

## Reference document concerning “Matters relating to the Joint Inspection Unit (JIU): Reports of the JIU” (GB.328/PFA/7)

### ILO’s follow-up status on the JIU recommendations presented to the Governing Body at the current session, as of July 2016 <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 and “E” when a recommendation is addressed for action by executive 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: <http://www.unjiu.org/> in English, French and Spanish, among other UN official languages.

## Status of ILO follow-up on JIU recommendations as of July 2016

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	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 is directed to the UN Secretary-General. 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 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.	E	Enhanced coordination and cooperation between participating organizations	Not relevant			This is directed to the UN Secretary-General. 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 environment protection and sustainable development within the United Nations system organization
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	E	Enhanced coordination and cooperation between participating organizations	Accepted	In progress	Yes	The ILO provided comments on the UNDG guidance notes on mainstreaming environmental sustainability and the integration of the three dimensions of sustainable development into the UNDAF process

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		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 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	In progress		ILO's evaluation policy already provides for a balanced approach between the learning and accountability functions of evaluation. Innovation and risk-taking is part of experimental approaches or pilot projects within the limits of proper risk assessment and identification of risk mitigation strategies.
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	L	Management improvement through enhanced efficiency	Accepted	Implemented		

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		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.						
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	4	<p>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:</p> <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	Management improvement through enhanced effectiveness	Not accepted			ILO's evaluation policy and practice complies 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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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			ILO actively supports this.
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		
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	In progress		ILO's evaluation policy was subject to an external evaluation in 2010 which resulted in a revised strategy and will be subject to a repeat evaluation in 2016.  Preparations for a repeat external evaluation of the evaluation function in 2016 have started.
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	E	Strengthened coherence and harmonisation	Accepted	In progress		Decentralized evaluation has been strengthened in the ILO over the last 4 years with established regional evaluation officer posts in the regions and over 100 trained and certified evaluation managers. This network

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		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.						with support and under supervision of the Evaluation Office will be able to ensure evaluation is embedded in ILO's work at the country level in support of the post-2015 agenda.
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	The ILO has already issued a Circular N°630 dated 10.07.2002 on the inappropriate use of employment contracts in the Office which recalls to managers and staff the main rules governing the various types of contracts and in particular short-term appointments versus external collaboration contracts. However, in the context of the reform of its contractual arrangements, the ILO intends to revise and update the aforementioned circular. This reform is still in progress and it requires further internal negotiations with our staff representatives.
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	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 GB of the ILO has not expressed any 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 our Governing Body. Should an interest arise within our constituents in the future the necessary information will be provided.

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Congo, Haiti and India								
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	When the internal ERP system was introduced, a requirement for the system to be developed was that all external collaborators be entered into the HR module to ensure that the employment of all individuals could be tracked. The monitoring system is associated with a number of warnings and allows the extract data for external collaborators when entered in the system in order to monitor their usage. The ILO does not employ any non-staff categories other than the ex-cols.
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.
JIU/REP/2014/9: Contract Management and	1	The legislative bodies of the United Nations system organizations should direct the	L	Management improvement through	Accepted	Implemented		The ILO Procurement Manual addresses the monitoring and management of a vendor's

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Administration in the United Nations system		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.		enhanced effectiveness				performance and contractual obligations, resolution of contract disputes, contract completion and close-out and the respective roles of the ILO Contract Administrator and Procurement Bureau.
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		Whilst a formal statement of internal control (SIC) is under development, our accountability framework includes a requirement for annual certification by officials with procurement responsibilities. The internal letter of Representation (LoR) signed by ILO officials also include this certification.
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	E	Management improvement through enhanced efficiency	Accepted	In progress		ILO is currently undergoing a thorough review of selected administrative services and business processes. The re-assessment of the financial and human-resource needs for post-award contract management will be part of the exercise.



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		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.						
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	In progress		This kind of training modules is currently offered by the UNDP Training Unit (Copenhagen-Denmark). The modules include "Contracts and Suppliers Relations Management", "Risk Management in Contracting for Construction Services", etc. The Office supports this harmonized approach. Consultations will be undertaken with UNDP to assess opportunities to develop shorter or condensed versions of these modules for deliver to a wider audience.
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		The ILO's results-based Performance Management Framework (PMF) has enhanced accountability and transparency in relation to staff performance, goal setting and results since its implementation in July 2009. The PMF is an important component of the ILO's Accountability Framework and it also supports the implementation of results-based management at the individual level. The PMF provides a comprehensive approach to the management of performance in the Office that involves planning and monitoring work with an emphasis on dialogue and feedback between staff and managers. To guide work individual outputs are agreed between the respective staff member and the direct supervisor, and these outputs

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								include all critical elements of the staff members' delivery during the period under review.
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 plans should include risk-mitigation measures and also clear designation of responsibility to those persons executing such measures.	E	Management improvement through enhanced controls and compliance	Accepted	In progress		The ILO's Guidelines for Procurement Risk Management is in place. PROCUREMENT is revising the current risk management policy to incorporate the post-award risks. It is also assessing the possibility to subscribe with BISnode, a monitoring service, to monitor the financial services of companies holding long-term multi-million dollars contracts.
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		A new version of UN Global MarketPlace (UNGM) vendor management functionality was introduced in July 2016, allowing member such as the ILO to rate the performance of their respective suppliers and share the information with other UNGM members.
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. Remedial action should follow to address such deficiencies.	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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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		The ILO standard terms and conditions are annexed to all contract documents and explicitly discuss the matter of liquidated damages and other remedies.
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 of need for such functionality.	E	Management improvement through enhanced efficiency	Accepted	Implemented		Stand-alone contract management module is available as part of the ILO e-tendering module, which was developed based on the assessment of needs and cost/benefits of the organization.
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	In progress		In view of the great relevance of the Decent Work Agenda for the 2030 Agenda, the ILO welcomes the recommendation to carry out pro-active awareness and training activities aimed at staff of UN System organizations and will bring the issue to the attention of the ILO Governing Body for consideration.

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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	In progress		ILO contributed to the Common Core Principles to Guide UN System Climate Action UN system-wide strategy on climate change adopted by CEB in May 2016
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 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).	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	ILO is formally participating in the Task Team mandated to formulate a system-wide strategy on climate change as well as UNFCCC relevant processed to follow up on the outcomes of COP21  ILO founding values, goals and objectives of decent work and social justice have found resonance in global framework agreements including the Paris Agreement on climate change
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	E	Enhanced transparency and accountability	Accepted	In progress		Although the ILO is not a main actor in this process, as part of its participation in the HLCP task team on climate change, the ILO follows the process towards a common methodology to establish criteria to ensure the traceability of specific funding for climate change adaptation and

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		climate change adaptation and mitigation, seeking consistency and coherence in the context of the climate change regime methodologies.						mitigation, seeking consistency and coherence in the context of the climate change regime methodologies
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations	4	Executive heads of the member organizations of the CEB, under the leadership of the Secretary-General in his capacity as 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.	E	Enhanced coordination and cooperation among participating organizations	Accepted	In progress		The ILO is in the process of better articulating its strategy on environment, including a better tracking of climate change expenditure and projects. This exercise is in part conducted as part of a process seeking an accreditation to the Green Climate Fund. Once firmly established such a system can facilitate the sharing of information for the measurement and monitoring of the United Nations system activities and resources aimed at addressing climate change
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 enhance and strengthen capacity-building assistance to developing countries through CCAs/UNDAFs.	E	Management improvement through the dissemination of good/best practices	Accepted	In progress		The ILO is coordinating better with UNRCs and UNCTs on matters related to climate change

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