

## Reference document concerning “Matters relating to the Joint Inspection Unit (JIU): Reports of the JIU” (GB.337/PFA/8)

### ILO’s follow-up status on the JIU recommendations presented to the Governing Body in the previous three years: an update as of July 2019 <sup>1</sup>

The information is presented in a table structured as follows:

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

Column 2: Recommendation number;

Column 3: Text of the recommendation;

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

Column 5: Intended impact:

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

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

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

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

Column 9: Remarks.

<sup>1</sup> The JIU reports are available on the [JIU website](#) in English, French and Spanish, among other UN official languages.



### Status of ILO follow-up on JIU recommendations as of July 2019

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance “Accepted”; “Not accepted”; “Under consideration” ; and “Not relevant”.	Implementation “Not started”; “In progress”; and “Implemented”	Impact achieved “Yes”; “Partially”; and “No”	Remarks
JIU/REP/2014/4: Post-Rio+20 review of environmental governance within the United Nations system	5	The Secretary-General as the Chair of CEB should prepare where necessary, under the appropriate guidance of the General Assembly, a common policy and related guidelines to prevent the conflict of interest of any members and experts participating in technical and scientific panels and committees in the field of environment, to be followed by all United Nations system organizations and by multilateral environmental agreements.	E	Management improvement through enhanced controls and compliance	Not relevant			This recommendation is addressed to the Secretary-General of the United Nations. However, the ILO pays attention to avoiding conflict of interest when nominating staff participating in technical and scientific panels and committees in the field of environment.
JIU/REP/2014/4: Post-Rio+20 review of environmental governance within the United Nations system	11	The Secretary-General, after consultation with the executive heads of member organizations of CEB in his capacity as its Chair, should submit to the UNEA of UNEP and the high-level political forum on	E	Enhanced coordination and cooperation between participating organizations	Not relevant			This recommendation is addressed to the Secretary-General of the United Nations. However, the ILO stands ready to take into account any guidance related to a system-wide framework of measuring and monitoring resources required for the implementation of environmental protection and sustainable development within the United Nations system organizations.

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		sustainable development, for approval, proposals for a system-wide framework of measuring and monitoring resources required for the implementation of environment protection and sustainable development within the United Nations system organizations.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	

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JIU/REP/2014/4: Post-Rio+20 review of environmental governance within the United Nations system	12	The executive heads of the United Nations system organizations involved in country activities in the UNDAF should: (a) Adopt outreach and training policy; support the establishment of capacity-building in the United Nations country team; and disseminate the UNDG guidance notes on mainstreaming environmental sustainability and the integration of the three dimensions of sustainable development into the UNDAF process; and (b) Support the operationalization of the above-mentioned policy and the attendant expertise within the framework of the	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Yes	

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		United Nations country team with the effective participation and contribution of specialists and experts of UNEP and MEAs, when feasible, as well as with the active use of sector experts of specialized agencies, funds and programmes, who have environmental knowledge and expertise working under the guidance of the Resident Coordinator.						
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	2	The executive heads of United Nations system organizations should adopt a balanced approach in addressing the purpose of evaluation for accountability, and for the development of a learning organization that has the appropriate incentive systems for innovation, risk-taking and the use of multidisciplinary perspectives.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	

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JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	3	The legislative bodies should request the executive heads of United Nations system organizations to develop comprehensive budget frameworks and resource allocation plans for their respective evaluation functions, based on the cost of maintaining an effective and sustainable evaluation function that adds value to the organization. The plans should be submitted for consideration to the legislative bodies within existing budgetary and reporting mechanisms and processes.	L	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	

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JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	4	The legislative bodies should direct the executive heads of United Nations system organizations to review and revise, as necessary, existing policies for the appointment of the heads of evaluation offices, in order to enhance independence, integrity, ethics, credibility and inclusion, with due regard to the following criteria:	L	Management improvement through enhanced effectiveness	Not accepted			The ILO's evaluation policy and practice comply with the qualification requirements applied for heads of the evaluation office. As to the appointment process and term-limits there is no consensus yet on the desirability of such an approach. In addition, there are also staff regulation issues to be taken into consideration.



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		<ul style="list-style-type: none"> <li>• Term limits should be established for a single non-renewable term of office of between five and seven years, with no possibility for the incumbent of re-entry into the organization;</li> <li>• The head of evaluation should have qualifications and substantial experience in evaluation, complemented by experience in the related fields of strategic planning, basic and operational research and knowledge management, and should have excellent management and leadership attributes.</li> </ul>	L					

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JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	5	The Secretary-General of the United Nations, in his capacity as chair of the United Nations System Chief Executives Board for Coordination (CEB), should request UNEG to collaborate in developing a robust and harmonized quality-assurance system for the evaluation function across the United Nations system.	E	Management improvement through enhanced effectiveness	Not relevant			The recommendation is addressed to the Secretary-General of the United Nations. However, ILO actively supports the recommendation.
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	6	The executive heads of United Nations system organizations should make the use of evaluation an organizational priority based on a well-defined vision, strategy and results framework for the evaluation function, and report to their legislative bodies on the level, nature and impact of use of evaluation.	E	Management improvement through enhanced effectiveness	Accepted	Implemented		

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JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	7	The executive heads of United Nations system organizations should request evaluation offices to reassess the policies, strategies and priorities of the evaluation function. They should strategically position the evaluation function in their respective organizations so as to enhance its relevance in enabling the United Nations system to address current changes and challenges, and to achieve impact and sustainability.	E	Strengthened coherence and harmonisation	Accepted	Implemented	Yes	

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JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	9	The executive heads of United Nations system organizations should develop the institutional framework and necessary support systems to enhance the quality and added value of decentralized evaluation and the role it could play in supporting the United Nations system to address emerging challenges, including those of the post-2015 development agenda, and to enhance coherence and alignments in evaluation within and across United Nations system organizations, and with national institutions.	E	Strengthened coherence and harmonisation	Accepted	Implemented	Yes	

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JIU/REP/2014/8: Use of non-staff personnel and related contractual modalities in the United Nations system organizations – Country case studies: Democratic Republic of the Congo, Haiti and India	1	The executive heads of the United Nations system organizations should revise their non-staff policies, including the definition of non-staff and the criteria for the use of non-staff personnel, by using the employment relationship principle in accordance with relevant labour recommendations of the International Labour Organization.	E	Strengthened coherence and harmonisation	Accepted	Implemented	Yes	
JIU/REP/2014/8: Use of non-staff personnel and related contractual modalities in the United Nations system organizations – Country case studies: Democratic Republic of the Congo, Haiti and India	2	The legislative/governing bodies of the United Nations system organizations should systematically exercise their oversight functions on the use of non-staff personnel through regular reviews of non-staff personnel information/data provided by the respective executive heads.	L	Management improvement through enhanced controls and compliance	Not accepted			The ILO’s Governing Body has not expressed particular need to undertake periodic reviews of the information concerning non-staff personnel (which, in the case of the ILO, would only concern the no. of external collaborators). This matter in fact does not fall within the range of items that are normally included under the agenda of the Governing Body. Meanwhile, the Office would make relevant information available as and when required.

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JIU/REP/2014/8: Use of non-staff personnel and related contractual modalities in the United Nations system organizations – Country case studies: Democratic Republic of the Congo, Haiti and India	4	The executive heads of the United Nations system organizations should strengthen their internal monitoring, control and oversight of the use of non-staff personnel, through the sustained application of effective internal control mechanisms, systematic corporate monitoring and information/data collection, analysis and audits. They should ensure that a central department/unit at the corporate level is held responsible for global monitoring, analysis and reporting on the issue.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Partially	

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JIU/REP/2014/8: Use of non-staff personnel and related contractual modalities in the United Nations system organizations – Country case studies: Democratic Republic of the Congo, Haiti and India	5	The executive heads of the United Nations system organizations should ensure periodic analytical reporting both internally (to senior management) and externally (to the respective governing body) on the use of non-staff personnel in their organizations. Such reports should include detailed data and analysis on the use of non-staff, including the number of non-staff and associated expenditure, their weight in the total workforce, the breakdown of contractual modalities and the areas and locations used, the developing trends and the potential risks and corresponding measures.	E	Management improvement through enhanced controls and compliance	Not accepted			Data and analysis on the use of external collaborators are available on request as data collection of relevant information allows tracking of individuals and associated expenditures.

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JIU/REP/2014/9: Contract Management and Administration in the United Nations system	1	The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to update and, when necessary, develop specific policies, procedures, guidance and follow-up systems to ensure effective and efficient management of post-award contract activities.	L	Management improvement through enhanced effectiveness	Accepted	Implemented		
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	2	The executive heads of the United Nations system organizations should incorporate in their annual statements of internal controls certifications, by individuals with procurement and contracts management authority that the execution of contracts has been in full compliance with the organization’s policies, procedures and rules.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		



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JIU/REP/2014/9: Contract Management and Administration in the United Nations system	3	The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to put in place a system whereby the persons designated to manage contracts after award are notified in writing about their accountability and responsibilities when managing a contract, and possess the required qualifications to manage the contract.	L	Enhanced transparency and accountability	Not accepted			Given the very high number of purchase orders and contracts ILO has per year, suggested notification in writing seems to be impracticable and administratively inefficient.
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	4	The executive heads of the United Nations system organizations should re-assess the financial and human-resource needs for post-award contract management in terms of current and projected contract volume, value, complexity and type and decide on the best support structures required (e.g. centralized or decentralized) to ensure best value for money and the achievement of the organization’s objectives.	E	Management improvement through enhanced efficiency	Accepted	Implemented		

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JIU/REP/2014/9: Contract Management and Administration in the United Nations system	5	The executive heads of the United Nations system organizations should develop a specific contract-management training programme in their organizations that would include courses offered as a requirement for all persons managing contracts of a certain size, value and complexity.	E	Strengthened coherence and harmonisation	Accepted	Implemented		
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	6	The executive heads of the United Nations system organizations should ensure that supervisors of persons managing contracts incorporate contract-management criteria in these persons’ annual performance evaluations.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	7	The executive heads of the United Nations system organizations should ensure that for contracts of a certain value and complexity risk-management plans are in place covering post-award contract activities. These	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		

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		plans should include risk-mitigation measures and also clear designation of responsibility to those persons executing such measures.						
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	8	The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for documenting and reporting on a contractor’s performance in meeting contract requirements, and assign responsibility and management accountability for completeness of the contractor’s performance reporting.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	9	The executive heads of the United Nations system organizations should conduct a study in their organizations to analyse the causes of modifications in contracts above certain thresholds and identify systemic deficiencies contributing to cost increases and delays.	E	Management improvement through enhanced efficiency	Not accepted			Any modification in ILO contracts is well documented and follows an established review process. The Office does not see the value of commissioning a study as proposed in the recommendation.

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		Remedial action should follow to address such deficiencies.						
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	10	The executive heads of the United Nations system organizations should ensure that, when applicable, appropriate levels of liquidated damages and other remedies are included in the standard clauses of contracts and are judiciously enforced to protect the interests and rights of their organizations.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	11	The executive heads of the United Nations system organizations should augment the capabilities of their existing information technology systems such as Enterprise Resource Planning systems, or consider other specialized contract-management systems, to support the management of post-award contract activities based on a cost/benefit analysis and taking into account the level	E	Management improvement through enhanced efficiency	Accepted	Implemented		

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		of need for such functionality.						
JIU/REP/2015/1: Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations	5	The ILO governing body should request the Director-General of ILO to carry out more proactive awareness-raising and training activities among the staff of United Nations system organizations in collaboration with the International Training Centre of ILO (ITC-ILO) and other training units in the United Nations system in the context of the post-2015 Sustainable Development Goals and identify resources in this regard.	L	Strengthened coherence and harmonisation	Accepted	Implemented		
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system	1	The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in the present report, in order to enhance the strategic role of the public information and communications function in	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	

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		contributing to the achievement of organizational goals and priorities, thereby promoting global support for their organization.						
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system	2	Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communications function within their organization, by adhering to the nine benchmarks proposed in the present report, as applicable.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system	4	The executive heads of the United Nations system organizations should take concrete measures to strengthen the public information and communications capacity at the field level within their organizations, when applicable. This, in turn,	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Yes	

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		would enable local UNCGs to conduct joint activities with due attention to local circumstances and organizations' mandated priorities, and reinforce the effectiveness and impact of those activities.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system	5	The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies for public information and communications.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system	6	The executive heads of the United Nations system organizations should strengthen the in-house capacity for social media management, with a view to creating specific content and maintaining organizational accounts, as well as to providing advice on the proper use of social	E	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	

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		media.						
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations	1	The executive heads of United Nations system organizations should present to the governing bodies of their organizations a long-term United Nations system-wide climate change strategy responsive to the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, and request its endorsement and the support necessary for its effective implementation, in order to achieve measurable interim results by 2020.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations	2	The governing bodies of the United Nations system organizations should support and endorse the participation of their respective organizations involved in cross-cutting areas directly or indirectly related to climate change in	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	



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		a system-wide United Nations strategy to combat climate change, in a manner consistent with the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21).			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations	3	The executive heads of the United Nations system organizations involved in areas with clear cross-linkages with climate change should elaborate and agree upon a common methodology to establish criteria to ensure the traceability of specific funding for climate change adaptation and mitigation, seeking consistency and coherence in the context of the climate change regime methodologies.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in	4	Executive heads of the member organizations of the CEB, under the leadership of the Secretary-General in his capacity as	E	Enhanced coordination and cooperation among	Accepted	Implemented		

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the United Nations system organizations		Chair of the CEB, should promote the development of a common information-sharing system for the measurement and monitoring of the United Nations system activities and resources aimed at addressing climate change, by sector and type of funding, so as to ensure the most cost-efficient and effective delivery of activities to tackle climate change.		participating organizations				
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations	6	The executive heads of the United Nations system organizations involved in country activities in the UNDAF, should ensure that their organizations follow the UNDG guidance on integrating climate change in the UNDAF and build on existing good practices of engagement with the relevant UNFCCC bodies, for climate change assistance at the country and regional level, in close cooperation with the resident coordinators, to	E	Management improvement through the dissemination of good/best practices	Accepted	Implemented		

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		enhance and strengthen capacity-building assistance to developing countries through CCAs/UNDAFs.						
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	1	The executive heads of the United Nations system organizations, in consultation with staff representatives and the existing Ombudsmen, should review, update and disseminate across their respective organizations the terms of reference of the ombudsman, giving due consideration to the direction provided by the present report and using a staff-management consultation mechanism.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Partially	The dissemination of information on and visibility of the Office of the Mediator is, basically, done by the Mediator.
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	2	The executive heads of the United Nations system organizations, in cooperation with the ombudsman offices, should include questions relating to the ombudsman service in staff surveys and responses should be used by management, staff associations and the	E	Management improvement through enhanced effectiveness	Accepted	In progress		It is necessary to have a better communication between the different conflict prevention/resolution stakeholders (e.g. Mediator, Ethics Officer, units responsible for staff operations and welfare, et al.).

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		ombudsman office to increase staff awareness and promote a better understanding of the ombudsman function in the organization.						
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	3	The executive heads of the United Nations system organizations should request their respective ombudsmen to ensure that their field staff have the option of an in-person consultation with the ombudsman of another United Nations system organization in the same location (for example, the regional ombudsman of UNOMS or the visiting ombudsman of another United Nations system organization).	E	Management improvement through enhanced efficiency	Not accepted			The ILO’s Mediator maintains effective working relationships with the Ombudsman of other UN agencies and this professional network can be resorted to in case of emergency. However, the Mediator’s Office covers all field offices, and is supported in its work by a network of trained field facilitators.
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	4	The executive heads of the United Nations system organizations should request their ombudsman offices to include in their work programme the development of a case management manual and to	E	Management improvement through enhanced effectiveness	Not relevant			A case management manual is not considered as a priority nor a necessity for the Administration to impose on the Mediator’s work programme. However, a certain degree of harmonization on practices, principles, approaches, and exchange of experiences on

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		seek the cooperation of other United Nations system ombudsmen with a view to achieving a certain level of harmonization across the system.						specific cases is expected from Ombudsman through their professional network within the UN system ( <a href="#">Ombudsmen and mediators of United Nations and Related International Organizations</a> ).
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	5	The legislative bodies of the United Nations system organizations should make it possible for the ombudsman to report to them on systemic issues identified on a regular basis.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	6	The executive heads of the United Nations system organizations should request the ombudsman to include continuous training and certification of ombudsman practitioners in the strategic workplans of their ombudsman offices.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	7	The executive heads of the United Nations system organizations should establish an accountability and appraisal system for the ombudsman services and include the relevant	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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		provisions in the ombudsman's terms of reference. The system and the provisions should reflect the specific requirements of the ombudsman function by making accountability and the appraisal process inclusive and participatory for all stakeholders.			"Accepted"; "Not accepted"; "Under consideration"; and "Not relevant".	"Not started"; "In progress"; and "Implemented"	"Yes"; "Partially"; and "No"	
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	8	The executive heads of the United Nations system organizations should request their ombudsmen to discuss the findings and recommendations of the present review at the UNARIO meeting to be held in 2016 and to decide on the course of actions they intend to reflect in their programmes of work, either individually or collectively.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Yes	
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	1	The legislative/governing bodies of the United Nations system organizations should exercise their oversight role and examine the causes for the lack of, and/or the delay in, the introduction of formal	L	Enhanced transparency and accountability	Accepted	Implemented		

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		succession planning in their respective organizations, including the adequacy of current funding; and request the executive heads of these organizations to develop formal succession planning without any further delay, by the end of 2017.						
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	2	The executive heads of the United Nations system organizations, who have not yet done so, should instruct their human resources management offices to develop and implement appropriate frameworks for succession planning strategies, and devise appropriate guidelines on the succession planning process without any further delay, by the end of 2017.	E	Management improvement through enhanced effectiveness	Not accepted			The ILO has put in place a system of HR reviews conducted by the Human Resources Development Department in partnership with each headquarters department and with each regional office which allows for an accurate assessment of staffing and succession planning needs. Furthermore, the Recruitment and Assignment Mobility Committee (RAMC) exercises leadership in matching staffing needs with available qualified human resources.
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	3	The executive heads of the United Nations system organizations should instruct their human resources management offices to adopt the benchmarks set out in the	E	Management improvement through enhanced effectiveness	Not accepted			See observations above on the system in place of HR reviews and the role of the RAMC.

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		present report with a view to ensuring that their organizations have a sound succession planning process, and should report on the progress made to their legislative/governing bodies.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	4	The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should ensure that succession planning is reinstated as a main agenda item of the Human Resources Network of the High-level Committee on Management, and given the utmost attention and most serious consideration in the future sessions of the Network.	E	Dissemination of good/best practices/ Strengthened coherence and harmonization	Not relevant			The recommendation is addressed to Secretary-General of the United Nations.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	1	The Secretary-General of the United Nations and the executive heads of other United Nations system organizations should, in the framework of the Chief Executives Board (CEB),	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	



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		adopt common definitions regarding fraudulent, corrupt, collusive, coercive, and obstructive practices and present these to their respective legislative and governing bodies for endorsement. In this regard, the definitions used by the multilateral development banks should be considered for adoption. Concurrently, a joint statement with a clear and unambiguous position on fraud should be adopted by the CEB to set an appropriate “tone at the top” on a system-wide basis.						
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	2	The executive heads of the United Nations system organizations, if they have not already done so, shall develop a corporate anti-fraud policy for their respective organizations or update an existing one, taking into account leading practices in the public and private sectors. The policy should be presented to the legislative and governing	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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		bodies for information, adoption and/or endorsement and should be reviewed and updated regularly.						
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	3	The executive heads of the United Nations system organizations should take expeditious action to designate an overall corporate manager or entity at senior level to be the custodian of the anti-fraud policy and be responsible for the implementation, monitoring and periodic review of the policy.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	4	On the basis of a comprehensive needs assessment, the executive heads of the United Nations system organizations should establish a dedicated anti-fraud training and fraud awareness strategy for all members of the organization. At a minimum, anti-fraud training should be mandatory for staff in functional areas most prone to fraud and	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	

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		staff operating in fragile and high-risk field environments.						
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	5	The executive heads of the United Nations system organizations should, if they have not already done so, conduct a comprehensive corporate fraud risk assessment, as an integral part of their enterprise risk management system or as a separate exercise, addressing fraud risks at all levels of their respective organization, including headquarters and field offices, as well as internal and external fraud risks. Such assessments shall be conducted at least biennially at the corporate level, and more frequently, based on need, at the operational level.	E	Management improvement through enhanced controls and compliance	Accepted	In progress		Fraud risk has been incorporated in the ILO’s corporate risk register contained in the biennial Programme and Budget documents since 2014. More detailed fraud risk assessments will also be conducted at the operational level based on need, a pilot of which was done in a field office in May 2017. General guidelines will be established for application by headquarters departments and field offices.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	6	The executive heads of the United Nations system organizations, if they have not already done so, should develop organization-specific comprehensive anti-fraud strategies and	E	Management improvement through enhanced controls and compliance	Accepted	In progress		Anti-fraud strategies and action plans are currently part of the ILO’s Office-wide risk management and internal control frameworks. These are integral parts of the existing office structure, policies, rules and

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		action plans for implementing their respective fraud policies. Such anti-fraud strategies should be based on the organization’s corporate fraud risk assessments and shall be an integral part of the overall organizational strategies and operational objectives. Based on the level of fraud risk, proportionate resources should be dedicated to operationalize the strategies and action plans.						procedures with resources allocated for their implementation.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	7	The executive heads of the United Nations system organizations, if they have not already done so, should initiate a review of their internal control framework to ensure that proportionate anti-fraud controls do exist and that fraud risks identified in the fraud risk assessments are adequately addressed in the internal control frameworks.	E	Enhanced transparency and accountability	Accepted	Implemented	Partially	

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JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	8	When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2016/4: Fraud prevention, detection and response in United	9	The executive heads of the United Nations system organizations should instruct their legal offices to review and update the legal	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	

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Nations system organizations		instruments for engaging third parties, such as vendors and implementing partners, with particular attention to anti-fraud clauses and provisions.						
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	10	The executive heads of the United Nations system organizations should ensure that proportionate fraud prevention and detection capabilities are an integral part of automation systems' functionalities, including automated activity reports and data-mining modules in their respective enterprise resource planning systems (ERPs).	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	11	The executive heads of the United Nations system organizations, if they have not already done so, should revise their whistle-blower policies with a view to adopting good practices, and extend the duty to report fraud and other misconduct to contract employees, United Nations volunteers, interns and	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	

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		other non-staff, as well as to third parties, including vendors, suppliers, and implementing partners.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	12	The executive heads of the United Nations system organization, if they have not already done so, should implement the good practice of establishing a central intake mechanism for all fraud allegations in their respective organizations. In the interim, for organizations with decentralized intake mechanisms, immediate action should be taken to: (a) establish an obligation for decentralized intake units to report to a central authority any allegations received, ongoing cases under investigation and closed cases, indicating the action taken; and (b) establish formal intake procedures and guidelines, including: clear criteria for the preliminary assessment, the official, office or function authorized to make the	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	

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		assessment, the process to be followed and the arrangements for reporting on the results of the preliminary assessments.						
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system 1 organizations	13	The executive heads of the United Nations system organizations, in consultation with the audit advisory committees, should ensure that the investigation function of their respective organizations establishes key performance indicators for the conduct and completion of investigations, and has adequate capacity to investigate, based on a risk categorization and the type and complexity of the investigations.	E	Management improvement through enhanced effectiveness	Accepted	In progress		<p>Within the framework of the Investigation Charter approved by the Governing Body in March 2016, and in consultation with the Independent Oversight Advisory Committee (IOAC), key performance indicators (KPIs) for investigation will be established in the course of 2019, with appropriate levels of flexibility given the diverse nature of potential fraudulent activities.</p> <p>The Office has developed a case prioritization matrix which is applied to all allegations upon receipt and enables the Investigation and Inspection Unit to investigate based on risk categorization and the type and complexity of the investigations.</p>
JIU/REP/2016/4: Fraud prevention, detection and	14	The executive heads of the United Nations system organizations, in	E	Management improvement through	Accepted	Implemented	Yes	



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response in United Nations system organizations		consultation with the Office of Legal Affairs (OLA) of the United Nations, and their respective legal offices, should strengthen existing protocols and procedures for referrals of fraud cases (and other misconduct) to national enforcement authorities and courts for criminal and civil proceedings, as well as for asset recovery, and ensure that referrals are done in a timely and effective manner.		enhanced effectiveness				
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	15	The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual basis a consolidated and comprehensive management report on the performance of anti-fraud activities, based on key performance indicators. The report shall include, inter alia, the level of fraud exposure, status of compliance with anti-fraud policies, fraud statistics,	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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		sanctions imposed, fraud losses and recovery of assets, and lessons learned.						
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	16	The legislative and governing bodies of the United Nations system organizations should: place on their respective agendas a permanent or standing item relating to fraud prevention, detection and response; review on an annual basis the consolidated and comprehensive management report presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters.	L	Enhanced transparency and accountability	Not accepted			The ILO does not see the need to introduce a further reporting process related to fraud, beyond what is in place today. The annual report of the Chief Internal Auditor is considered sufficient, provided that fraud information and statistics are included in it.
JIU/REP/2016/5: Evaluation Of the Contribution Of the UN Development System To Strengthening National Capacities For Statistical	1	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review, should make national statistical capacity development a major strategic priority of the	L	Management improvement through enhanced effectiveness/ Significant, one-time or recurrent,	Not relevant			Although this recommendation is addressed to the UN General Assembly, the ILO supports it and considers production of quality data essential to measure progress towards the targets set in the 2030 Sustainable Development Agenda.

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Analysis and Data Collection to Support the achievement of the MDGs and other Internationally-Agreed Goals		United Nations system entities addressing production, dissemination and use of official statistics, and should call on all Member States to redirect the financial resources necessary to support all three areas.		financial savings				
JIU/REP/2016/5: Evaluation Of the Contribution Of the UN Development System To Strengthening National Capacities For Statistical Analysis and Data Collection to Support the achievement of the MDGs and other Internationally-Agreed Goals	2	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, should reaffirm that the principal goal of United Nations system support for national statistical capacity development is the use of national statistics for supporting the achievement of national development goals, including the Sustainable Development Goals, and in this regard, requests United Nations system organizations to make all efforts to support achievement of this goal.	L	Relevance/ Management improvement through enhanced effectiveness	Not relevant			Although this recommendation is addressed to the UN General Assembly, the ILO supports it, considering that national statistical capacity development is important for supporting the achievement of the Sustainable Development Goals.

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JIU/REP/2016/5: Evaluation Of the Contribution Of the UN Development System To Strengthening National Capacities For Statistical Analysis and Data Collection to Support the achievement of the MDGs and other Internationally-Agreed Goals	3	Executive heads of United Nations entities that work on national statistical capacity development should establish a network (a working group or task force) that will bring together the different entities’ policy, programme and statistics departments in order to define how to better support more effective use of statistics by national stakeholders to achieve national development goals and should develop system-wide guidance for United Nations system entities on this issue.	E	Management improvement through dissemination of best practices/ Enhanced coordination and cooperation between participating organizations/ Strengthened coherence and harmonisation/ Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	
JIU/REP/2016/5: Evaluation Of the Contribution Of the UN Development System To Strengthening National Capacities For Statistical Analysis and Data Collection to Support the	4	The General Assembly should request the Secretary-General, in the context of the 2017-2020 quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, to develop a strategic framework for the next five years regarding United Nations system	L	Enhanced transparency and accountability/ Enhanced coordination and cooperation between participating organizations/	Not relevant			Though this recommendation is addressed to the UN General Assembly, the ILO supports it.

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achievement of the MDGs and other Internationally-Agreed Goals		integrated support for national statistical capacity development at the global, regional and country levels, setting out the roles and areas of work for entities at all three levels.		Strengthened coherence and harmonisation/ Management improvement through enhanced efficiency/ Integration/ interdependence				
JIU/REP/2016/5: Evaluation Of the Contribution Of the UN Development System To Strengthening National Capacities For Statistical Analysis and Data Collection to Support the achievement of the MDGs and other Internationally-Agreed Goals	5	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review, should ensure that national statistical capacity development is a strategic area of support for all United Nations country teams, recognizing that the role will vary significantly between countries as determined by the national authorities.	L	Enhanced transparency and accountability/ Strengthened coherence and harmonisation/ Management improvement through enhanced efficiency/ Integration/ interdependence	Not relevant			Though this recommendation is addressed to the UN General Assembly, the ILO supports it and considers it important for supporting the achievement of the Sustainable Development Goals at the country level.
JIU/REP/2016/6: Meta-Evaluation and Synthesis of United Nations Development	4	The Secretary-General should, in consultation with the Chief Executives’ Board for Coordination as appropriate, request other	E	Enhanced coordination and cooperation between	Not relevant			Although this recommendation is addressed to the Secretary-General of the United Nations, the ILO has long encouraged joint evaluations and has even formulated guidance

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Assistance Framework Evaluations, with a particular focus on Poverty Eradication		United Nations agencies to better coordinate their evaluation activities at the country level so that activities can be better integrated into the United Nations Development Assistance Framework evaluation process.		participating organizations				notes on the topic : <a href="http://www.ilo.org/eval/Evaluationguidance/WCMS_165975/lang--en/index.htm">http://www.ilo.org/eval/Evaluationguidance/WCMS_165975/lang--en/index.htm</a>
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	1	The governing bodies of the United Nations system and of the multilateral environment agreements, taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations so as to ensure that the priorities of the SAMOA Pathway are mainstreamed in the strategic plans, within the realm of the organizations' mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway.	L	Enhanced coordination and cooperation between participating organizations	Not accepted			As pointed out also in the CEB comments, this recommendation may be interpreted to mean that system-wide coordinated guidance should be given to organizations by all governing bodies in the UN system. The recommended action is premised on a “precise system-wide coordinated guidance” – feasibility to come up with such a guidance is questionable, in view of the complexities reflected in the “Architectural elements for monitoring and accountability of the SAMOA Pathway and United Nations global mandates” (Annex III of the JIU Report), in a context of UN reform which aims at streamlining processes and efficiency throughout the UN system. The recommendation is not actionable for the governing body of each UN

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								system organization, as currently formulated.
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	2	The governing bodies of the United Nations system should ensure that the strategic plans and work programmes of the system organizations include specific objectives related to the implementation of the SAMOA Pathway, within the realm of their respective mandates, to be measured against a set of established key performance indicators to monitor and report on the achievements.	L	Enhanced coordination and cooperation between participating organizations	Under consideration			To be considered in the framework of the Programme and Budget proposals for the 2020-21 biennium, as well as in the follow-up of the 2018 ILC discussion on Development Cooperation.
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	3	The governing bodies of the United Nations system, in adopting the strategic plans and work programmes of the organizations, should encourage the organizations to ensure that the activities in support of sustainable development of SIDS, within the realm of the mandate of each organization, are aligned with the regional and	L	Enhanced coordination and cooperation between participating organizations	Accepted	In progress		The alignment of the ILO support to SIDS will be further ensured in light of the Samoa Pathway and the SDGs, in the framework of DWCPs, UN Development Cooperation Frameworks (Cooperation Frameworks) with the participation of the ILO constituents and through development cooperation interventions.

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		national priorities identified by the Governments of those States, regional organizations and SIDS development partners, so as to foster the implementation of the SAMOA Pathway as the blueprint of the 2030 Agenda for Sustainable Development of SIDS.						
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	4	The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing States and all partners for development so as to strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level.	L	Management improvement through enhanced effectiveness	Accepted	Implemented		



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JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	5	The executive heads of the United Nations system organizations should ensure the participation of their organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that new parameters of eligibility are designed for better access to financing for development for SIDS.	E	Management improvement through enhanced effectiveness	Accepted	Implemented		
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	6	The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in	L	Management improvement through enhanced effectiveness	Accepted	In progress		Part of the regular budget allocations earmarked for SSTC has been used to support SIDS in the 2016-17 and 2018-19 biennia, besides biennial regular budget allocations to the field offices covering SIDS. Other predictable multi-year funding is also planned and delivered in the framework of DWCPs and Cooperation Frameworks – in most cases, both at national and sub-regional levels, including through UN sub-regional programming tools.

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		consultation with SIDS and their relevant partners.						
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	7	The legislative and governing bodies of the United Nations system organizations should ensure, based on the ongoing work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals, so that processes and indicators are adapted to their needs and priorities identified at the national and regional levels.	L	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2016/7: Comprehensive review of United Nations system	8	The governing bodies of the United Nations system organizations should coordinate their efforts in	L	Enhanced transparency and accountability	Accepted	Implemented		

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support for small island developing States: final findings		designing monitoring and accountability frameworks and tools adapted to the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development-related global mandates, while avoiding the burden of multiple reporting frameworks.						
JIU/REP/2016/8: State of the internal audit function in the United Nations system	1	Governing bodies should direct executive heads of United Nations system organizations to ensure that their heads of internal audit/oversight and oversight committee Chairs attend the meetings of the governing bodies at least annually and are given the opportunity to respond to questions raised about their respective annual reports.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2016/8: State of the internal audit function in the United Nations system	2	Executive heads of United Nations system organizations should involve the oversight committees and consult with the governing bodies in	E	Enhanced transparency and accountability	Accepted	Implemented		

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		the hiring of the heads of internal audit/oversight, and in the termination of their tenure.						
JIU/REP/2016/8: State of the internal audit function in the United Nations system	4	Heads of internal audit/oversight in United Nations system organizations who have not yet done so should consolidate in their annual/periodic or other report findings of recurring issues emanating from individual internal audit reports that cut across various offices, units or departments so as to enable the executive heads to systematically address them.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Yes	
JIU/REP/2016/8: State of the internal audit function in the United Nations system	5	Executive heads of United Nations system organizations should ensure that their internal audit services have adequate financial and human resources to expand the use of information technology (IT) auditing techniques, and to employ, as appropriate, advanced	E	Management improvement through dissemination of best practices	Accepted	Implemented		

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		data analytics and remote auditing, with a view to leveraging technology to provide more economical and comprehensive audit coverage.						
JIU/REP/2016/8: State of the internal audit function in the United Nations system	6	Executive heads of United Nations system organizations, on the advice of their oversight committees, should allocate adequate financial and human resources to the internal audit services to ensure sufficient coverage of high-risk areas and adherence to established auditing cycles, as identified by the heads of internal audit/oversight during risk-based audit planning.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2016/8: State of the internal audit function in the United Nations system	9	Governing bodies of United Nations system organizations should ensure that the conditions for effective, independent, expert oversight committees are in place, and that the committees are, and continue to be, fully functional in line with	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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		previous Joint Inspection Unit (JIU) recommendations, as reinforced in this report.						
JIU/REP/2016/9: Safety and security in the United Nations system	1	The Executive Heads of United Nations system organizations, through the respective designated officers and in coordination with the Department of Safety and Security and the Office of Legal Affairs, should ensure that, by no later than April 2018: <ul style="list-style-type: none"> <li>• Existing host country agreements within their respective organizations reflect the current security threats and contain commensurate security measures necessary to protect United Nations system organizations’ personnel and premises</li> <li>• Future host country agreements contain a security annex reflecting the main responsibility of the host country with respect to the security of United Nations system</li> </ul>	E	Enhanced transparency and accountability/ Management improvement through enhanced controls and compliance	Not Accepted			While the ILO supports the objectives of the recommendation, in view of the number of host country agreements concerned and the extensive country specific negotiations required, the suggested deadline could not be met. The Office will make its best efforts to follow up with the host countries, once the common annex template is developed by the UN Office of Legal Affairs of the UN.

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		organizations' personnel and premises • Existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/9: Safety and security in the United Nations system	2	The Executive Heads of the United Nations system organizations, through the Inter-Agency Security Management Network and the Department of Safety and Security, should ensure that, by no later than January 2018, a comprehensive system-wide policy for road safety is finalized and ready for implementation within each of their respective organizations.	E	Enhanced transparency and accountability/ Management improvement through enhanced controls and compliance	Accepted	Implemented	Partially	The UN road safety Strategy was launched in New York and in Geneva on 28 February 2019. The 30 <sup>th</sup> IASMN session in June 2019, provided an update on UN Road Safety Strategy as regards deliverables and timelines for 2019. Road Safety Management, Safer Fleets, Safer Road Users, Post-Crash Response and Safer Driving Environment were identified as pillars in terms of Safety Strategy.
JIU/REP/2016/9: Safety and security in the United Nations system	3	The Executive Heads of the United Nations system organizations that have not yet done so should ensure that, by no later than January 2018, appropriate security compliance mechanisms	E	Enhanced transparency and accountability/ Management improvement through enhanced	Not Accepted			There is no provision in the ILO Staff Regulations to make an output of the kind proposed by JIU a mandatory part of the Performance Management Framework. The ILO supports the recommendation to the extent that staff are encouraged to

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		commensurate with the risk level assessed in each particular duty station are included in the individual performance appraisal systems in place for all staff within their respective organizations.		controls and compliance			"Yes"; "Partially"; and "No"	incorporate security measures as appropriate and relevant.
JIU/REP/2016/9: Safety and security in the United Nations system	5	The Executive Heads of the United Nations system organizations that have not yet done so should, by no later than January 2018, incorporate safety and security compliance indicators in the performance assessments at every management level, including senior management.	E	Enhanced transparency and accountability/ Management improvement through enhanced controls and compliance	Not Accepted			The ILO already has a mechanism/procedure of the internal letter of representation, requiring managers to confirm on an annual basis that, inter alia, they have complied with UNDSS requirements and that they coordinate with the security management team at the duty station.
JIU/REP/2016/10: Knowledge management in the United Nations system	3	The executive heads of the United Nations system organizations, if they have not already done so, should take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal	E	Management improvement through enhanced controls and compliance	Accepted	In progress		Orientation to learning and knowledge sharing is one of the ILO's core competencies. The ILO's generic job descriptions make reference to these core competencies. The ILO performance management framework includes a section on competencies where "Orientation to learning and knowledge sharing" can be evaluated. In addition, all staff with



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		systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.						supervisory responsibility have a managerial output as part of their performance appraisal in which they are evaluated on whether they support organizational priorities such as knowledge sharing. Libraries of Specific-Measurable-Achievable-Relevant-Time bound outputs containing specific outputs and measures related to knowledge sharing are available for the following functions: Communications, Finance, HR, Programme, Administration, Secretaries. For work plans, however, the work is in progress.
JIU/REP/2016/10: Knowledge management in the United Nations system	4	The executive heads of the United Nations system organizations, if they have not already done so, should establish norms and procedures for the retention and transfer of knowledge from retiring, moving, or departing staff, as part of the organizations' succession planning processes.	E	Management improvement through enhanced efficiency	Accepted	In progress		The Knowledge Management Coordinating Team (KMCT) has developed knowledge elicitation protocols that are being tested for the knowledge sharing interviews. Five interviews have been conducted that will be used as models. In 2020 this methodology will be used to help retain knowledge in a number of ILO units and field offices.
JIU/REP/2016/10: Knowledge	6	The executive heads of the United Nations system	E	Management improvement	Not Accepted			The ILO is striving to build and strengthen its own knowledge

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management in the United Nations system		organizations with long-standing and comprehensive experience in knowledge management should take the lead in introducing in the agenda of the United Nations System Chief Executives Board for Coordination (CEB) an item dedicated to knowledge management, so as to provide an opportunity for sharing, at a strategic level, experiences, good practices and lessons learned, with a view to gradually developing a common, system-wide knowledge management culture.		through dissemination of best practices				management systems. Consequently it would support the leadership of those who have already tried and tested systems and who would be well placed to take forward such an initiative from which ILO could learn.
JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	1	The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and exchange of information concerning donor assessments among the Member States and should, in this context, call upon the executive heads to make such assessments publicly	L	Enhanced transparency and accountability	Accepted	In progress		The ILO does not have any objection to assessment reports being made publicly available through an online repository. We would encourage, as far as possible, that existing platforms be used to avoid multiplicity of platforms. ILO is already in close contact with donors to ensure synergies and complementarity. ILO has not been solicited yet regarding an UN-wide repository but Multilateral Organisation Performance Assessment Network

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		available by uploading them in an online global repository to be established by the Secretary-General of the United Nations for that purpose not later than 2018.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	(MOPAN) Assessments are already publicly available on MOPAN's website.
JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	2	Member States that are members of the Multilateral Organization Performance Assessment Network (MOPAN) should initiate an evaluation of the MOPAN 3.0 methodology to assess its rigour and utility in providing the expected levels of information, and determine its effectiveness in reducing the need for additional individual donor assessments.	L	Significant, one-time or recurrent, financial savings	Not Relevant			This recommendation is addressed to the MOPAN network. The ILO through its Partnerships Department has participated in several review exercises carried out by MOPAN recently in order to refine its methodology.
<a href="#">ditto</a>								
JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	3	The executive heads of the United Nations system organizations should designate, on the basis of the volume and variety of donor reviews, an appropriate central function in their respective organizations for coordinating the multiplicity	E	Enhanced transparency and accountability	Accepted	Implemented		

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		of donor assessments, managing the information provided to donors, standardizing communications, ensuring consistency and tracking the follow-up action on findings and recommendations by the responsible organizational units.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	4	The executive heads of the United Nations system organizations should engage with donors to determine the key elements in their assessments and should encourage their audit and evaluation bodies, with due regard for their independence, to consider taking these elements into account in their risk assessments and work plans, in order to avoid potential duplication and overlap.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2017/2: Donor-led assessments of the	5	The legislative/governing bodies of the United Nations system	L	Enhanced transparency	Not accepted			ILO resources for oversight purposes, including for the Office of the Internal Audit and Oversight and

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United Nations system organizations		organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.		and accountability	“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	the Evaluation Office, have been increased in recent biennia, in the context of the Governing Body’s decisions on the biennial Programme and Budget. To date, the ILO considers that these offices are adequately resourced to discharge their functions effectively. Notwithstanding the importance of oversight reports also in the ILO’s engagement with its donors, the ILO notes that general ILO-wide evaluation and audit reports, by their nature, are not always geared to provide the granularity to address the specific requirements of donors.
JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	6	The executive heads of the United Nations system organizations and the Secretary-General, in the context of the United Nations System Chief Executives Board for Coordination, should develop a common position for initiating a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform with a robust framework and	E	Enhanced transparency and accountability	Accepted	In progress		While the ILO has no objection to further coordination as such, agency-specific assessments do have value and sometimes share common methodologies. The engagement with the donors usually is agency-specific and provides for a useful mechanism to support the ongoing dialogue between the agency and its donors. A UN-wide approach will be welcome and should allow space for agency-specific assessments and dialogue. Most likely this will build on/align with MOPAN.

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		methodology to capture a collective reflection of an agency’s performance and reduce the need for additional bilateral assessments.						
JIU/REP/2017/3: Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	4	The executive heads of the United Nations system organizations, that have not yet done so, should ensure by 2019 that effective measures are taken to enforce and monitor compliance with an advance purchase policy, including incorporation of advance planning rules and key performance indicators in travel policies that are regularly measured.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		
JIU/REP/2017/3: Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	5	The executive heads of United Nations system organizations should schedule periodic monitoring and assessment to ensure conformity with their own air travel policies, conduct periodic risk assessments and identify measures for further	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		

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		efficiency gains by their next budgetary cycle.						
JIU/REP/2017/3: Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	6	The executive heads of the United Nations system organizations, if they have not already done so, should encourage the use of online booking tools for air travel, update their travel policies with guidelines for optimal use of such tools, and consider integrating them with their existing systems by 2020.	E	Management improvement through enhanced effectiveness	Not relevant			Online booking tools are cost-effective mostly for round trip and point to point tickets. Manual ticketing is still necessary for complex ticketing. Travel patterns of each organization must be reviewed in order to determine if this tool is effective and efficient for their travel management. This recommendation should remain an advice, based on the travel operation of each organization. The ILO has analysed its travel patterns at headquarters to determine the effectiveness and efficiency of this tool and concluded that it is neither cost effective nor efficient to integrate an online booking tool with existing systems. ILO travel preparations are decentralized and different travel agencies are used at headquarters and in field offices. Therefore, the system improvements that must be performed would not be cost effective.
JIU/REP/2017/5: Outcome of the	1	The executive heads of organizations who have not	E	Management improvement	Accepted	Implemented	Yes	

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review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations		yet done so should enhance the consideration of JIU reports/recommendations by their respective legislative bodies, in line with best/good practices identified, by the end of 2018.		through dissemination of best practices				
JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	2	The executive heads of organizations who have not yet done so are requested to propose to their legislative bodies a concrete course of action to be taken with respect to the recommendations of the Joint Inspection Unit addressed to these bodies, especially with regard to system-wide and several organization reports, by the end of 2018.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations	4	The legislative bodies of organizations which have not yet done so should request annual follow-up reports on the implementation of prior years' accepted JIU	L	Enhanced transparency and accountability	Not accepted			The ILO practice to report on the recommendations of past three years, is noted as a good practice in the JIU report. The Office will continue to report to the GB as per the established procedure.



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by the United Nations system organizations		recommendations until their full implementation, by the end of 2018.						
JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	5	The executive heads of organizations who have not yet done so should introduce appropriate verification and monitoring procedures on the implementation of prior years’ accepted JIU recommendations until their full implementation, by the end of 2018.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	6	The executive heads of organizations, when considering JIU recommendations intended to enhance coordination and cooperation, should propose the inclusion of the consideration of these recommendations on the programme of work of CEB and its applicable mechanisms with a timeline for taking a decision, with effect from 2019.	E	Enhanced coordination and cooperation between participating organizations	Not accepted			The High-Level Committee on Management (HLCM) would be most appropriate to consider those recommendations that are intended to enhance coordination and cooperation. The resulting decisions or recommendations from the HLCM may then be submitted to the CEB for virtual endorsement, in line with the new work method of CEB as introduced by the UN Secretary-General.

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JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	1	Executive heads who have not already done so should develop a well-defined, comprehensive and holistic strategy to guide the mainstreaming of results-based management within and across organizations.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	2	Executive heads, including the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination (CEB), should consider establishing a backbone support function to ensure that the vast range of innovations introduced in results-based management across the United Nations system are captured, supported, assessed for value and shared for adoption system-wide.	E	Strengthened coherence and harmonisation	Not accepted			As stated in the CEB comments, the ILO notes that very active informal networks for sharing good practices system-wide already exist (e.g., the United Nations Strategic Planning Network). The ILO would also prefer to retain discretion in developing and maintaining its unique systems and tools for RBM, as these are best suited to its operating context and capacities.

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JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	3	Executive heads should strengthen the development of the culture of results by including in their respective capacity development agenda a focus on enhancing the mindset and value systems that are important for enhancing staff commitment and engagement in implementing results-based management.	E	Management improvement through enhanced effectiveness	Accepted	In progress		Strengthening the culture of results is part of the objectives of the ILO internal RBM task force, and its road map includes a strong capacity building component. In addition, the International Training Centre of the ILO, located in Turin, Italy, develops specific courses on RBM and project and programme management addressed to ILO staff, constituents and partners. Some of the new learning activities delivered by the International Training Centre in cooperation with several ILO departments in the first half of 2019 included: a course for ILO officials on the application of results-based theories of change in programmes and development cooperation projects; and a future foresight workshop for ILO managers to contribute towards the articulation of the theory of change for the ILO’s results framework for 2020-21. In the second half of 2019 and in 2020, the ILO will continue its efforts in this domain, including for the establishment of an “RBM Resource Centre” with practical guidance and materials available to ILO staff.

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JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	4	Executive heads should ensure that the future development of approaches to staff accountability and human resources management incorporate more consideration of managing for achieving results, including the development of incentive systems that promote both accountability for results and accountability for transformative learning and innovations at all levels.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	5	Executive heads should make the use of information on results, including evidence resulting from evaluation, a strategic priority.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	

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JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	6	Legislative bodies may wish to work with heads of organizations to enhance the focus on managing for results beyond the demand for accountability and reporting to give a greater focus on what works, what does not work and why, and do so with due regard to context.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	