

Reference document concerning “Matters relating to the Joint Inspection Unit (JIU): Reports of the JIU” (GB.325/PFA/7)

Status of the ILO’s follow-up on JIU recommendations as of August 2015: ¹ an update of the JIU reports presented to the Governing Body in the three previous years

This paper has been prepared in response to previous requests for regular updates from the Office on the implementation status of recommendations contained in the JIU reports that have been examined by the Governing Body at its sessions over the three previous years.

The information is presented in a table structured as follows:

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

Column 2: Recommendation number;

Column 3: Text of the recommendation;

Column 4: Addressee: “E” indicates when a recommendation is addressed for action by executive head; “L” when a recommendation is addressed for decision by legislative organ; “I” when a recommendation is addressed for action by internal audit/oversight head; and “A” when a recommendation is addressed for action by the audit/oversight committee;

Column 5: Intended impact:

- “Enhanced transparency and accountability”;
- “Management improvement through dissemination of best practices”;
- “Enhanced coordination and cooperation between participating organizations”;
- “Strengthened coherence and harmonization”;
- “Management improvement through enhanced controls and compliance”;
- “Management improvement through enhanced effectiveness”;
- “Significant, one-time or recurrent, financial savings”;
- “Management improvement through enhanced efficiency”; and
- “Other”;

¹ The JIU reports are available on the JIU website: <http://www.unjiu.org/> in English, French and Spanish.

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

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

Column 8: Impact achieved: “Yes”; “Partially”; and “No”; and

Column 9: Remarks.

Status of ILO follow-up on JIU recommendations as of August 2015

GB.316/PFA/2 November 2012

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/4: Review of enterprise risk management in the United Nations system: Benchmarking framework	1	Executive heads should adopt the first nine benchmarks set out in this report, with a view to ensuring that the ERM approach is accepted and implemented in line with best practices.	E	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO enterprise risk management (ERM) framework was issued in April 2015 and development of risk registers for all ILO departments, regional offices and country offices is required by 30 November 2015. The framework includes the ILO Risk Appetite Statement and its provisions are consistent with best practice. The ILO definition of ERM is closely aligned to the COSO 2004 definition. Business principles underpinning risk management are aligned to those set out in ISO Guide 73 (2009), in relation to ISO 31000.
JIU/REP/2010/4: Review of enterprise risk management in the United Nations system: Benchmarking framework	2	Governing bodies should exercise their oversight role regarding the adoption of ERM benchmarks set out in this report, the effectiveness of implementation and the management of critical risks in their respective organizations.	L	Enhanced effectiveness	Accepted	Implemented	Yes	

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/5: The audit function in the United Nations system	1	The internal audit/oversight head should review, at least every three years, the content of the internal audit charter and FRR pertaining to internal audit for compliance with the International Standards for the Professional Practice of Internal Auditing and present the results of such a review to the executive head and the oversight/audit committee, and any proposed change should be submitted to the legislative/governing body for approval, in order to enhance the independence, role, status and functional effectiveness of the audit function.	I	Enhanced effectiveness	Accepted	Implemented	Yes	The Office of Internal Audit and Oversight (IAO) reviews its audit charter and FRR on a regular basis. The audit charter last required updating in 2010 when it was presented to the March Governing Body session for its approval.
JIU/REP/2010/5: The audit function in the United Nations system	2	The internal audit/oversight heads at the United Nations organizations should confirm the independence of the internal audit function annually to the audit/oversight committee, which should report to the legislative/governing body on any threat to or interference with the independence of the internal audit activity and suggest remedial measures, so as to enhance its effectiveness.	I	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO's Independent Oversight Advisory Committee (IOAC) meets at least twice a year. As part of its mandate it reviews the working and independence of the ILO's internal audit function. It prepares and submits a report on its work, findings and conclusions to the Governing Body at its March session on an annual basis. This report would contain any findings pertinent to the ILO's internal audit function.
JIU/REP/2010/5: The audit function in the United Nations system	3	The legislative/governing bodies should direct the executive heads of the United Nations system organizations concerned to facilitate the submission of the internal audit planning and audit results to the audit/oversight committees, where appropriate, for the latter's review.	L	Enhanced accountability	Accepted	Implemented	Yes	As part of its mandate, the IOAC reviews the working and independence of ILO's internal audit function. It prepares and submits a report on its work, findings and conclusions to the March sitting of the Governing Body on an annual basis. This report would contain any findings pertinent to the ILO's internal audit function.

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JIU/REP/2010/5: The audit function in the United Nations system	4	The executive heads of United Nations organizations should ensure that audit staff are selected in accordance with staff regulations and rules, based on audit qualifications and experience as the main selection criteria. These staff should be selected independently from management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the internal audit function.	E	Enhanced effectiveness	Accepted	Implemented	Yes	This is the practice followed by the ILO.
JIU/REP/2010/5: The audit function in the United Nations system	5	The internal audit/oversight heads should ensure that recruited staff possess audit or other relevant experience as well as professional certification in audit or accounting at entry level/promotion, in line with best practices.	I	Dissemination of best practices	Accepted	Implemented	Yes	When a competition is launched each vacancy advertisement contains minimum appropriate professional education requirements.
JIU/REP/2010/5: The audit function in the United Nations system	6	The audit/oversight committees should, as appropriate, review the risk-based needs and planning process of the internal audit and provide guidance on how to improve it.	A	Enhanced effectiveness	Accepted	Implemented	Yes	This is part of the ILO's IOAC mandate, which it carries out on an annual basis once it receives the risk-based plan from the Chief Internal Auditor.

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JIU/REP/2010/5: The audit function in the United Nations system	7	To enhance efficiency, the legislative/governing bodies at the organizations concerned should direct executive heads to review audit staffing and the budget prepared by the internal audit/oversight head, taking into consideration the views of the audit/oversight committees, where appropriate, and should suggest to the executive heads an appropriate course of action, to ensure that the audit function is adequately resourced to implement the audit plan.	L	Enhanced effectiveness	Accepted	Implemented	Yes	The IOAC regularly reviews internal audit workplans and resourcing. Its annual report to the Governing Body comments on this matter and informs the debate on budgetary issues.
JIU/REP/2010/5: The audit function in the United Nations system	9	Senior management and internal audit/oversight heads should, as appropriate, improve their systems to follow up the implementation of audit recommendations in line with best practices including electronic tracking, monitoring, reporting to executive heads or a management committee at least biannually and to governing/legislative bodies annually, and disclosure of non-implemented high-risk audit recommendations. For the same reason, senior management should ensure timely provision of information on the status of implementation of recommendations to the internal audit/oversight heads. Necessary resources should be allocated to strengthen/establish the system or approval should be sought from legislative/governing bodies to that end.	I	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO has in place an established system of follow-up of internal and external audit recommendations, the results of which are reported to the Governing Body through the IOAC's annual report. The follow-up mechanism is reinforced by two internal governance documents that set out respective roles and responsibilities of management with respect to implementation and follow-up of internal audit recommendations.

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JIU/REP/2010/5: The audit function in the United Nations system	11	The legislative bodies should request the independent audit/oversight committees at United Nations system organizations to review the performance and mandate/audit engagement of external auditors at least every five years, in consultation with the executive heads, and to submit the outcome of such review to the legislative/governing bodies as part of their annual report.	L	Dissemination of best practices	Accepted	Implemented	Yes	The IOAC reviews annually the audit plan and audit results of the external audit. The engagement of the External Auditor, term of office and any renewal are decided upon by the Governing Body, not the IOAC.
JIU/REP/2010/5: The audit function in the United Nations system	12	The legislative bodies of the United Nations system organizations should, after consulting the independent audit/oversight committee, select an external auditor among competitive and interested supreme audit institutions (SAIs) for a term of four to six years, not immediately renewable. Candidacies should be screened by a subsidiary committee of the legislative/governing body against established criteria/requirements including rotation and geographical representation.	L	Enhanced effectiveness	Accepted	Implemented	Yes	The appointment of the External Auditor is based upon a recommendation from a selection committee formed for that purpose comprising members of the Governing Body. A competitive process open to the SAIs of all member States is followed. Selection is based on competence, experience and rotation.
JIU/REP/2010/5: The audit function in the United Nations system	13	To enhance accountability and transparency, the legislative/governing bodies should require that the financial statements be finalized no later than three months after the end of the financial period to enable the external auditor to submit his/her report, first to the audit/oversight committee and then, no later than six months after the end of the financial period to the legislative/governing body, and to have it published on the website of the organization.	L	Enhanced accountability	Accepted	Implemented	Yes	These requirements already exist in the ILO Financial Regulations and are complied with.

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JIU/REP/2010/5: The audit function in the United Nations system	14	The legislative/governing bodies in the United Nations system organizations direct the executive heads at each organization to inform them of all third-party audit/verification requests, after consulting the audit/oversight committees and the external auditors.	L	Enhanced controls and compliance	Accepted	Implemented	Yes	The long-form External Audit Report provides details of such audits to the Governing Body.
JIU/REP/2010/5: The audit function in the United Nations system	15	To enhance accountability, controls and compliance, the legislative bodies should revise the mandates of audit/oversight committees to include the review of both internal and external auditors' performance as well as other responsibilities, including governance and risk management.	L	Enhanced effectiveness	Accepted	Implemented	Partially	The terms of reference of the IOAC were reviewed by the Governing Body in November 2012 and its mandate amended to reflect best practice with respect to oversight of the internal and external functions.
JIU/REP/2010/5: The audit function in the United Nations system	16	The legislative bodies should require that the charter of the audit/oversight committees be reviewed regularly, at least every three years, and any change be submitted for the approval of the legislative bodies.	L	Enhanced effectiveness	Accepted	Implemented	Yes	At the ILO, the IOAC does not have a charter, rather terms of reference. The terms of reference of the IOAC were reviewed since the publication of the JIU report. The revised TOR provides a mechanism for further review and consideration by the Governing Body.

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JIU/REP/2010/5: The audit function in the United Nations system	17	The legislative/governing bodies should elect/appoint the audit/oversight committee members, the number of whom should vary between five and seven members with due regard to professional competency, geographical distribution and gender balance so as to represent the governing bodies' collective interests. The candidates should be screened by a committee, unless the audit/oversight committee is a subcommittee of the legislative/governing bodies, to ensure compliance with the said requirements, including independence before their appointment.	L	Dissemination of best practices	Accepted	Implemented	Yes	The Governing Body has reviewed the composition and selection criteria. Experience and competence are the two key criteria for membership with due consideration being given to gender and geographical representation. A screening committee is also foreseen as part of the selection process.
JIU/REP/2010/5: The audit function in the United Nations system	18	To ensure transparency and disseminate best practices, the chair of the audit/oversight committee should submit at least one annual report directly to legislative/governing bodies with separate comments by executive heads, if any, which should be published on the website of the organization, in line with best practices.		Dissemination of best practices	Accepted	Implemented	Yes	The Chair of the IOAC submits an annual report to the Governing Body which is published on the ILO website.
JIU/REP/2010/6: Preparedness of United Nations system organizations for the International Public Sector Accounting Standards (IPSAS)	1	The legislative bodies should request their respective executive heads to issue regular progress reports on the implementation status of IPSAS.	L	Enhanced accountability	Accepted	Implemented	Yes	The Director-General has submitted regular reports to the Governing Body on the implementation status of IPSAS at the ILO. Annually, the External Auditor has addressed progress on IPSAS and the Office's replies have been shared with the Governing Body. Furthermore, at each session of the IOAC the Office provides an update on progress. Full IPSAS implementation was achieved in 2012.

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JIU/REP/2010/6: Preparedness of United Nations system organizations for the International Public Sector Accounting Standards (IPSAS)	2	The legislative bodies should provide the appropriate support, staffing and funding required to ensure successful and effective transition to IPSAS.	L	Enhanced accountability	Accepted	Implemented	Yes	The ILO became IPSAS compliant in 2012 and has already produced IPSAS-compliant Financial Statements in 2012, 2013 and 2014. It should also be noted that in 2014 all UN agencies were already IPSAS compliant.
JIU/REP/2010/6: Preparedness of United Nations system organizations for the International Public Sector Accounting Standards (IPSAS)	3	The executive heads should ensure that the set of 16 best practices identified in the present JIU report is applied when implementing the IPSAS project.	E	Enhanced accountability	Not accepted			Due to resource constraints the ILO was not able to follow all of the recommended "best practices". However, a phased implementation approach was successfully adopted instead.
JIU/REP/2010/7: Policies and procedures for the administration of trust funds in the United Nations system	1	The legislative bodies of the United Nations system organizations should strengthen the integrated management of the regular budget and extra-budgetary resources in order to ensure that the extra-budgetary resources, including the trust funds, are in line with the strategic and programmatic priorities of the organizations.	L	Enhanced effectiveness	Accepted	Implemented	Partially	The ILO does not manage at this point any trust funds (neither MPTF nor other trust funds). However, since 2010 the ILO has made significant progress towards the integrated management of the regular budget and extra-budgetary resources in order to ensure that the extra-budgetary resources (including funds in trust) are in line with the strategic and programmatic priorities of the Organization.

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JIU/REP/2010/7: Policies and procedures for the administration of trust funds in the United Nations system	2	The legislative bodies of the United Nations system organizations should invite all donors to respond favourably to the efforts made by the organizations to increase the portion and volume of thematic trust funds and other types of pooled funds, in order to facilitate more efficient trust fund management.	L	Enhanced effectiveness	Accepted	In progress		Especially the so-called "like-minded donors" have been able to provide their funding in an increasingly un-earmarked way to allow ILO to pool resources towards specific outcomes. The ILO's Governing Body and the Office have been promoting pooled funds for some years. In 2012, 2014 and 2015, the Governing Body adopted several documents on public-private partnerships (PPPs) and development cooperation that included specific recommendations to promote pooled funds. Existing pooled funds are concentrated in PPPs (Better Work Programme, Child Labour Platform, and Disability Network) but also in sector or country-specific programmes (the garment sector in Bangladesh, and SCORE in eight countries of Asia, Africa and Latin America) funded by ILO donors. Pooled funding in the ILO contributes significantly to the efficiency and effectiveness of the technical cooperation portfolio of the Organization.
JIU/REP/2010/7: Policies and procedures for the administration of trust funds in the United Nations system	3	The executive heads of the United Nations system organizations should ensure that risks related to trust funds are assessed, and measures are taken to manage them.	E	Other	Accepted	Implemented	Yes	Risk management is a fundamental part of all ILO technical cooperation activities, which have to be assessed and managed through adequate measures. The ILO's risk-management framework includes provisions for risk management at project design and implementation levels. The pooled funds related to PPPs have their own risk management through the PPP procedure that ensures that risk analysis and promotion of pooled funds are done by different departments and fosters efficiency of the development cooperation portfolio.

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JIU/REP/2010/7: Policies and procedures for the administration of trust funds in the United Nations system	4	The executive heads of the United Nations system organizations should review, consolidate and update existing legal instruments relating to the administration and management of trust funds in their organizations, and ensure that they are available to and accessible by all staff concerned in a user-friendly format.	E	Enhanced	Accepted	Implemented	Yes	The ILO's standard "Funds in Trust" template is available online to all units and offices. Nevertheless, the legal instruments need to take account of the specificities of the different organizations. In the ILO, given its tripartite nature, the opinion of the constituents has to be taken into account in the legal instruments.
JIU/REP/2010/7: Policies and Procedures for the administration of trust funds in the United Nations system	7	The legislative bodies of the United Nations system organizations should review the harmonized cost recovery policies and principles for trust funds and activities financed by other extra-budgetary resources, once they have been agreed within the CEB, with a view to updating the cost recovery policies of their organizations accordingly.	L	Other	Accepted	In progress	Partially	The ILO follows along with the CEB in respect of the policy on recovery policies of the Organization.
JIU/REP/2010/7: Policies and Procedures for the administration of trust funds in the United Nations system	8	The executive heads of the United Nations system organizations should ensure that their current and future ERP systems can provide the required financial data for managing, monitoring and reporting on trust funds and trust fund-financed activities.	E	Enhanced efficiency	Accepted	Implemented	Partially	Roll-out of the ILO's ERP system (IRIS) to all field offices in process.

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JIU/REP/2010/7: Policies and procedures for the administration of trust funds in the United Nations system	9	The executive heads of the United Nations system organizations should review and update the provisions for delegation of authority with regard to trust-fund management with a view to adjusting to the changing and increasing role of the regional and country offices.	E	Enhanced accountability	Accepted	Implemented	Yes	<p>Delegation of authority to sign can be provided to field offices on an ad hoc basis. Trust fund management as such is not decentralized.</p> <p>The ILO established a decentralization policy for technical cooperation in 2010 and 2011, which includes the roles and responsibilities of headquarters and field offices and an accountability framework based on the promotion and implementation of DWCPs. Three internal governance documents were issued during those years to guide implementation of the policy within the Office. In 2015, these documents were reinforced by the Director-General's decisions on the ILO's decentralization policy for technical cooperation programmes and projects, which provide for measures to strengthen the critical mass of technical expertise where it is most needed – that is, closer to constituents' needs, with more stringent criteria and procedures for locating technical cooperation projects at headquarters in exceptional cases.</p>

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JIU/REP/2010/7: Policies and procedures for the administration of trust funds in the United Nations system	10	The executive heads of the United Nations system organizations should ensure that training programmes for field staff include adequate training on trust fund administration and management.	E	Enhanced efficiency	Accepted	Implemented	Yes	Training programmes on technical cooperation management include a section on funding arrangements. The ILO has regular training in project cycle management, including the “value for money approach” and budgeting to ensure efficiency and effectiveness in resource management. Recently, ILO has reinforced its integrated resource management policy in order to foster synergies between different funding sources. Specific training was provided in the ILO’s Technical Cooperation Academy that took place at the ILO’s International Training Centre in Turin. A joint follow-up mechanism has been established between the department of Strategic Programming and Management, the department of Partnership and Field Support and the Policy directorate.
JIU/REP/2010/7: Policies and procedures for the administration of trust funds in the United Nations system	11	When preparing their internal audit plan, the heads of internal audit in the United Nations system organizations should ensure that appropriate attention is given to the risks directly related to the operation and management of trust funds, including, but not limited to, large trust funds.	E	Other	Accepted	Implemented	Yes	The ILO does not have trust funds so our role is to support the leading agencies under the terms of a common Memorandum of Understanding agreed by heads of internal audits of which the ILO is part. In 2015, the ILO Audit Plan (including appropriate attention to the risks directly related to the operation and management of the trust funds) was approved by the ILO’s Audit Committee, an independent body that reports to the Governing Body.

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JIU/REP/2010/7: Policies and Procedures for the administration of trust funds in the United Nations system	13	The Secretary-General, in his capacity as Chairman of the CEB, should request UNDG to review the current framework for auditing MDTFs in close collaboration with the heads of internal audit of the organizations participating in MDTFs, with a view to incorporating risk-based planning concepts, enhancing MDTF audit coverage, and achieving more integrated audits.	E	Other	Not relevant	N/A	N/A	This recommendation is addressed to the UN Secretary-General as Chair of the CEB.
JIU/REP/2010/8: Inter-agency staff mobility and work/life balance in the organizations of the United Nations system	4	The executive heads of the organizations of the United Nations common system should review their internal staff mobility and/or staff rotation schemes from a system-wide perspective, in order to make them supportive, consistent and coherent with inter-agency mobility initiatives.	E	Enhanced coordination and cooperation	Accepted	In progress	Yes	Increased inter-agency staff mobility was included as one of the targets in the Human Resources Strategy for 2010–15.
JIU/REP/2010/8: Inter-agency staff mobility and work/life balance in the organizations of the United Nations system	5	In the context of the CEB, the executive heads of the organizations of the United Nations common system should review their internal relevant rules, with a view to granting that all vacant posts within their respective organizations are open to all United Nations staff members, including those working in other system organizations on an equal basis as those established for their own staff.	E	Enhanced coordination and cooperation	Under consideration	Not started	No	ILO internal rules (article 4.2(g) of the Staff Regulations) already provide for treatment of candidates from other UN organizations on an equal footing to internal candidates, but subject to reciprocity. The difficulty does not reside in the adaptation of the rules, but on political and logistical constraints, including in the ILO an assessment of the impact of the measure on the achievement of targets such as geographical diversity, gender balance, internal mobility, integration of TC staff, career progression, etc. It should also be noted that the definition of internal candidates in the ILO is subject to negotiation with the Staff Union under the existing collective agreement on recruitment and selection.

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JIU/REP/2010/8: Inter-agency staff mobility and work/life balance in the organizations of the United Nations system	9	The legislative bodies of the organizations of the United Nations common system should bring to the attention of the host countries' authorities the need to facilitate the access to local labour markets for the spouses of staff members of international organizations, through, inter alia, the granting of work permits or similar arrangements.	L	Other	Accepted	Implemented	Yes	The ILO has been particularly active since the mid-1990s (inception of the Active Partnership Policy) in including provision for facilitation of spousal work permits in new host agreements or the revision of those agreements.
JIU/REP/2010/8: Inter-agency staff mobility and work/life balance in the organizations of the United Nations system	10	The executive heads of the organizations of the United Nations common system should systematically assess the performance of work/life balance programmes periodically and include, inter alia, a cost-benefit analysis of such programmes as part of their regular performance reporting.	E	Enhanced efficiency	Accepted	Implemented	Partially	This is accepted in principle and implemented in particular through staff satisfaction surveys.
JIU/REP/2011/1: Review of the medical service in the United Nations system	1	Executive heads of United Nations system organizations should appoint focal points in their respective organizations to facilitate the development and implementation of the necessary occupational safety and health policies and procedures, and should present them without delay to their respective legislative bodies for adoption.	E	Enhanced efficiency	Accepted	Implemented	No	The ILO has occupational safety and health policies and procedures in place.
JIU/REP/2011/1: Review of the medical service in the United Nations system	2	The legislative bodies of United Nations system organizations should adopt appropriate standards with regard to occupational safety and health issues, taking into account and ensuring compatibility with emerging modifications to the Minimum Operating Safety and Security Standards.	L	Enhanced efficiency	Accepted	In progress	No	A new post has been created within the ILO to ensure good occupational safety and health standards and to coordinate this work throughout the Organization.

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JIU/REP/2011/1: Review of the medical service in the United Nations system	3	Executive heads of United Nations system organizations should implement systems enabling the electronic capture/archiving of staff members' medical records, if they are not already in place.	E	Dissemination of best practices	Under consideration	Not started	No	As the ILO Medical Service is centralized the risk versus benefit of electronic records is harder to demonstrate in the ILO. The ease with which electronic records can be copied and sent via the internet requires more sophisticated IT systems to ensure medical confidentiality.
JIU/REP/2011/3: South-South and triangular cooperation in the United Nations system	3	The legislative bodies of United Nations system organizations should request the executive heads to establish identifiable and dedicated structures, mechanisms and focal points tasked with developing agency-specific corporate policy and support strategy, and ensure coordination on South-South and triangular cooperation within their respective organizations and inter-agencies, through the reallocation of the necessary staff and resources for this purpose, as appropriate.	L	Dissemination of best practices	Accepted	Implemented	Yes	The ILO has a unit dedicated to "emerging and special partnerships": One of the three functions of this unit is to promote South-South and triangular cooperation (SSTC) as per the ILO's SSTC strategy adopted by the Governing Body in March 2012. This unit has four staff working to implement the strategy. Furthermore, the regional offices have dedicated staff dealing with UN and South-South cooperation matters.
JIU/REP/2011/3: South-South and triangular cooperation in the United Nations system	9	The legislative and governing bodies of the United Nations system organizations should request the executive heads to apportion a specific percentage – not less than 0.5 per cent – of core budget resources for the promotion of South-South cooperation (SSC) in their respective areas of competence, in consultation with programme countries; and to agree with donor countries to use a specific portion of extra-budgetary resources to finance SSC and triangular cooperation initiatives.	L	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO allocates US\$1.7 million per biennia from the regular budget to SSTC. Furthermore, in the past five years, over \$15 million were raised by the BRICS countries on SSTC projects, or direct trust funds.

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JIU/REP/2011/5: Accountability frameworks in the United Nations system	2	The legislative bodies of United Nations system organizations, which have not yet done so, should take decisions based on a results-based management (RBM) approach and ensure that the necessary resources are allocated to implement the organizations' strategic plans and results-based management.	L	Significant financial savings	Accepted	Implemented	Partially	Strategic budgeting was introduced in the ILO with the 2001–02 programme and budget exercise and has been a central feature of all ILO programme and budget documents thereafter. Resources are strategically allocated to the outcomes set in the results framework for the planning period. Over the years this has permitted the substantial transfer of resources – with no budgetary increase – from administration and support functions to the technical work and services from which ILO constituents directly benefit. The Programme and Budget for 2016–17 reflects an extraordinary effort in this regard, with \$25 million being redeployed to strengthen technical delivery capacity in the policy areas prioritized in the results framework for the biennium.
JIU/REP/2011/5: Accountability frameworks in the United Nations system	3	Executive heads should incorporate evaluation, including self-evaluation results, in their annual reporting to legislative bodies.	E	Enhanced controls and compliance	Accepted	Implemented		This was in place before the JIU inspection.

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JIU/REP/2011/5: Accountability frameworks in the United Nations system	4	Executive heads of organizations which have not yet done so should inform their staff members on his/her decisions on disciplinary measures imposed on staff by publishing lists (in annexes to the annual reports and on a website) describing the offence and measures taken while ensuring anonymity of the staff member concerned.	E	Enhanced controls and compliance	Not accepted		No	The ILO's position was explained in the notes provided on the draft report: "this proposal risks compromising the duty of the Organization to its staff members, both in relation to respect for their dignity and the related duty of confidentiality. The ILO would prefer to see the inspectors focus on a balanced approach of the sort it has adopted, in which the accountability framework, including responsibilities and disciplinary consequences, is the subject of an intensive and thorough training of all staff members, along with, in parallel, the operation of a highly confidential and impartial system for the imposition of discipline and, where necessary, sanctions."
JIU/REP/2011/5: Accountability frameworks in the United Nations system	5	Executive heads should instruct their human resources divisions to put mechanisms in place for recognizing outstanding performance by developing creative ways and means to motivate staff through awards, rewards, and other incentives.	E	Enhanced transparency and accountability	Accepted	In progress	Partially	Progress on a comprehensive review of the recognition and rewards system to reinforce recognition for outstanding performance is contingent on agreement being reached with the Staff Union.
JIU/REP/2011/5: Accountability frameworks in the United Nations system	6	The executive heads should develop and implement an information disclosure policy to heighten transparency and accountability in their respective organizations as a matter of urgency in the event that they have not already done so and report to the legislative bodies accordingly.	E	Dissemination of best practices	Accepted	Implemented	Yes	This was in place before the JIU inspection.

GB.319/PFA/9 October 2013

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	1	The executive heads who have not yet done so should: a) appoint a senior official as coordinator for multilingualism, tasked with proposing strategic action plans for the effective implementation of multilingualism, with the assistance of an internal network of focal points within their respective organization; b) report regularly to their legislative bodies on progress achieved in this regard.	E	Enhanced effectiveness	Accepted	Not started		
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	3	The executive heads should take further effective measures towards eliminating the current imbalance in the use of the working languages within secretariats, including among senior managers, and require all staff to develop their language skills so as to acquire good knowledge of at least a second working language.	E	Enhanced effectiveness	Accepted	Implemented		In the filling of any vacancy, the ILO duly takes into account multilingualism and linguistic knowledge. Most vacancies at the professional level require an excellent command of one working language and good knowledge of another. Knowledge of additional languages, mainly for field-based positions, is considered an asset. Officials in the Professional category whose mother tongue is one of the ILO working languages shall normally be required to have a good working knowledge of a second working language. The Office offers language courses in the working and other selected languages and provides incentives to staff for proficiency in an additional working/official language. By the implementation of these initiatives, the ILO considers the recommendation as implemented.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	4	The executive heads of the United Nations system organizations should, in monitoring the equitable use of official languages within their respective organization, regularly assess users' needs and formulate strategies to enhance the implementation of multilingualism through the involvement of their respective coordinators for multilingualism and related network of focal points.	E	Enhanced controls and compliance	Accepted	Implemented		Language training needs are individually determined as part of the performance management framework (PMF). All development needs identified through the PMF are strategically analysed as part of the Office's global learning needs assessment with a view to effectively targeting key needs through staff development. (Please also see comments provided under item 3.)
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	5	The CEB should establish an ad hoc network or working group, involving the coordinators for multilingualism in the respective organizations, to take account of the key recommendations of IAMLADP and translate them into strategies of action for conference and language services management, so that better coordination and resources-sharing would result in significant cost savings, higher productivity and effectiveness in the work of the organizations.	E	Enhanced effectiveness	Not relevant			This recommendation is addressed to the CEB.
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	6	When creating new institutional bodies that would require the provision of conference services, the legislative bodies of the United Nations system organizations should plan for the budgetary resources associated with the resulting additional workload, in particular for translation and interpretation.	L	Enhanced effectiveness	Accepted	Implemented	Yes	There is significant knowledge and information sharing between the ILO coordinators and their counterparts in the multilateral system, particularly through participation in IAMLAPD and JIAMCATT working groups on conference and language services and joint training ventures. In 2012–13, the ILO translation division has participated in four joint training ventures and has hosted two of them.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	7	The executive heads should take the necessary measures to ensure full compliance with the AIIIC–United Nations agreement for interpretation and the CCAQ–AITC agreement for translation, in particular by ensuring greater awareness of these agreements at Headquarters and in the regional offices and by setting up compliance monitoring systems.	E	Enhanced controls and compliance	Accepted	In progress		While there is no formal compliance monitoring system, ILO regional and field offices are made aware of the terms of these Agreements.
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	8	The legislative bodies of the organizations of the United Nations system should ensure that the necessary resources are allocated within the organizations to achieve effective succession planning and dispense targeted training to candidates to language examinations.	L	Enhanced effectiveness	Accepted	Implemented		The Office provides language courses in the official and other selected languages, including targeted training to candidates to UN language examinations. The Office also supports a wide range of different courses adapted to meet various language skills needs, including conversation courses, drafting courses and private tuition. Through the diverse manner in which language training is supported, the ILO considers the recommendation as implemented. (Please also see comments provided under item 4.)
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	9	The executive heads should prepare strategic action plans in the area of languages services to address the examination, candidate-selection and recruitment processes, and propose incentives for language career development and language staff retention, bearing in mind that Member States have different education systems and none of them shall be considered the standard one.	L	Enhanced effectiveness	Accepted	Implemented	Yes	Language proficiency is systematically assessed and evaluated at the time of recruitment and specific language tests are systematically carried out for vacancies in language services. Further language training is part of the development objectives of selected candidates, as appropriate.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	11	The executive heads should take the necessary measures to ensure that the recruitment process, including that relating to senior officials, fully and fairly addresses language requirements, so that in the medium term, the organizations of the system could rely on a multilingual workforce that is fluent in one working language and has good knowledge of at least one other working language, with due attention to the specific needs of the duty stations.	E	Enhanced effectiveness	Accepted	Implemented		Language proficiency is systematically assessed and evaluated at the time of recruitment and specific language tests are systematically carried out for vacancies in language services. Further language training is part of the development objectives of selected candidates, as appropriate. (Please also see comments provided under item 8.)
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	12	The legislative bodies of the organizations of the United Nations system should direct and approve the necessary support to the executive heads to develop multilingual websites in all their official or working languages, with due attention to the language specificities of the duty stations concerned.	L	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO official website exists in all three official languages (English, French and Spanish), with links to documentation and information in the working languages (German, Russian, Arabic and Chinese), where applicable.
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	14	The executive heads of the organizations of the United Nations system delivering work in the field in the area of humanitarian affairs, peacekeeping, peacebuilding and development activities, among others, should ensure that due attention is given to delivering their activities and related materials in all official or working languages, taking account of the local language(s) of the beneficiaries.	E	Enhanced effectiveness	Accepted	Implemented		ILO technical cooperation is delivered in the official and working languages, according to the region concerned. In order to reach an audience as wide as possible, critical material is made available in certain local languages and local trainers dispense information and knowledge in their respective languages.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/4: Multilingualism in the United Nations system organizations: Status of implementation	15	As a matter of policy, the legislative bodies of the organizations of the United Nations system should endorse, including through budgetary channels, the arrangements required to ensure effective compliance in delivering the organizations' core work in all official and working languages.	L	Enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2011/6: Business continuity in the United Nations system	1	The executive heads of the United Nations system organizations who have not done so yet should develop business continuity policy/strategy, including the assignment of business continuity management with responsibility for implementation, to be submitted for information to the legislative bodies.	E	Enhanced effectiveness	Accepted	Implemented	Yes	The Director-General issued a business continuity policy (BCP) via an announcement in March 2013. The policy details roles and responsibilities of business continuity stakeholders and instructs all ILO offices to develop BCPs. ILO management has been assigned different roles vis-a-vis business continuity and a business continuity focal point has been appointed within ILO. A strategy for business continuity implementation at headquarters and in the field has been developed.
JIU/REP/2011/6: Business continuity in the United Nations system	2	Executive Heads should place business continuity management in the office of the executive head or the executive officer for management.	E	Enhanced controls and compliance	Accepted	Implemented	Partially	The responsibility for oversight of business continuity within the ILO is assigned to the Treasurer and Financial Comptroller.
JIU/REP/2011/6: Business continuity in the United Nations system	3	The Executive Heads of the United Nations system organizations who have not done so yet should develop and approve a documented business continuity plan based on a risk assessment, identified critical functions and recovery time objectives.	E	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO has established a crisis management team, produced and implemented a business continuity playbook for its headquarters, defined the roles and responsibilities for business continuity management, and conducted crisis simulations at headquarters.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/6: Business continuity in the United Nations system	4	Executive heads should ensure that the scope of business continuity plans of the United Nations system organizations includes their field offices. Overseeing and control mechanisms should be in place to ensure the coherence and interoperability of the business continuity plan with the headquarters and the United Nations country team, where appropriate.	E	Enhanced coordination and cooperation	Accepted	Implemented		Playbooks/wallet cards developed for all ILO locations. An ILO Crisis Management Team (CMT) established, chaired by the Director-General or alternatively, the Deputy Director-General for Management and Reform. Playbook procedures include coordination with other UN System agencies and bodies (e.g. UNCTs and local SMTs, UNDSS, UNMDWG, HR Network, etc.). As planned, focus has shifted from developing and implementing crisis management and business continuity to preparedness testing (Maintenance, Exercise and Review (M,E&R) programme).
JIU/REP/2011/6: Business continuity in the United Nations system	6	Executive heads should ensure that business continuity planning and implementation form part of accountability and performance evaluation of line managers.	E	Enhanced accountability	Accepted	Implemented	Partially	Development of a BCP is mitigating action taken as a part of risk management. This is specified in the risk management policy and is included in the roles and responsibilities of senior managers in the ILO.
JIU/REP/2011/6: Business continuity in the United Nations system	7	Legislative bodies of the United Nations organizations should, on the basis of the executive heads' budget proposals, provide the necessary financial and human resources for the implementation, continuous monitoring, maintenance and updating of the approved business continuity plans developed on the basis of the organization's BC policy/strategy.	L	Enhanced efficiency	Accepted	Implemented	Yes	The ILO appointed a Senior Risk Officer (SRO) in 2014. Responsibility for the BCP falls under the SRO, who reports to the Treasurer and Financial Comptroller. Further support is provided through a cost-shared position with UNOG which is in place until the end of 2015 for the coordination of the development of BCPs in the ILO. Responsibility for BCP compliance, including the continuous monitoring, maintenance and updating of the BCP, is attributed to management and requires no additional resources.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/6: Business continuity in the United Nations system	8	Executive heads should ensure that business continuity training be incorporated in the career and staff development courses, including induction training, and that periodic training be provided to critical staff in the organizations as an integral component of business continuity management.	E	Enhanced efficiency	Accepted	In progress		Since the onset of the Ebola virus disease crisis, the CMT has been solicited on several occasions. The CMT's working methods and communication flow have been tested and fine-tuned. A Critical Information Checklist has been developed to complement the critical processes and mitigation strategies that form part of the Crisis Management Playbook. Focus on M,E&R incorporates the training element.
JIU/REP/2011/7: The investigation function in the United Nations system	1	Executive heads who have not yet done so should direct that all investigations be consolidated in the internal oversight entity of each organization. Requisite resources (human and financial) should be provided for the effective discharge of the investigation function on the basis of the recommendations of the organization's audit/oversight committees.	E	Enhanced effectiveness	Not accepted			The Office is not considering the establishment of one single unit for all investigations, as some investigations such as harassment cases remain under the responsibility of the Human Resource department.
JIU/REP/2011/7: The investigation function in the United Nations system	2	Executive heads of United Nations system organizations should ensure that investigation staff are selected in accordance with staff regulations and rules, on the basis of merit, professional investigator qualifications and experience as the main selection criteria. These staff should be selected independently of management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the investigative function.	E	Enhanced effectiveness	Accepted	Implemented	Yes	All investigator positions at the ILO are filled on the basis of merit, relevant qualifications and experience, in accordance with ILO Staff Regulations. The head of the investigation unit is ACFE qualified.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/7: The investigation function in the United Nations system	3	Executive heads should discontinue mobility for investigators within the same organization and encourage the transfer and/or secondment of investigative staff to the investigative services of other United Nations system organizations.	E	Enhanced effectiveness	Under consideration			ILO may review its mobility policy for all Professional categories in the future, including staff in the investigation unit; however this is not envisaged in the near future.
JIU/REP/2011/7: The investigation function in the United Nations system	4	The legislative bodies of United Nations system organizations which have not yet done so should direct their executive heads to ensure that internal oversight entities or investigation units are authorized to initiate investigations without the executive head's prior approval.	L	Enhanced effectiveness	Accepted	Implemented	Yes	Under its financial regulations, Office of Internal Audit and Oversight (IAO) has the authority to initiate investigations without the executive head's approval.
JIU/REP/2011/7: The investigation function in the United Nations system	5	The Conference of International Investigators should establish a United Nations system subgroup, similar to that of UN-RIAS.	I	Dissemination of best practices/ Enhanced coordination and cooperation	Not relevant			
JIU/REP/2011/7: The investigation function in the United Nations system	6	The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function on the basis of the recommendations of the respective audit/oversight committees either annually or biennially depending on the organizations' budget cycle.	L	Enhanced controls and compliance	Accepted	Implemented		ILO's audit committee reports annually to the Governing Body, and refers to staffing resources within the Office of Internal Audit and Oversight.
JIU/REP/2011/7: The investigation function in the United Nations system	7	Executive heads should designate a central focal point to monitor the implementation and follow through of all investigation reports within their organizations	E	Enhanced controls and compliance	Accepted	Implemented	Yes	All investigation reports are sent to ILO's Accountability Committee to make recommendations to the Director-General.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	1	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is composed of the most senior business managers representing all major services of the organization, and chaired by an executive manager, preferably at the level of deputy head of the organization or equivalent.	E	Enhanced effectiveness	Accepted	Implemented	Yes	<p>The ILO formally implemented information technology governance (ITG) ten years ago. Periodic reviews of ITG are held to identify areas of improvement and to more fully align IT with Office-wide strategies and objectives. The ILO's ITG framework has changed four times over the course of the past ten years.</p> <p>The Office released an IGDS on the new IT Governance Framework and Structure. The ILO's IT Governance Board (ITGB) is chaired by the Deputy Director-General for Management and Reform and includes broad representation of all major service in the Organization. This includes executive management from throughout the Office, including the field.</p>
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	2	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is convened regularly with the fullest possible participation of its members, adequate documentation is provided in a timely manner and meeting records are kept, so as to make full use of the committee's work and function.	E	Enhanced effectiveness	Accepted	Implemented	Yes	<p>The ILO periodically reviews its ITG framework, structure and committee membership.</p> <p>See remarks to Recommendation 1.</p> <p>The new ITGB Charter stipulates a review of the operation and functioning of the ITGB on a yearly basis with particular reference to the extent to which the ITGB has discharged its roles and responsibilities. Where appropriate, the review makes recommendations for improvements.</p>

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	3	The executive heads of the United Nations system organizations should ensure that the function and performance of the ICT governance committee, or equivalent, is reviewed and evaluated regularly, but not less than every three years, so as to ensure its effectiveness and facilitate improvement.	E	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO formally implemented ITG ten years ago. Periodic reviews of ITG are held to identify areas of improvement and to more fully align IT with Office-wide strategies and objectives. The ILO's ITG framework has changed four times over the course of the past ten years. The Office released an internal governance document on the new IT Governance Framework and Structure. The ILO's IT Governance Board (ITGB) is chaired by the Deputy Director-General for Management and Reform and includes broad representation of all major service in the Organization. This includes executive management from throughout the Office, including the field.
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	4	The executive heads of the United Nations system organizations should ensure that the Chief Information Officer (CIO), or equivalent, should be placed at an appropriate senior level with overall responsibilities and authority, and have access to executive management.	E	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO periodically reviews its ITG framework, structure and committee membership. See remarks to Recommendation 1. The new ITGB Charter stipulates a review of the operation and functioning of the ITGB on a yearly basis with particular reference to the extent to which the ITGB has discharged its roles and responsibilities. Where appropriate, the review makes recommendations for improvements.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	5	The executive heads of the United Nations system organizations should ensure that corporate ICT strategies are prepared, endorsed and periodically reviewed and updated, in order to ensure that they are closely aligned to the organization's business needs and priorities and yield value for their ICT investment.	E	Enhanced accountability	Accepted	Implemented	Yes	The ILO develops a formal IT strategy every five years. The current IT strategy covers 2010–15. The strategy formulation process is collaborative and involves senior management throughout the Office. The IT strategy comprises of outcomes, indicators, targets and milestones which explicitly link to the higher-level strategic objectives of the Office as defined within its results-based management framework. The ILO department of Information and Technology Management's biennial work plan comprises of initiatives and activities which are also explicitly linked to the IT Strategy. The ILO has established a Project Management Office (PMO) to support the IT strategy and ITG decision-making framework. The PMO functions as an ITG advisory body responsible for validating the business case and quantifying the costs and benefits underpinning proposed IT-related investments. This information is used to facilitate selection, funding and prioritization of IT-related initiatives.
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	6	The legislative bodies of the United Nations system organizations should request the executive heads to present the corporate ICT strategies to Member States for their information and support.	L	Enhanced accountability	Accepted	Implemented	Yes	The IT strategy is formally approved by the ILO's Governing Body. The Program, Finance and Administrative Committee of the ILO's Governing Body reviews progress made against the IT strategy on a yearly basis. Reports on progress and implementation of the IT strategy are also provided to the Governing Body. The Governing Body approves funding for major investments proposed in the IT strategy.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	7	The executive heads of the United Nations system organizations should make sure that their ICT strategies are closely aligned to the organization's medium- and long-term strategic plans or equivalent, so as to ensure that ICT sustains and supports the organization's business needs and mandates.	E	Enhanced effectiveness	Accepted	Implemented	Yes	See remarks to Recommendations 5 and 6 above.
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	8	The executive heads of the United Nations system organizations should establish monitoring mechanisms for the implementation of their ICT strategies, ensuring that the ICT strategy and its implementation roadmap, deliverables and performance indicators are continuously monitored and regularly reported on to the ICT governance committee, or equivalent.	E	Enhanced controls and compliance	Accepted	Implemented	Yes	See remarks to Recommendations 5 and 6 above.
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	9	The executive heads of the United Nations system organizations should strengthen their efforts in keeping track of the ICT costs in their organizations, including the total annual recurring and ad hoc ICT costs, as well as details on the main cost elements.	E	Enhanced accountability	Accepted	Implemented	Yes	The ILO's planning and budgeting cycle takes into account ICT costs. One-off and ongoing costs are tracked at a detailed cost level within the ILO's chart of accounts. The ILO applies absolute funds checking to ensure that IT spending does not exceed allocated funds. All ongoing costs are encumbered at the beginning of the biennium to ensure commitments are earmarked. IT contracts for licences or services are approved at multiple levels within the Office.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/9: Information and communication technologies (ICT) governance in the United Nations system organizations	10	The executive heads of the United Nations system organization should ensure that post-implementation reviews of major ICT investments and projects are conducted in line with the organization's ICT investment methodologies and policies.	E	Enhanced controls and compliance	Accepted	Implemented	Yes	<p>As part of the IT strategy, the ILO established and staffed a Project Governance and Management Support (PGMS) unit to manage the Office-wide portfolio of IT projects; formalize project management and project costing methodologies; ensure business value is measured; monitor project status; escalate project risk as needed; and facilitate ITG decision making.</p> <p>All large IT initiatives are analysed, a costing and business case is done by the PMO for which point these are brought up to the ILO's IT Governance Committee (ITGC) for decision (to invest and implement or not). The ITGC meets quarterly, but sometimes additional ad hoc meetings are organized if needed for specific items.</p> <p>The ILO is further improving this function by implementing an online tool which will be accessible to ITGC, and would give a summarized view of all the projects and their status as well as proposals which are in the pipeline for discussion.</p>
JIU/REP/2012/2: The management of sick leave in the United Nations system	2	The United Nations Medical Directors Working Group should establish a set of common information requirements to be included in sick leave certificates and reports.	E	Enhanced controls and compliance	Not relevant			This recommendation is addressed to the UN Medical Directors Working Group.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/2: The management of sick leave in the United Nations system	3	Executive heads of United Nations system organizations should ensure that sick leave certificates and reports for staff contain the information requirements agreed by the United Nations Medical Directors Working Group.	E	Enhanced controls and compliance	Not relevant			The requirements set forth in the July 2010 ILO Office Procedure on "the administration of sick leave in the ILO" are rigorous. For benchmarking purposes, the ILO will in due course compare these with requirements agreed by the UN Medical Directors' Working Group.
JIU/REP/2012/2: The management of sick leave in the United Nations system	4	The executive heads of United Nations system organizations should, in consultation with their respective human resources department and medical/occupational health services, design and implement an absence management module, in particular absence due to sick leave, for staff with supervisory or managerial responsibilities.	E	Enhanced accountability	Accepted	Implemented	Yes	An ILO Office Procedure on "the administration of sick leave in the ILO" was issued in July 2010 and has been implemented.
JIU/REP/2012/2: The management of sick leave in the United Nations system	5	The legislative bodies of United Nations system organizations should require executive heads to provide them with comprehensive annual or biennial reports on sick leave, including statistical and cost data, and measures taken by the organization to reduce sick leave absenteeism.	L	Enhanced accountability	Not accepted			While the regular compilation and analysis of sick leave data may serve various administrative and occupational safety and health purposes, the ILO strongly disagrees that the governance role of legislative bodies include review of such data and their analysis.
JIU/REP/2012/3: Evaluation of UN-Oceans	3	The legislative and governing bodies of the organizations that are members of UN-Oceans should, not later than 2013, direct their executive heads to mobilize the necessary resources to establish a small dedicated secretariat to work on UN-Oceans, taking into consideration the experience of other United Nations mechanisms.	L	Enhanced coordination and cooperation	Accepted			It is understood that there is no need to mobilize resources to establish a small dedicated secretariat as the costs have been absorbed by the Division of Ocean Affairs and the Law of the Sea (DOALOS), which now acts as UN-Oceans focal point. This is as per the terms of reference of UN-Oceans revised and adopted by the General Assembly at its 68th session.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/3: Evaluation of UN-Oceans	5	The General Assembly at its sixty-seventh session should request the Secretary-General, as the chair of the Chief Executives Board for Coordination, to ensure that the three mechanisms, namely UN-Oceans, UN-Energy and UN-Water, institutionalize their coordination efforts under the High Level Committee on Programmes.	L	Enhanced effectiveness/ enhanced efficiency	Not relevant			The recommendation is addressed to the General Assembly and not to the ILO. The report JIU/REP/2012/3 on UN-Oceans was considered by the General Assembly at its 67th session (A/67/100, item 76(a) Oceans and the law of the sea) followed by a General Assembly resolution. The draft terms of reference for UN-Oceans work "will be considered by the Assembly at its sixty-eighth session with a view to reviewing the mandate of UN-Oceans and approving the terms of reference, taking into account the need to strengthen the central role of the Division and the need to enhance transparency and reporting of the activities of UN-Oceans to Member States." (A/RES/67/78, para 267.)
JIU/REP/2012/12: Strategic planning in the United Nations system	1	The Secretary-General, in his capacity as Chair of the Chief Executives Board for Coordination (CEB), drawing upon the support of the United Nations Strategic Planning Network and/or a CEB ad hoc task force, should review with the executive heads the respective strategic plans of their organizations with a view to defining a coherent overarching framework and common goals for strategic planning to ensure consistency and avoid the overlap of activities across the United Nations system.	E	Enhanced coordination and cooperation	Not relevant			This recommendation is addressed to UN Secretary-General as CEB Chair. The ILO would participate in the recommended review as/when it is undertaken under the UN Secretary-General's initiative.

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Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/12: Strategic planning in the United Nations system	3	The executive heads of the United Nations system organizations, through the existing inter-agency coordination mechanism of the CEB, including HLCM, HLCP and UNDG, should define and agree on a commonly accepted terminology for strategic planning, and report thereon to their legislative bodies and the Economic and Social Council, in order to establish a comparison basis and facilitate aggregation in planning, monitoring, evaluating and reporting on implementation of the strategic plans of their respective organizations.	E	Enhanced coordination and cooperation	Accepted	In progress		In November 2014, the ILO's Governing Body adopted a transitional Strategic Plan for 2016–17. As of 2018, the ILO will adopt a four-year planning cycle, aligned with that of the UN, as recommended by the UN General Assembly in 2012 and decided by the Governing Body in March 2014.
JIU/REP/2012/12: Strategic planning in the United Nations system	4	The legislative bodies of the United Nations system organizations should formulate and define relevant system-wide sectoral strategic frameworks through the Economic and Social Council to address the long-term goals established by the 2005 World Summit Outcome, adopted by the General Assembly in resolution 60/1, as well as those established by the missions and mandates of the system organizations as a result of global conferences.	L	Enhanced coordination and cooperation	Not accepted			
JIU/REP/2012/12: Strategic planning in the United Nations system	5	The legislative bodies of the United Nations system organizations should instruct their respective secretariats to adopt the necessary measures by the end of 2015 to harmonize and/or align the planning cycles of their strategic plans so that all the organizations are ready to start a new harmonized reporting cycle to Member States in 2016.	L	Enhanced coordination and cooperation	Accepted			In March 2014 the ILO Governing Body instructed the secretariat to develop a transitional strategic plan of just two years (2016–17) so that from 2018 the ILO could align its four-year strategic planning cycle with that of the United Nations.

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	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/4: Staff recruitment in United Nations system organizations: A comparative analysis and benchmarking framework: Overview	1	The legislative bodies of United Nations system organizations should direct executive heads to be guided by the 15 recruitment benchmarks proposed in this review when hiring external candidates to fixed-term positions of one year or more.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	The ILO considers that its rules and practices are already substantially aligned with the principles and practices suggested by the report and in particular through the 15 benchmarks associated with Recommendation 1.
JIU/REP/2012/4: Staff recruitment in United Nations system organizations: A comparative analysis and benchmarking framework: Overview	2	Executive heads of United Nations system organizations should report periodically to the legislative bodies on the authority delegated for recruitment, the accountability mechanisms set up in relation to such delegated authority, and their results, in line with benchmark 4.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	The ILO periodically reports to its Governing Body on the implementation of the HRD Strategy, and the composition and structure of its staff, which includes relevant information about recruitment and selection processes and results (for example, in terms of gender, grades, geographical diversity, etc.)
JIU/REP/2012/4: Staff recruitment in United Nations system organizations: A comparative analysis and benchmarking framework: Overview	3	Executive heads of United Nations system organizations that have not yet done so should reduce the posting time for vacancies to no more than 30 days and seek the approval of the legislative bodies as appropriate.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	The ILO considers that this recommendation is already fully implemented as 30 days is the traditional and maximum time for posting ILO vacancies.

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	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	1	The executive heads of the United Nations system organizations, taking into account international labour principles, should review their policies regarding the use of non-staff personnel with a view to clarifying the criteria for choosing between staff and non-staff contractual modalities, and should monitor and assess the use of non-staff personnel in their organizations to detect and address risks in a timely manner.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Partially	The ILO has published internal rules governing the use of individual consultancies containing clear guidance as to the nature of tasks to be undertaken under such arrangements. The ILO also has published rules concerning the inappropriate use of employment contracts in the Office, which also refers to individual consultancies. Responsibility for applying these procedures lies at the work unit level. The impact is partially achieved since the ILO does not exercise centralized oversight or control, nor does it have the resources for it.
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	2	The executive heads of the United Nations system organizations that have not yet done so should ensure that a specific consultancy policy, complemented by related guidelines and a dedicated contractual modality, is in place in their organizations.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	See previous comment.
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	3	The executive heads of the United Nations system organizations should ensure that consultancy contracts in their respective organizations are complemented by comprehensive general conditions, including conflict of interest and code of conduct provisions.	E	Management improvement through enhanced controls and compliance	Accepted	In progress		

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	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	4	The executive heads of the United Nations system organizations, taking into account relevant international labour principles and good practices, should review the consultancy contracts in their respective organizations with a view to introducing contracts with a shorter duration in line with the ad hoc and temporary nature of the consultancy work, and developing a proper social benefits policy which considers the duration and the nature of the work performed.	E	Management improvement through enhanced controls and compliance	Not accepted			The ILO disagrees that the duration of certain services contracted to individual contractors should be limited. The important factor is the nature of the contractual relationship, not its duration. As regards the provision of social benefits, the recommendation seems to miss the distinction between persons under an employment relationship, where such benefits should be foreseen, and genuine individual consultants or independent workers who, by the very nature of their freelance work, have no interest in joining the Organization's social security scheme, and who have better protection through their own insurance as self-employed.
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	5	The executive heads of the United Nations organizations should ensure that there is an adequate policy on the use of retirees as consultants in their respective organizations and that compliance with this policy is effectively enforced.	E	Management improvement through enhanced controls and compliance	Under consideration			A policy on the employment of retired officials is still under preparation for discussion with the Staff Union.
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	6	The executive heads of the United Nations system organizations should consider appropriate modalities in order to provide consultants and other non-staff personnel with accessible and effective dispute settlement mechanisms and explore ways of listening to them and addressing their concerns.	E	Management improvement through enhanced effectiveness	Not relevant			The ILO does not consider that individual contractors under its external collaboration contracts are "non-staff personnel". The ILO has no other type of individual contractors. ILO individual contractors have access to the independent judicial adjudication of their disputes with the ILO through an arbitration clause in their contracts.

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	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	7	The executive heads of the United Nations system organizations should ensure that roles and responsibilities for the use of consultants are clearly established and proper monitoring and internal control measures are introduced for the effective implementation of relevant policies.	E	Enhanced transparency and accountability	Accepted	In progress		
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	8	The executive heads of the United Nations system organizations should review their roster and competition policy and practices regarding the use of consultants with a view to expanding the available pool of qualified candidates and adopting adequate competition measures, preferably adjusted to the duration and value of contracts.	E	Management improvement through enhanced efficiency	Accepted	In progress		
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	9	The executive heads of the United Nations system organizations should ensure that geographical diversity and gender balance are addressed in the consultancy policies of their respective organizations and promoted proactively.	E	Management improvement through the dissemination of best practices	Not accepted			The ILO procures services either with individual consultants or corporations, depending on offer and demand, in accordance with procurement rules. Decisions are made on the basis of technical and cost criteria. Many services are procured locally. The ILO has a global policy on gender equality and non-discrimination.

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JIU/REP/2012/5: Review of individual consultancies in the United Nations system	10	The executive heads of the United Nations system organizations should ensure that their respective organization has an up-to-date remuneration policy for the use of consultants supported by adequate guidelines for consistent implementation.	E	Management improvement through the dissemination of best practices	Not accepted			While some indication of reasonable honoraria could be envisaged for certain categories of service providers specific to the needs of international organizations (such as translation services), it is not possible to elaborate such indication in the large array of services procured worldwide by international organizations. Moreover, remuneration guidelines would need to be developed both for local services and regional or international services, and updated regularly based on inflation and other factors in each of the hundreds of locations where organizations procure services, a task that would require a significant investment system-wide with no obvious benefit for the organizations.
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	11	The executive heads of the United Nations system organizations should strengthen oversight on the use of consultants through effective performance evaluation, audits, monitoring and analytical internal and external reporting, with a view to ensuring proper use of contracts and efficient use of resources.	E	Management improvement through enhanced controls and compliance	Accepted	In progress		
JIU/REP/2012/5: Review of individual consultancies in the United Nations system	12	The legislative/governing bodies of the United Nations system organizations should exercise their oversight function on the use of consultants through regular reviews of analytical information provided by the executive heads of the respective organizations.	L	Management improvement through enhanced controls and compliance	Under consideration			

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	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/8: Review of enterprise resource planning (ERP) systems in United Nations organizations	1	The executive heads of United Nations system organizations should ensure that staff members receive adequate training for their specific needs throughout the system's life cycle, and that appropriate resources are allocated to training on an ongoing basis.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	Appropriate resources are currently allocated as part of staff development allocations to ensure opportunities for learning related to the ILO ERP application. These allocations are deemed sufficient to ensure the ability of staff to perform their job duties.
JIU/REP/2012/8: Review of enterprise resource planning (ERP) systems in United Nations organizations	2	The legislative/governing bodies of United Nations system organizations should exercise their monitoring and oversight role on their respective ERP projects on an ongoing basis, including implementation, maintenance and upgrade policy, cost efficiency and achievements of the overall objectives of the projects.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	The ILO provides governance bodies including the IOAC and the ILO Governing Body information on progress of ERP initiatives including the implementation of processes at the ILO field locations. The ILO also has internal governance mechanisms to monitor, govern and approve ERP priorities.
JIU/REP/2012/8: Review of enterprise resource planning (ERP) systems in United Nations organizations	3	The executive heads of United Nations system organizations should establish regular monitoring and reporting mechanisms for ERP projects throughout their life cycle.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	The ILO's ITGC fulfils this role. Status of ERP initiatives and prospective initiatives are discussed as needed.

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	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/9: Lump-sum payments in lieu of entitlements	1	The legislative/governing bodies of United Nations system organizations should request their respective executive heads to prepare a report on the usage of the lump-sum option for home leave travel which, inter alia, would compare the costs for providing the lump-sum option with those of organizing the travel for the eligible headquarter-based staff members for a period of two years. Upon consideration of the report, the legislative/governing body should decide in 2015 whether to take any action deemed appropriate.	L	Enhanced transparency and accountability	Under consideration			This item is still “under consideration”, pending a decision regarding a possible review by the ILO of lump-sum practice for home leave and statutory travel.
JIU/REP/2012/9: Lump-sum payments in lieu of entitlements	2	The executive heads of United Nations system organizations should ensure, if not already done so, that the ICSC daily subsistence allowance rates are fully complied with, including the disbursement of the relevant percentage for meals and incidental expenses when accommodation is provided.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	This is standard practice at the ILO.
JIU/REP/2012/9: Lump-sum payments in lieu of entitlements	3	The legislative/governing bodies of United Nations system organizations should request their respective executive heads to suspend, if not already the case, the payment of additional DSA (15 or 40 per cent), to those officials travelling on organizational budgets.	L	Significant, one-time or recurrent, financial savings	Accepted	Implemented	Yes	The ILO decided to remove the supplementary DSA of 15 per cent paid to officials holding a D1 grade and above effective 1 January 2013.

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	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/9: Lump-sum payments in lieu of entitlements	5	The executive heads of United Nations system organizations should adopt a lump-sum amount to cover all travel-related expenses when a staff member and his/her eligible family members undertake home leave travel when the organization purchases the air tickets	E	Management improvement through enhanced efficiency	Not accepted			Not all travel will require vaccinations, visa and renewal of travel documents (if the official is returning to his/her home country, s/he is a national of this country and would not need a visa). Providing a lump sum for this purpose for all home leave travel when the organization purchases the air tickets would not be cost effective.
JIU/REP/2012/10: Staff–Management relations in the United Nations specialized agencies and common system	1	In reporting to their legislative/governing bodies on human resources issues, including on the composition of the labour force, executive heads of the organizations under review – who are not already doing so – should report on the number of persons under each category of non-staff contractual arrangements and on the corresponding rights, benefits, costs and duties that apply to the respective categories.	E	Enhanced transparency and accountability	Not accepted			Independent individual consultants are not part of the ILO's labour force, as is the case for corporations providing goods and services to the Organization. The ILO only reports on the total financial expenditure of contractual services.
JIU/REP/2012/10: Staff–Management relations in the United Nations specialized agencies and common system	2	The executive heads of the organizations under review, acknowledging the official representational status and functions of staff representative bodies and elected staff representatives, should facilitate their access to all available and necessary means of communication with staff-at-large, without censorship.	E	Enhanced coordination and cooperation among participating organizations	Accepted	Implemented	Yes	This was the case before the JIU issued its report.

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	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2012/10: Staff–Management relations in the United Nations specialized agencies and common system	3	Where such texts are currently not existent, executive heads of the organizations under review should adopt staff rules to protect staff representatives against discriminatory or prejudicial treatment, based on their status or activities as staff representatives, both during and after the end of their term of office.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	This was the case before the JIU issued its report.
JIU/REP/2012/10: Staff–Management relations in the United Nations specialized agencies and common system	4	Where joint Staff–Management bodies dedicated to SMR issues currently do not exist, the executive heads of the organizations under review should establish such bodies to undertake formal consultations on issues impacting upon conditions of service and staff welfare.	E	Enhanced coordination and cooperation among participating organizations	Accepted	Implemented	Yes	Staff–management bodies have been in place in the ILO for decades.
JIU/REP/2012/10: Staff–Management relations in the United Nations specialized agencies and common system	5	The governing bodies of the organizations under review which have a field presence should mandate their executive heads to ensure that when reporting on human resources issues, challenges faced by staff in the field are specifically detailed.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	Regular reporting to the ILO Governing Body on HR issues includes, where appropriate, reference to the specific situation of its field presence. In its address to the Governing Body, the ILO Staff Union may also, and it does so in practice, refer to specific challenges of its regional structure.
JIU/REP/2012/10: Staff–Management relations in the United Nations specialized agencies and common system	6	The Executive Heads of the organizations under review should allocate the appropriate resources to their respective human resources services to develop (preferably jointly with staff representatives) and implement training activities on SMR-related issues, and strongly encourage the participation of newly appointed managers and newly elected staff representatives in such training.	E	Enhanced coordination and cooperation among participating organizations	Not accepted			While the ILO is considering the development of training materials for HR officers and managers involved in SMR, there are doubts about the appropriateness of providing such training to elected representatives, as it could be considered contrary to freedom of association principles.

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JIU/REP/2012/10: Staff–Management relations in the United Nations specialized agencies and common system	7	The executive heads of the organizations under review should undertake staff surveys – incorporating questions that are comparable over time – at regular, two-to-four-year intervals (when feasible), to be conducted in a framework of objectivity, in particular through the participation of both staff and management representatives in the survey development process, its operation and its interpretation.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	This was already the case before the JIU review, both as regards periodic surveys on staff satisfaction and ad hoc surveys on specific areas.
JIU/REP/2012/10: Staff–Management relations in the United Nations specialized agencies and common system	8	The legislative or governing bodies of the organizations under review should mandate their executive heads to prioritize the development of a burden-sharing formula and agreement with regard to financing all costs associated with the representational function of officials of staff federations that are recognized in the ICSC statutes and rules of procedures.	L	Management improvement through enhanced effectiveness	Not accepted			The ILO does not agree that all costs related to the participation of staff representatives in common system forums (HR Network, ICSC, Pension Board) should be entirely borne by the Organizations. Many organizations already provide significant subsidies and direct financial contributions for the independent functioning of their respective staff unions and associations, including for purposes of participation in common system forums. Any modification of the current budgetary allocations for staff representation in the ILO programme and budget, or an increase in the cost of the other facilities accorded to staff representatives is subject to discussions with the Staff Union and ultimately to agreement of contributing member States. In addition, the implementation of this recommendation is subject to agreement within the HLCM/HR Network. The ILO believes that the best formula would be a cost-sharing arrangement, as is the case in other common system bodies such as the Pension Board.

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JIU/REP/2012/10: Staff–Management relations in the United Nations specialized agencies and common system	9	In the organizations under review where formal provisions do not yet exist, the legislative/governing bodies should adopt regulations granting SRBs the right to effectively present statements during meetings of relevant inter-governmental organs dealing with issues related to staff welfare.	L	Enhanced coordination and cooperation among participating organizations	Accepted	Implemented	Yes	This has been the case for decades. However, Staff Union statements are not limited to staff welfare issues and touch on working conditions, including common system conditions of work.
JIU/REP/2013/1: Review of long-term agreements in procurements in the United Nations system	1	Executive heads should develop specific procurement policies and guidelines for the strategic use of LTAs by their organizations. These should aim to clarify the purpose, advantages, disadvantages, possible strategies, main elements, and types of LTAs, and when and how to establish them.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	The policy and procedures applying to long-term agreements (LTAs) are set out in the ILO Procurement Manual. The expected impact is to be realized over time (that is, the benefits in terms of cost savings from an LTA may only accrue during a three to five year period).
JIU/REP/2013/1: Review of long-term agreements in procurement in the United Nations system	2	Executive heads should implement a policy to ensure that for every LTA a contract management plan is developed that clearly defines the contract work breakdown structure, roles and responsibilities of all parties involved, and control and accountability mechanisms. Detailed guidelines, methods and tools (including appropriate clauses and contractual mechanisms) must be provided to the contract managers.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	The concepts are supported and already implemented in the ILO. All ILO contracts are awarded and managed in compliance with the applicable rules and procedures. Standardized ILO terms and conditions are incorporated in all ILO LTAs/Contracts. The ILO Procurement Manual describes in a detailed manner the role and responsibilities of contract managers. Specific tools and forms are made available to contract managers to help them in dealing with-post award issues (for example, amendments etc).

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JIU/REP/2013/1: Review of long-term agreements in procurement in the United Nations system	3	Executive heads should proactively pursue collaborative LTA opportunities through various methods, including establishing/improving policies and guidelines to facilitate collaboration, circulating LTA tenders which could be of interest to other organizations, listing their organization's LTAs on UNGM, and seeking up-to-date information on available LTAs in the United Nations system.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Partially	The ILO is using, on an ongoing basis, the various methods identified in the recommendation to pursue collaborative LTA opportunities. The expected impact is to be realized over time.
JIU/REP/2013/1: Review of long-term agreements in procurement in the United Nations system	4	The executive heads of the organizations should support the advancement of the work of the HLCM Procurement Network on harmonization of procurement documents, collaborative use of LTAs, and joint procurement of vehicles. They should also facilitate the work of the Legal Network to expedite their efforts towards harmonizing the general terms and conditions of contracts.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Yes	The comments made by the Secretary-General on behalf of the CEB in relation to this recommendation are endorsed. The ILO is an active member of the HLCM Procurement Network and a member of the relevant working groups progressing harmonization issues. In addition to that, within the HLCM Procurement Network, the ILO is a recognized leading force of the initiatives listed in the JIU Report.
JIU/REP/2013/1: Review of long-term agreements in procurement in the United Nations system	5	The legislative/governing bodies should exercise their oversight role on the procurement function and procurement activities with a view to ensuring that the procurement function adequately fulfils its strategic role and that procurement activities, including LTAs, are carried out based on sound procurement plans and strategies.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	The comments made by the Secretary-General on behalf of the CEB in relation to this recommendation are endorsed. The ILO considers that the Governing Body has an oversight responsibility for all internal governance functions. It does not see any particular need for greater focus on the procurement function.

