

Reference document concerning “Matters relating to the Joint Inspection Unit (JIU): Reports of the JIU” (GB.322/PFA/5)

Status of ILO’s follow-up on JIU recommendations as of June 2014 ¹

The information is presented in a table structured as follows:

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

Column 2: Recommendation number;

Column 3: Text of the recommendation;

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

Column 5: Intended impact:

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

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

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

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

Column 9: Remarks.

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

Status of ILO follow-up on JIU recommendations as of June 2014

Report	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 Human Resources 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.
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.

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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 effectiveness	Accepted	In progress	–	
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 a 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 currently under preparation for discussion with the Staff Union.

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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.
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 good/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 enhanced effectiveness	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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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 Internal Oversight Audit Committee 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 IT Governance Committee fulfils this role. Status of ERP initiatives and prospective initiatives are discussed as needed.
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.

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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	Management improvement through enhanced controls and compliance	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.
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, he/she 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.

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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.
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.

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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.
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

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								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.
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 procurement 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 LTAs are set out in the ILO procurement manual. The expected impact is to be realized over time (i.e., the benefits in terms of cost savings from an LTA may only accrue during a three- to five-year period).

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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	Under consideration	–	–	The concepts are supported and, in general, already implemented in the ILO. The detailed methods and tools proposed by the inspectors could have financial implications and will require further consideration.
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	In progress	–	The comments made by the Secretary-General on behalf of 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.

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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	Under consideration	–	–	The comments made by the Secretary-General on behalf of 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.

