development of a common management culture supportive of a One United Nations mind-set 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.	Strengthened coherence and harmonization	Not accepted			As noted in the CEB comments, there are many different elements of the UN Reform process that impact on the development of a common management culture, supportive of a One United Nations mind-set. 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 ILO considers that it may therefore be premature to take this step at this time.

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JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	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 downsizing contexts, the abolition of posts and positions, and the administration of rotational placements.	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. 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.
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	Strengthened coherence and harmonization	Not accepted			Please refer to the remark on Recommendation 8 above.

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		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.					
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	1	The executive heads of 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.	Enhanced effectiveness	Accepted	Implemented		
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	Dissemination of good/best practices	Accepted	Implemented		

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		organizations to ensure effective competition.					
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	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 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.	Enhanced transparency and accountability Enhanced effectiveness Significant financial savings	Accepted	Implemented		
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	Enhanced efficiency	Accepted	Implemented		

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		measures are developed by the relevant functions in each organization.					
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.	Enhanced efficiency	Accepted	Implemented		
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	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 develop clearly detailed guidelines for managing vendor transition, including corresponding backup arrangements, and ensure	Enhanced transparency and accountability Enhanced efficiency	Not accepted			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 action includes a risk assessment. The ILO does not see clear value addition or cost

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		that solicitation documents clearly outline the responsibility of the vendor as regards transitional assistance and knowledge transfer to the organization and incoming vendor.					effectiveness of the recommended action compared to the current practice in the ILO context.
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	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 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.	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2020/2: Policies and platforms in support of learning: towards more coherence, coordination and convergence	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	Enhanced efficiency	Accepted	Implemented		

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		associated targets for the efficiency of learning programmes and their effectiveness in support of business outcomes, which the organizations should monitor and report upon to the governing bodies.					
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.	Enhanced effectiveness Enhanced efficiency	Accepted	In progress		The ILO’s draft Staff Development Policy and its associated draft Action Plan (aligned with HR Strategy 2022-2025) are being developed taking into consideration the evaluation findings (including soft recommendations at the strategic, and policy levels and those related to optimising learning platforms). The ITC-ILO commissioned an analytical study on how learning analytics can inform training design where decisions are based upon data. https://www.itcilo.org/learning-analytics-dashboards

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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.	Strengthened coherence and harmonization Enhanced effectiveness	Not relevant (Previously under consideration)			Notwithstanding the ILO’s commitment to participate in and contribute to the recommended examination process, the implementation of this time-bound recommendation is not attributable to the ILO’s action on its own but depends on the UN system-wide coordination and action, which had not taken place by the end of 2021 as recommended.
JIU/REP/2020/2: Policies and platforms in support of learning: towards more coherence, coordination and convergence	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 assessments and to ensure that managers are also held accountable for implementation.	Strengthened coherence and harmonization	Accepted	Implemented		
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	Enhanced efficiency	Not accepted			Establishing criteria will guarantee quality assurance, but not necessarily lead to an increasing uptake.

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		curating of their courses and realistic learning objectives.				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 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.	Enhanced efficiency	Accepted (Previously under consideration)	Implemented	ILO recognises relevant equivalent mandatory learning programmes undertaken by staff on other UN platforms – on presentation of a certificate and on the confirmation that the staff member has read the ILO specific policies for that specific topic, where different from those of the UN organization where they undertook the training.

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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 programmatic, public image and environmental sustainability considerations, as well as efficiency gains, and also set out the modalities for tracking results and reporting thereon.	Strengthened coherence and harmonization	Accepted	Implemented (Previously in progress)		Tracking of efficiency gains is being done as a part of the United Nations Sustainable Development Group (UNSDG) efficiency agenda. The ILO works with the secretariat of the UNSDG and supports initiatives they develop on the management of common premises.
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.	Enhanced efficiency	Accepted	Implemented (Previously in progress)		The target was established by the Secretary-General. The evidence gathered through extensive data analysis and field-level pilots suggests that the larger efficiency gains are achieved through shared facilities services and contracting, rather than through lower rental expenses, and there are also significant quality benefits to co-location, including programmatic coordination, reputational enhancement, and a measurable reduction in

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							carbon emissions. However, evidence also shows that achieving substantial changes to the share of common premises is resource intensive, both in terms of monetary investments and time. Given the limited resources available and little expectation that the resource level will increase, it is necessary to re-prioritize and focus efforts to locations from which the greatest return on investment can be achieved with limited up-front investment, related to premises consolidation, as opposed to a world-wide consolidation effort. As such, expansion of Common Premises has been prioritized in the 66 highest cost locations.
JIU/REP/2020/3: United Nations common premises: current practices and future prospects	4	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	Enhanced coordination and cooperation	Accepted	Implemented		

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		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 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	Enhanced effectiveness	Not accepted			The ILO would like to learn good practices from other organizations on PPPs and will take advantage of any opportunities that arise but will not be involved in implementation of this work.

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		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.	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: current practices and future prospects	8	The executive heads of the United Nations system organizations should work 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	Enhanced transparency and accountability	Accepted	Implemented (Previously in progress)		The ILO continues to work with other UN agencies on these issues when they arise. The secretariat of the UNSDG will report on progress.

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		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 linkages to other facets of business operations.					
JIU/REP/2020/5: Enterprise risk management: approaches and uses in United Nations system organizations	2	By the end of 2021, executive heads should undertake a comprehensive review of their ERM implementation against JIU benchmarks 1 to 9, as outlined in the present report.	Enhanced transparency and accountability Enhanced effectiveness	Accepted	Implemented		
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	Dissemination of good/best practices Enhanced coordination and cooperation Enhanced effectiveness	Accepted	Implemented		

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		and knowledge sharing and to explore shared risks associated with United Nations reform efforts.					
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.	Enhanced effectiveness	Accepted	Implemented		
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 a working group on the preparation for adoption, by the end of 2022, of a United	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 July 2015 (See CEB/2015/HLCM/HR/18 para

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		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.					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. 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	Strengthened coherence and harmonization	Not accepted			The ILO is of the view that the existing Network of Focal Points on Multilingualism

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		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.				from across the UN system, under the leadership of the Coordinator, is well placed to consider the recommended action.
JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	2	The executive heads of the United Nations system organizations should make sure that the examination of possible blockchain use cases will be based on assessments of project risks, including with respect to relevant organizational policies and regulations on privileges and immunities, data protection, confidentiality, cybersecurity, system integrity, and reputation.	Enhanced effectiveness	Accepted	Implemented	
JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	4	The executive heads of the United Nations system organizations should ensure that any decision on using blockchain should be based on an appropriate determination of the business case and of the most suitable solution, using as	Enhanced effectiveness	Accepted	Implemented	

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		guidance a decision-making matrix.					
JIU/REP/2020/7: Blockchain applications in the United Nations system: towards a state of readiness	8	The executive heads of the United Nations system organizations, through the relevant coordination mechanisms, including with support from the United Nations International Computing Centre, should consider the adoption of a non-binding inter-agency blockchain governance framework for use by interested organizations, with a view to ensuring coherent and consistent blockchain approaches across the system by the end of 2022, including for projects that may involve multiple United Nations organizations.	Strengthened coherence and harmonisation	Not relevant (Previously accepted and in progress)			Notwithstanding the ILO's commitment to participate in and contribute to the recommended adoption process, the implementation of this time-bound recommendation (by the end of 2022) is not attributable to the ILO's action on its own but depends on the UN system-wide coordination through the relevant mechanisms. In 2023, the Digital & Technology Network (DTN) took place at the International Monetary Fund (IMF) Headquarters, Washington D.C, from 1 to 3 May, but the blockchain technology was not on the agenda.
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	1	The executive heads of United Nations system organizations that have not yet done so should, by the end of 2022, develop an organization-wide policy for environmental sustainability in the	Enhanced effectiveness	Accepted	Implemented		

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

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JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	5	The executive heads of the United Nations system organizations should, by the end of 2022, ensure that all recruitment and selection processes, as well as performance appraisal systems, incorporate and give adequate weight to environmental sustainability understanding and behaviours, and report on the implementation to their legislative organs and governing bodies from 2023.	Enhanced coordination and cooperation	Not accepted			Environmental sustainability understanding and behaviours will be introduced into the Leadership Competency Profile and validated as part of the High-Level Assessment Centre for recruitment to senior management positions. The importance of encouraging these behaviours in other positions is included in the performance appraisal of managers. The ILO has a variety of recruitment and selection processes, some of which are the subject of a collective agreement with the Staff Union Committee – changes to these processes are subject to negotiation.
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	6	The executive heads of the United Nations system organizations should, by the end of 2022, with the support of the resident coordinator system and the United Nations country team mechanisms, strengthen the coordination between the headquarters and field agencies,	Enhanced efficiency	Accepted	Implemented (Previously in progress)		The ILO has a network of focal points at its headquarters and in field offices, who undertake the completion of the Greening the Blue Environmental Inventory each year and drive environmental improvements at the local level. This network engages

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		as well as among field agencies, in pursuing measures to reduce the environmental impact of field presences, and report on the implementation to their legislative organs and governing bodies from 2023.					with the ILO’s Environmental Sustainability Committee (the committee with overall responsibility for the ILO’s Environmental Management Systems) by proposing actions, objectives and targets for the ILO’s Environmental Sustainability Action Plan on a biennial basis. They are responsible for providing updates on progress towards the established objectives and targets. They also share good practice across the Office. . The ILO also continuously engages in inter-agency collaboration both at the headquarters and field locations to reduce the environmental impacts of field presence, including shared UN compounds.
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	7	The executive heads of the United Nations system organizations should, by the end of 2022, make all conferences, events and meetings organized by their respective organizations “paper	Strengthened coherence and harmonization	Accepted	Implemented		

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		smart”, while providing printed material only upon official request and with adequate cost recovery measures following a differential pricing system in respect of different customer groups – such as official delegates, research institutions, other conference participants and students – and report on the implementation to their legislative organs and governing bodies from 2023.					
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	8	The executive heads of the United Nations system organizations that have not yet done so should, by the end of 2022, task the relevant offices responsible for organizing conferences, meetings and events with developing a policy for incorporating provisions relating to environmental sustainability considerations into policies, procedures, manuals and guidelines, including through the relevant inter-agency mechanisms, as necessary.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2020/8: Review of mainstreaming	9	The executive heads of organizations of the United	Enhanced efficiency	Not accepted			With respect to the greenhouse gas emissions

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

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							biennium 2022-23, rendering it extremely difficult to do more than already established.
JIU/REP/2020/8: Review of mainstreaming environmental sustainability across organizations of the United Nations system	10	The executive heads of the United Nations system organizations should, by the end of 2022, make all official documentation, publications, brochures, and communication and advocacy materials available online, including through online conferencing applications or other information technology means, and report on the implementation to their legislative organs and governing bodies from 2023.	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2021/2: Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action	1	The executive heads of United Nations system organizations should designate, if they have not already done so, by the end of 2022, an organizational focal point on landlocked developing countries with clear terms of reference, developed with guidance from UN-OHRLS, that define the focal point’s role and responsibilities in supporting	Enhanced coordination and cooperation	Not accepted			The ILO does not use the landlocked developing countries (LLDC) category to provide a differentiated policy and technical assistance to the member States, as it operates based on the country needs. The condition of being landlocked affects the development status including the ability of those economies

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

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

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							implementation strategies apply, reflecting the development path of each country. Decent Work Country Programmes are regularly reviewed in terms of priorities, strategies, resources, and results achieved. They inform and are informed by the priorities of the Organization established in the biennial Programme and Budget.
JIU/REP/2021/3: Cybersecurity in the United Nations system organizations	1	The executive heads of the United Nations system organizations should prepare, as a matter of priority and no later than 2022, a comprehensive report on their cybersecurity framework and present it to their respective legislative and governing bodies at the earliest opportunity, covering the elements contributing to improved cyberresilience examined in the present report.	Enhanced effectiveness	Accepted	Implemented (Previously in progress)		The Office has presented the “Review of the ILO’s cybersecurity framework” (GB.346/PFA/3) to the 346 th Governing Body session in November 2022.