

Reference document concerning “Matters relating to the Joint Inspection Unit (JIU): Reports of the JIU” (GB.334/PFA/8)

ILO’s follow-up status on the JIU recommendations presented to the Governing Body at the current session, as of July 2018 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; “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.

¹ 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 to JIU recommendations as of July 2018

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
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 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 P&B proposals in 2020-21, as well as in the follow-up of the 2018 ILC discussion on Development Cooperation.

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
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 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.	L	Enhanced coordination and cooperation between participating organizations	Under consideration			The recommended action also has implication on the DWCP in the small island developing States (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		The recommended action is ensured in the ILO work in/for the relevant island States, including in the framework of country-specific DWCP or sub-regional programme of work, and particularly in the areas of youth employment and green jobs.
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	E	Management improvement through enhanced effectiveness	Accepted	In progress		The Office is preparing for South-South and Triangular Cooperation (SSTC) BAPA* +40 Conference scheduled in March 2019. The resulting frameworks and tools will be used to enhance SAMOA Pathway and support to SIDS and least developed and land-locked countries.

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		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.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	* Buenos Aires Plan of Action (BAPA) for Promoting and Implementing Technical Cooperation among Developing Countries (endorsed by the General Assembly in 1978, resolution 33/134).
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 consultation with SIDS and their relevant partners.	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 UNDAFs – in most cases, both at national and sub-regional levels.
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		The recommended action has been undertaken in the Pacific (e.g. Samoa’s SDGs Roadmap to localization & integrated M&E framework; and Cook Islands’ National Sustainable Development Plan 2016-20, collaboration with the Statistics for Development Division of the Pacific Community), the Caribbean (collaboration with the Caribbean Community), and in Africa (e.g. Joint activities with the UN Economic Commission for Africa to support SDG employment indicators, taking into account different specificities including of SIDS). The implementation is on-going where relevant.

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JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	8	The governing bodies of the United Nations system organizations should coordinate their efforts in 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.	L	Enhanced transparency and accountability	Under consideration			The recommended action needs be considered in view of the complexities reflected in “Architectural elements for monitoring and accountability of the SAMOA Pathway and United Nations global mandates” (Annex III of the JIU Report), as commented earlier under Recommendation 1. Feasibility of this recommendation depends on the UN system-wide clarity as to how different reporting frameworks relate to one another, taking into account individual organization’s accountability requirements to own governance structure (e.g. in the ILO, biennial programme implementation report, relevant reporting of each DWCP, etc.).
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	The ILO’s Chief Internal Auditor presents an annual report to the March session of the Governing Body and provides further clarifications on any questions that the Governing Body may have. The same applies to the Chair of the Independent Oversight and Advisory Committee (IOAC). He/she submits and presents an annual report to the March session of the GB. Both reports are public documents.
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 the hiring of the heads of internal audit/oversight, and in the termination of their tenure.	E	Enhanced transparency and accountability	Accepted	Implemented		The appointment and termination provisions for the Chief Internal Auditor are established in the Staff Regulations as approved by the Governing Body. The Staff Regulations state that the Director- General may appoint/terminate the Chief Internal Auditor after consultation with the Governing Body. The Office has further elaborated these procedures in an Internal Audit Charter which

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								provides an opportunity for the Director-General to seek advice from the IOAC as part of the recruitment or termination process. These provisions were approved by the Governing Body.
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	The Chief Internal Auditor’s annual report to the Governing Body refers to recurring cross-cutting issues. The report makes appropriate recommendations to assist the Office to address them.
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 data analytics and remote auditing, with a view to leveraging technology to provide more economical and comprehensive audit coverage.	E	Management improvement through dissemination of best practices	Accepted	In progress		The ILO’s Office of Internal Audit and Oversight (IAO) has as part of its team an auditor with an IT background. IAO is continuing to further strengthen its use of Enterprise Resource Planning system and, as necessary, obtains IT skills through a Long-Term Agreement with prequalified vendors.
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	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	Should short falls occur between projected resources to complete IAO’s approved risk based plan and actual resources available, IAO requests a supplementary allocation to cover any such gap. The Director-General has always approved and met the request. In the 2018–19 Programme and Budget, the Director-General proposed that IAO receive additional resources amounting to an 11% increase

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		audit/oversight during risk-based audit planning.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	compared to the previous biennium’s regular budget allocation, which was subsequently approved by the Governing Body.
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 previous Joint Inspection Unit (JIU) recommendations, as reinforced in this report.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	The IOAC has been established for a number of years and is fully functional. The members of the IOAC are selected through a transparent process.
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"> 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 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 organizations’ personnel and premises 	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 couldn’t 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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		<ul style="list-style-type: none"> 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 United Nations system-wide Road Safety Strategy has been promulgated on 2 March 2018 and an internal Focal Point on Road Safety is going to be nominated.
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 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.	E	Enhanced transparency and accountability/ Management improvement through enhanced controls and compliance	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 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.

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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 systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.	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 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.
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. 5 interviews have been conducted that will be used as models. In 2018-19 KMCT will be using this methodology to help retain knowledge in a number of ILO units and field offices.
JIU/REP/2016/10: Knowledge management in the United Nations system	6	The executive heads of 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)	E	Management improvement through dissemination of best practices	Not Accepted			The ILO is striving to build and strengthen its own knowledge 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.

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		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.			“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	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 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.	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. ILO is already in close contact with donors to ensure synergies and complementarity. ILO has not been solicited yet regarding a UN-wide repository but Multilateral Organisation Performance Assessment Network (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, thus not relevant.
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	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	The ILO already has a ‘central’ function for coordinating donor assessments (vested in the Resource Mobilization Unit, Partnerships and Field Support Department), managing

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		central function in their respective organizations for coordinating the multiplicity 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”	information provided to donors, standardising communications and ensuring consistency and tracking of the follow-up action on findings and recommendations by relevant organizational units.
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	Yes	The ILO does this on an ongoing basis. The Director-General has personally engaged with MOPAN members to discuss the follow-up to the 2016 MOPAN assessment on the ILO. The ILO’s Evaluation Office and the Office of Internal Audit and Oversight are fully engaged in this process.
JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	5	The legislative/governing bodies of the United Nations system 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.	L	Enhanced transparency and accountability	Accepted	Implemented		

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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 methodology to capture a collective reflection of an agency's performance and reduce the need for additional bilateral assessments.	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.
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	Under consideration			The ILO's travel policy has an advance booking rule which is applied. Having an advanced booking rule rather than an advance purchase rule allows flexibility while effectively reducing costs. Advance planning rules are already in place. It should be noted that even though usually the earlier tickets are bought, the least expensive they should be, lately it was noticed that a great number of derogations do not negatively impact in terms of cost savings.
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 efficiency gains by their next budgetary cycle.	E	Management improvement through enhanced controls and compliance	Accepted	In progress		

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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 accepted			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 reviewed its travel patterns at headquarters to determine the effectiveness and efficiency of this tool. The ILO has come to the conclusion that it is neither cost effective nor efficient to integrate an online booking tool. 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 review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	1	The executive heads of organizations who have not 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.	E	Management improvement through dissemination of best practices	Accepted	Implemented		
JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by	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	E	Enhanced transparency and accountability	Accepted	Implemented		At every October/November session, the ILO Governing Body is invited to provide guidance on the information contained in the main document summarising JIU reports and on any of the recommendations in the two reference documents, including on the follow-up status of

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the United Nations system organizations		bodies, especially with regard to system-wide and several organization reports, by the end of 2018.						those recommendations that had been presented to the Governing Body in the previous three years.
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	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 recommendations until their full implementation, by the end of 2018.	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.
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		The JIU focal point (Strategic Programming and Management Department) monitors and verifies the implementation status of all accepted recommendations with the relevant units/officials.
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.
JIU/REP/2017/6: Results-based management in the United Nations	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	E	Management improvement through enhanced effectiveness	Accepted	In progress		The ILO has set-up an internal task force to further improve its existing RBM guidance, frameworks, systems and tools. The task force is developing a comprehensive road-map that will guide ILO efforts in this direction during

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development system: analysis of progress and policy effectiveness		management within and across organizations.						2018 and 2019. The road map is based on five building blocks: 1) strategic vision and planning; 2) measurement framework; 3) strategic budgeting; 4) work planning, monitoring and reporting; and 5) RBM culture.
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.
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.
JIU/REP/2017/6: Results-based management in the United Nations	4	Executive heads should ensure that the future development of approaches to staff accountability and human resources management incorporate more consideration of	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	Individual accountability for results is part of ILO's human resources strategy 2018-21 (GB.331/PFA/13), approved by the Governing Body in October 2017. One of the strategy's objectives is achieving enhanced

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
development system: analysis of progress and policy effectiveness		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.						organizational agility through the alignment of the workforce with the ILO’s strategic objectives and priorities. Accountability for results at the individual level is monitored through the ILO Performance Management Framework.
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	The use of information on results for learning, accountability and decision making is a strategic priority of the ILO. The Office has developed an on-line dashboard on “Decent Work Results” (www.ilo.org/IRDashboard) as part of its Programme Implementation Report 2016-17, increasing transparency, accountability and use of information on country-level results. Use of evaluation results has been a priority in ILO’s Evaluation strategies since 2011 and got further reinforced in the 2017 evaluation policy and 2018-2021 evaluation strategy . The new evaluation strategy operationalizes the policy and defines outcomes, outputs and indicators in relation to capacities and systems to increase evaluation practice and use. Evaluation reports are all published and displayed through i-eval discovery .
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	L	Management improvement through enhanced effectiveness	Accepted	In progress		The ILO’s biennial Programme Implementation Report for 2016-17 included an enhanced section on lessons learned from evaluations and programme implementation, which was examined by the Governing Body in March 2018.

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
		greater focus on what works, what does not work and why, and do so with due regard to context.			"Accepted"; "Not accepted"; "Under consideration"; and "Not relevant".	"Not started"; "In progress"; and "Implemented"	"Yes"; "Partially"; and "No"	

