Reference document concerning "Matters relating to the Joint Inspection Unit (JIU)" (GB.343/PFA/11)

▶ ILO's follow-up status on the JIU recommendations presented to the Governing Body in the previous three years: an update as of July 2021 [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";

- "Dissemination of good/best practices";

- "Enhanced coordination and cooperation";

- "Strengthened coherence and harmonization";

- "Enhanced control and compliance";

- "Enhanced effectiveness";

- "Significant financial savings";

- "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.

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[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 2021

Report	Rec. No	Recommendation	Addresse e	Intended impact	Acceptance "Accepted"; "Not accepted"; "Under consideration"; and "Not relevant"	Implementati on "Not started"; "In progress"; and "Implemente d"	Impact achieved "Yes"; "Partially"; and "No"	Remarks
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	Accepted	In progress		The acceptance status has been changed from "not accepted" to "accepted", due to the change of direction as decided at the UNDG level. This type of recommendation that entails UN system-wide coordination and common action is not attributable to the ILO alone.

SIDS national and subregional priorities were presented at the ECOSOC of May 2021. DCO requested all UN agencies to update their commitment tracker on SIDS. The priority identified by the UN in response to SAMOA pathway are :a) more tailored support; b) enhanced and aligned physical presence; c) strengthened and more physical policy and technical resources; d) integration and participation in intergovernmental fora and processes; e)strengthening national data systems, data collection and use; f) improved access to finance. |

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								Point (f) is a cross cutting issue being discussed at the level of SDGs and in the framework of the LDC5 UN Summit to take place in Qatar in January 2022.
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	Not accepted			The ILO will continue supporting SIDS in light of their priorities and challenges and with a view to accelerating the delivery of the SDGs together with the other agencies of the UN System. In that regard ILO narrative on SIDS was prepared which will serve as a basis for consultations between Geneva and the field and with the ILO constituents.

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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	L	Enhanced coordination and cooperation	Accepted	Implemented		

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		Agenda for Sustainable Development of SIDS.						
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	4	The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing States and all partners for development so as to strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level.	L	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2016/7: Comprehensive review of United	5	The executive heads of the United Nations system organizations should	E	Enhanced effectiveness	Accepted	Implemented		

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Nations system support for small island developing States: final findings		ensure the participation of their organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that new parameters of eligibility are designed for better access to financing for development for SIDS.						
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	L	Enhanced effectiveness	Accepted	Implemented		

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance "Accepted"; "Not accepted"; "Under consideration"; and "Not relevant"	Implementation "Not started"; "In progress"; and "Implemented"	Impact achieved "Yes"; "Partially"; and "No"	Remarks
		assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners.						
JIU/REP/2016/7: Comprehensive review of United Nations system support for small island developing States: final findings	7	The legislative and governing bodies of the United Nations system organizations should ensure, based on the ongoing work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development	L	Enhanced transparency and accountability	Accepted	Implemented		

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		Goals, so that processes and indicators are adapted to their needs and priorities identified at the national and regional levels.						
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	Accepted	Implemented		
JIU/REP/2016/8:	1	Governing bodies should direct executive heads of	L	Enhanced transparency	Accepted	Implemented	Yes	

Report	Rec. No	Recommendation	Addresse e	Intended impact	Acceptance "Accepted"; "Not accepted"; "Under consideration"; and "Not relevant"	Implementati on "Not started"; "In progress"; and "Implemente d"	Impact achieved "Yes"; "Partially"; and "No"	Remarks
State of the internal audit function in the United Nations system		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.		and accountability				
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		

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance "Accepted"; "Not accepted"; "Under consideration"; and "Not relevant"	Implementation "Not started"; "In progress"; and "Implemented"	Impact achieved "Yes"; "Partially"; and "No"	Remarks
JIU/REP/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	Accepted	Implemented	Yes	
JIU/REP/2016/8: State of the internal audit function in the United Nations system	5	Executive heads of United Nations system organizations should ensure that their internal audit services have adequate financial and human resources to expand the use of information technology (IT) auditing techniques,	E	Dissemination of good/best practices	Accepted	Implemented	Yes	

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		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.						
JIU/REP/2016/8: State of the internal audit function in the United Nations system	6	Executive heads of United Nations system organizations, on the advice of their oversight committees, should allocate adequate financial and human resources to the internal audit services to ensure sufficient coverage of high-risk areas and adherence to established auditing cycles, as identified by the heads of internal audit/oversight during risk-based audit planning.	E	Enhanced control and compliance	Accepted	Implemented	Yes	

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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	
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:	E	Enhanced transparency and accountability Enhanced control and compliance	Not Accepted			While the ILO supports the objectives of the recommendation, in view of the number of host country agreements concerned and the extensive country specific negotiations required, the suggested deadline could not be met. The Office will make its best efforts to follow up with the host countries, once the common annex

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		• 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 • Existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments.						template is developed by the UN Office of Legal Affairs of the UN.

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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 Enhanced control and compliance	Accepted	Implemented	Yes	
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	E	Enhanced transparency and accountability Enhanced control 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.

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		included in the individual performance appraisal systems in place for all staff within their respective organizations.						
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 Enhanced control and compliance	Not Accepted			The ILO already has a mechanism/procedure of the internal letter of representation, requiring managers to confirm on an annual basis that, inter alia, they have complied with UNDSS requirements and that they coordinate with the security management team at the duty station.
JIU/REP/2016/10: Knowledge management in the United Nations system	3	The executive heads of the United Nations system organizations, if they have not already done so, should take incremental measures aimed at embedding knowledge management skills and	E	Enhanced control and compliance	Accepted	Implemented	Yes	Measures have been taken regarding performance appraisal systems, job descriptions and organizational core competences, and biennial work plan guidance.

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		knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.						
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	Enhanced efficiency	Accepted	Implemented	Yes	All retiring staff are requested to include an output in their performance appraisal related to knowledge transfer. Regarding moving staff, there is always a period of handover and for departing staff there is a period of notice. Knowledge transfer is the main priority during this period.
JIU/REP/2016/10: Knowledge management in the	6	The executive heads of the United Nations system organizations with long-standing and	E	Dissemination of good/best practices	Not Accepted			The ILO is striving to build and strengthen its own knowledge management systems. Consequently, it would support the

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United Nations system		comprehensive experience in knowledge management should take the lead in introducing in the agenda of the United Nations System Chief Executives Board for Coordination (CEB) an item dedicated to knowledge management, so as to provide an opportunity for sharing, at a strategic level, experiences, good practices and lessons learned, with a view to gradually developing a common, system-wide knowledge management culture.						leadership of those who have already tried and tested systems and who would be well placed to take forward such an initiative from which ILO could learn.
JIU/REP/2017/2: Donor-led assessments of the United Nations	1	The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and	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

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system organizations		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.						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. The ILO is currently undergoing its third MOPAN assessment for 2020-2021 cycle.
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	L	Significant financial savings	Not Relevant			This recommendation is addressed to the member States that are members of the MOPAN.

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		levels of information, and determine its effectiveness in reducing the need for additional individual donor assessments.						
JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	3	The executive heads of the United Nations system organizations should designate, on the basis of the volume and variety of donor reviews, an appropriate central function in their respective organizations for coordinating the multiplicity 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	E	Enhanced transparency and accountability	Accepted	Implemented		

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		responsible 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	Partially	The Evaluation Office reviews findings of MOPAN assessments as they become available to assess convergence or divergence with its own findings and to cross-reference as appropriate
JIU/REP/2017/2: Donor-led assessments of the United Nations	5	The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and	L	Enhanced transparency and accountability	Not accepted			ILO resources for oversight purposes, including for the Office of the Internal Audit and Oversight and the Evaluation Office, have been increased in recent biennia, in the context of the Governing Body's

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system organizations		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.						decisions on the biennial Programme and Budget. To date, the ILO considers that these offices are adequately resourced to discharge their functions effectively. Notwithstanding the importance of oversight reports also in the ILO's engagement with its donors, the ILO notes that general ILO-wide evaluation and audit reports, by their nature, are not always geared to provide the granularity to address the specific requirements of donors.
JIU/REP/2017/2: Donor-led assessments of the United Nations system organizations	6	The executive heads of the United Nations system organizations and the Secretary-General, in the context of the United Nations System Chief Executives Board for Coordination, should develop a common position for initiating a high-level dialogue with	E	Enhanced transparency and accountability	Accepted	In progress		The latest MOPAN methodology has new indicators in relation to uptake of UNDS reform and contribution to the Agenda 2030. The findings in relation to these will be useful to further common UN work.

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		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.						
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	E	Enhanced control and compliance	Accepted	Implemented		

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		travel policies that are regularly measured.						
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	Enhanced control and compliance	Accepted	Implemented		
JIU/REP/2017/3: Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	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	E	Enhanced effectiveness	Not relevant			Online booking tools are cost-effective mostly for round trip and point to point tickets. Manual ticketing is still necessary for complex ticketing. Travel patterns of each organization must be reviewed in order to determine if this tool is effective and efficient for their travel management.

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		consider integrating them with their existing systems by 2020.						The ILO has reviewed its travel patterns at headquarters to determine the effectiveness of an online booking tool and conducted a feasibility analysis in order to support this recommendation. Based on the results of this analysis, the ILO has approached its current TMC to request an official proposal and explore options for implementation during 2021-2022.
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	Dissemination of good/best practices	Accepted	Implemented	Yes	
JIU/REP/2017/5: Outcome of the review of the	2	The executive heads of organizations who have not yet done so are	E	Enhanced transparency	Accepted	Implemented		

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follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations		requested to propose to their legislative bodies a concrete course of action to be taken with respect to the recommendations of the Joint Inspection Unit addressed to these bodies, especially with regard to system-wide and several organization reports, by the end of 2018.		and accountability				
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	5	The executive heads of organizations who have not yet done so should	E	Enhanced transparency	Accepted	Implemented		

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follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations		introduce appropriate verification and monitoring procedures on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018.		and accountability				
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	Not accepted			The High-Level Committee on Management (HLCM) would be most appropriate to consider those recommendations that are intended to enhance coordination and cooperation. The resulting decisions or recommendations from the HLCM may then be submitted to the CEB for virtual endorsement, in line with the new work method of CEB as introduced by the UN Secretary-General.

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

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		assessed for value and shared for adoption system-wide.						
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 mind set and value systems that are important for enhancing staff commitment and engagement in implementing results-based management.	E	Enhanced effectiveness	Accepted	Implemented	Partially	
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of	4	Executive heads should ensure that the future development of approaches to staff accountability and human resources management incorporate more consideration of	E	Enhanced control and compliance	Accepted	Implemented	Yes	

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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.						
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	Enhanced efficiency	Accepted	Implemented	Yes	
JIU/REP/2017/6: Results-based management in the United Nations development system: analysis of progress and policy effectiveness	6	Legislative bodies may wish to work with heads of organizations to enhance the focus on managing for results beyond the demand for accountability and reporting to give a greater	L	Enhanced effectiveness	Accepted	Implemented	Yes	

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		focus on what works, what does not work and why, and do so with due regard to context.						
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	1	The governing bodies of the United Nations system organizations should encourage the Secretary-General and executive heads of other organizations, in the framework of the United Nations System Chief Executives Board for Coordination, to develop a common position and pursue a high-level strategic dialogue with donors, in order to address the challenges posed by the current funding models and practices and the impact of strict earmarking of voluntary contributions and reporting to donors.	L	Enhanced transparency and accountability	Accepted	Implemented		

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JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	2	The executive heads of the United Nations system organizations that have not yet done so should put in place measures for ensuring that partnership agreements, concluded at the corporate level with the donors and at the corporate and field levels for individual programmes and projects, spell out the needs and requirements of the donors and the mutual commitments of the organizations and the donors, with respect to the details of reporting on the use of funds provided.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	3	The executive heads of the United Nations system organizations should encourage better access to, and dissemination and exchange of, information	E	Enhanced transparency and accountability	Not accepted			The ILO maintains since early 2018 a corporate repository of contribution agreements and donor reports, which is accessible to all ILO staff. The ILO's public Development Cooperation Dashboard shows

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		concerning donor reporting among the member States and should ensure that every organization maintains a corporate repository for all contribution agreements and donor reports.						expenditures of voluntary contributions by project/donor/country, as well as project summaries.

Signed contribution agreements are confidential and not publicly accessible to the third parties unless all parties involved have agreed to this and/or specified this in the agreements.

While donor reports are available to all ILO staff through the Reporting Module of the Development Cooperation Management Support application, donor reports for specific projects may at times include sensitive information relevant to a specific project/ agreement/ national context/ partners/ beneficiaries, and may require further review before they can be shared publicly. This would increase the workload with significant cost implications. |

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JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	4	The executive heads of the United Nations system organizations that have not yet done so should regularly update guidance on donor reporting and put in place measures for the professional skills development and training needed to improve reporting to donors, for personnel at headquarters and in the field.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	5	The executive heads of the United Nations system organizations that have not yet done so should work systematically with donors to include in donor agreements the costs associated with preparing donor reports.	E	Enhanced transparency and accountability	Not accepted			The recommended action needs to be taken on case-by-case basis. In the ILO, in the majority of the cases, the costs of preparing reports are partly covered by indirect costs/overhead provisions (especially financial reporting) and partly recovered through budget lines for staff cost (narrative reporting) as part of normal programme operations. Where reduced provisions for overheads

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								are requested, these must go hand in hand with a reduction in reporting requirements.
JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system	6	The Secretary-General and executive heads of other United Nations system organizations should, preferably within the framework of the United Nations System Chief Executives Board for Coordination, develop and adopt a common report template accommodating the information needs and requirements of donors and the regulatory frameworks and capacities of the organizations, as a basis for negotiations with donors.	E	Strengthened coherence and harmonization	Accepted	Implemented	Yes	The ILO has been involved in further specific follow-up with UN partners in this respect and continues to be open to further harmonization and common templates, to the extent that it does not compromise the ILO's tripartite and normative mandate. As an example, the '8+3 reporting template' as developed by the agencies in the context of the Grand Bargain has been adopted by the ILO for relevant projects/donors.
JIU/REP/2017/7: Review of donor reporting	7	The governing bodies of the United Nations system organizations should	L	Enhanced transparency	Accepted	Implemented	Yes	

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requirements across the United Nations system		request the executive heads to task, and adequately support, the internal audit and evaluation offices of their respective organizations with ensuring that the relevant oversight reports provide the required levels of assurance that would help minimize reporting to individual donors on the use of their earmarked contributions.		and accountability				
JIU/REP/2017/8: The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	3	The Secretary-General of the United Nations and the heads of United Nations system organizations, assisted by the United Nations Global Compact, should coordinate and streamline a unique, system-wide package of information about the opportunities for partnerships offered	E	Strengthened coherence and harmonization Enhanced effectiveness	Under consideration			The ILO remains focussed on implementing the recommendations of the HLE PPP but is also engaged with the UN Task Team looking into further common approaches in relation to private sector engagement in support to the SDGs guided by ILO's PPP governance framework.

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		to the private sector by the Sustainable Development Goals, for the benefit of interested organizations.						
JIU/REP/2017/8: The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	5	The heads of United Nations organizations should enhance the role and responsibilities of the Private Sector Focal Points Network with regard to sharing knowledge, promoting good practices and finding innovative solutions to problems related to partnerships with the private sector, including by entrusting them with specific tasks and agenda items on which to report.	E	Enhanced coordination and cooperation Enhanced effectiveness	Accepted	In progress		The ILO appreciates the role of the Private Sector Focal Points Network to enhance communication, strengthen learning, advance coordination, and to improve collaboration among UN staff working with the private sector. The reference to "finding innovative solutions to problems related to partnerships with the private sector" is too vague and needs to be made more specific and inclusive by focusing on how to better meet the expectations of both the UN agencies and the private sector partners
JIU/REP/2017/8: The United Nations system – Private sector partnership	6	All heads of the United Nations system organizations, assisted by the United Nations Global	E	Enhanced transparency	Under consideration			The ILO participated in a UN task team looking into cost-effective arrangements to exchange information on each Agency's

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arrangements in the context of the 2030 Agenda for Sustainable Development		Compact, should jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on the information voluntarily submitted by the participating organizations.		and accountability Dissemination of good/best practices				assessment of private partners on the understanding that this is based on a voluntary basis without new recurrent common costs. ILO is interested to pursue its involvement, taking into account that UN agencies have different interests, needs and governance arrangements around such partnerships.
JIU/REP/2017/8: The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	7	The Secretary-General of the United Nations and all the executive heads of participating organizations should identify and agree on a minimum set of common standard procedures and safeguards for an efficient and flexible due diligence process, to be applied system-wide in a transparent way by the United Nations	E	Dissemination of good/best practices Strengthened coherence and harmonization	Accepted	Implemented		

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		operational staff engaged in the initiation and implementation of partnerships with the private sector.						
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	1	Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest no later than December 2019.	E	Strengthened coherence and harmonization	Not accepted			The responsibilities of the Ethics function cover individual conflicts of interest. The ILO has developed various mechanisms to monitor its exposure to organizational conflicts of interest through its tripartite governing organs, and it will further explore ways to enhance them.
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest	2	Executive heads of the United Nations system organizations, who have not yet done so, should direct their human resources services to introduce a mandatory	E	Enhanced transparency and accountability	Not accepted			Signing on an interest disclosure form is mandatory for all managers and Chief Technical Advisors of extra-budgetary development cooperation projects, on an annual basis. Signing on a disclosure of interest form upon recruitment, as

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in the United Nations system		conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in consultation with any future inter-agency forum.						recommended, would fall short of addressing conflict of interests adequately, given that the situations of staff members evolve over time. Raising awareness of all staff members – at recruitment and subsequently - of their obligation to report potential conflicts and resolve them with their supervisor, has proven to be an effective approach.
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest	3	The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing	L	Enhanced effectiveness	Not accepted			The recommendation suggests that governing bodies are dissatisfied with the current arrangements, or that those arrangements are ineffective. There is no evidence to suggest either case in the ILO. In the ILO, both ethics and financial

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in the United Nations system		financial disclosure programmes and propose any changes to the rationale and scope of those programmes that are needed to increase their effectiveness.						disclosures are reviewed by specialist bodies such as the External Auditor and the Independent Oversight Advisory Committee, and neither of them has addressed the need to review the current procedure. The ILO accordingly sees no immediate need to prepare a detailed report as recommended by the JIU. In any event, the recommended action can be taken by the Director-General without a formal request from the Governing Body, as and when appropriate.
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	4	Executive heads of the United Nations system organizations, who have not yet done so, in consultation with the Legal Network of the United Nations system organizations, should take the necessary steps to introduce, by December 2019, adequate legal	E	Enhanced transparency and accountability	Not accepted			The ILO Staff Regulations contain provisions (art. 1.3) restricting the use of information known to ILO officials by reason of their official position. These restrictions continue to bind officials after they leave the service. Beyond this, the introduction of contractual non-compete clauses prohibiting certain post-employment activities does not seem appropriate, given in

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		clauses in contractual agreements with their staff and non-staff, as appropriate, binding them to the period of restriction set for their function that prohibits them from engaging in clearly defined post-employment activities for the duration of that period of time.						particular that the UN common system package of salaries, benefits and entitlements does not contain any element to compensate accordingly for such restrictions.
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	5	Executive heads of the United Nations system organizations, who have not yet done so, should take the necessary steps, no later than the end of December 2019, to: (a) ensure that all staff members, irrespective of their level and grade, successfully complete the initial and periodic mandatory ethics training course and obtain the respective certification; (b)	E	Enhanced control and compliance	Accepted	Implemented		

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		link certification of the required ethics training course to the annual staff performance appraisal cycle; (c) include ethics training in the induction training of non-staff, including refresher courses after service intervals, as appropriate.						
JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system	6	The governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms.	L	Enhanced control and compliance	Not accepted			Monitoring of conflict of interest issues concerning staff is the responsibility of the Director-General, with the support of relevant department and organizational functions responsible for accountability matters, as well as the external auditor. Typically, oversight committees also include in their terms of reference a responsibility to provide Governing Bodies with advice on such matters of probity and compliance – as it is surely the case for the ILO's

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								Independent Oversight Advisory Committee.
JIU/REP/2018/1: Review of internship programmes in the United Nations system	2	Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.	E	Strengthened coherence and harmonization	Accepted	Implemented	Yes	
JIU/REP/2018/1: Review of internship programmes in the	3	The executive heads of JIU participating organizations should consider updating their internship policies, taking	E	Dissemination of good/best practices	Accepted	Implemented	Yes	

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United Nations system		into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.						
JIU/REP/2018/1: Review of internship programmes in the United Nations system	5	The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on gender, country of origin, university from which the highest diploma was received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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		report should be presented for information to the governing and/or legislative bodies of the organizations at their next sessions.						
JIU/REP/2018/1: Review of internship programmes in the United Nations system	6	Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection	L	Other	Not accepted			ILO has refrained from entering into direct partnerships with specific universities, governments, institutions, or foundations about its internship programme. Rather, the ILO asks the candidates to apply to its on-line internship roster through the E-recruitment platform, and directly signs internship agreements with the candidates themselves, in order to diversify the programme as much as possible and to facilitate equal opportunities to the greater numbers.

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		criteria.						
JIU/REP/2018/1: Review of internship programmes in the United Nations system	7	Executive heads of the organizations of the United Nations system should establish a collaboration mechanism between the public information services of the organizations and the permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, based on the World Guide to Higher Education published by the United Nations Educational, Scientific and Cultural	E	Enhanced coordination and cooperation	Accepted	Implemented		

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		Organization.						
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	1	Legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues.	L	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2018/4: Review of whistle-blower policies and practices in United	2	In United Nations system organizations that do not have an external and independent mechanism for appeals when a prima	E	Enhanced transparency and accountability	Accepted	Implemented		In the ILO, in cases where the Ethics Officer concludes, following the preliminary review of a complaint of retaliation, that there is no prima facie case of retaliation, the

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Nations system organizations		facie case of retaliation is not determined, the executive head should instruct the relevant office(s) to develop, by 2020, appropriate options to address this deficiency for his or her timely consideration, and to outline any agreed-upon mechanisms and processes in updates to protection against retaliation policies.						complainant can raise the alleged retaliatory act though the internal justice system.
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	3	Executive heads of United Nations system organizations should update their relevant whistle-blower policies by 2020 to address shortcomings and gaps identified in the JIU best practices ratings.	E	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2018/4: Review of whistle-	4	By 2020, the legislative bodies of the United	L	Enhanced transparency	Not accepted			ILO's Office of Internal Audit and Oversight is reporting to the

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blower policies and practices in United Nations system organizations		Nations system organizations should request executive heads to ensure that the independence of the head of ethics, head of oversight and ombudsman/mediator functions is clearly defined, in accordance with recommendations contained in JIU reports (JIU/REP/2006/2, JIU/REP/2010/3, JIU/REP/2011/7, JIU/REP/2015/6 and JIU/REP/2016/8), and that these functions report periodically to the legislative body.		and accountability				Governing Body on an annual basis. The reports of the Ethics Officer and the Mediator are made public online.
JIU/REP/2018/4: Review of whistle-blower policies and practices in United	5	By the end of 2019, executive heads of United Nations system organizations should develop comprehensive communications tools for	E	Other	Accepted	Implemented		

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Nations system organizations		all personnel on what, how, where and to whom to report misconduct/wrongdoing, including harassment and retaliation, in all the working languages of the organization.						
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	6	Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting those who report misconduct/wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support mechanisms and resources.	E	Enhanced effectiveness	Accepted	Implemented		

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JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	7	Executive heads of United Nations system organizations should develop standard operating procedures by 2020 for handling retaliation cases, with specific checklists and protocols for investigation, support services and communication.	E	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	8	Executive heads of United Nations system organizations should ensure that, by 2020, anonymous channels to report misconduct/ wrongdoing are: (a) developed and operational; (b) available in all the working languages of the organization; (c) accessible to all personnel, vendors and	E	Enhanced effectiveness	Accepted	Implemented		

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		beneficiaries; (d) reflected in their relevant policies; and (e) widely communicated.						
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	9	By the end of 2019, executive heads of United Nations system organizations should ensure the public posting of an annual report, with all due consideration to confidentiality, on misconduct/wrongdoing and retaliation cases. The report should specifically include the allegations, findings and outcomes, including administrative actions taken.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2018/4: Review of whistle-blower policies and practices in United	10	By the end of 2019, executive heads of United Nations system organizations should ensure that all supervisors and managers are	E	Enhanced effectiveness	Accepted	In progress		The updated whistle-blower protection policy highlights related responsibilities of managers and will be actively disseminated to all staff and included in ethics-related staff training, including an existing

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Nations system organizations		required to complete specific training on whistleblowing policies and on how to appropriately respond to and handle misconduct/wrongdoing and retaliation reports.						programme for Office directors and as well as face-to-face briefings for newly appointed senior managers. For this purpose, a dedicated information tool for managers on misconducts reporting and protection from retaliation will be prepared.
JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations	11	By 2020, executive heads of United Nations system organizations should conduct global staff surveys on a biennial basis, in order to gauge staff views on "tone at the top" issues, accountability and ethics-related topics and to develop a comprehensive action plan to address the issues identified.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2018/5: Opportunities to improve efficiency and effectiveness in	1	Executive heads, in coordination with the Chair of the United Nations Sustainable	E	Enhanced transparency	Not relevant			This recommendation is being pursued through the UN Reform under the Efficiency Agenda, the Business Operations Strategy,

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administrative support services by enhancing inter-agency cooperation		Development Group and with a view to a coherent system-wide approach, should, by the end of 2020, enhance existing systems or implement new ones to accurately identify resources devoted to administrative support services, irrespective of funding source or cost classification, and set out how efficiency should be defined and assessed.		and accountability				Common Premises, Common Back Office and Global Service Centres. The ILO is an active participant in these efforts and changes are being progressively implemented where practicable. This type of recommendation that entails UN system-wide coordination and common action is not attributable to the ILO alone.
JIU/REP/2018/5: Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	2	The legislative bodies should request executive heads to develop performance indicators and targets to drive improvements in administrative support service delivery, and to post performance publicly.	L	Enhanced transparency and accountability	Accepted	Implemented	No	

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JIU/REP/2018/5: Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	6	The United Nations Sustainable Development Group should refocus the common business operations of United Nations country teams on a more limited agenda, such as common premises, facility services and procurement. All country teams should be required, by the end of 2020, to put forward a business case on common premises. They should also be required to establish joint long-term agreements and service contracts by the end of 2020.	E	Enhanced effectiveness Enhanced efficiency	Accepted	In progress		As part of the UN Reform it is being implemented with respect to rented common premises but the timing is linked to the expiry of current lease agreements or to the need for new premises. Regarding long-term agreements and service contracts, these are addressed at the country level during development of the BOS and will be put in place where appropriate. It would have been appreciated more if the word "required" in the last sentence of the recommendation be replaced with "encouraged to expand" for support services. This type of recommendation that entails UN system-wide coordination and common action is not attributable to the ILO alone.
JIU/REP/2018/5: Opportunities to improve efficiency and effectiveness in administrative	7	The Secretary-General, in conjunction with other executive heads of entities with field-based programmes, should, by	E	Enhanced transparency and accountability	Accepted	In progress		The ILO was one of the original signatories of the Mutual Recognition Agreement. This type of recommendation that entails UN system-wide

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support services by enhancing inter-agency cooperation		the end of 2020, develop a specific proposal that defines how to apply mutual recognition as a vehicle for capacity consolidation, so as to reduce redundancy and rationalize physical presence.		Enhanced coordination and cooperation Enhanced efficiency				coordination and common action is not attributable to the ILO alone.
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	1	The executive heads of United Nations system organizations should task the relevant offices with developing, by the end of 2020, a draft policy on the accessibility of conferences and meetings for persons with disabilities, as well as guidelines for policy implementation, and present them to their respective legislative bodies, should the endorsement of those	E	Enhanced effectiveness	Accepted	In progress		Initial work is being undertaken, in the context of implementing the United Nations Disability Inclusion Strategy (UNDIS) in the ILO, among other participating agencies in the UN system. The UNDIS includes a performance indicator on accessibility to conferences and events. Related to this, at its 340th Session (November 2020), the ILO Governing Body requested the Director-General to finalize and implement an ILO policy on disability inclusion, and to put in place multiannual strategies to implement the ILO policy, beginning in 2020–23; the drafts of which

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		bodies be required for the policy to take effect.						would refer to accessibility of meetings, conferences and events. The policy and first multiannual strategy are expected to be forthcoming.
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	2	For all major conferences that are hosted off the premises of United Nations system organizations, the executive heads of these organizations should ensure that accessibility requirements are clearly stipulated in individual agreements concluded with the hosting entity for specific conferences and meetings.	E	Enhanced control and compliance	Under consideration			Feasibility of this recommendation needs be further considered, including in the context of implementing the UNDIS in the ILO.
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and	3	The executive heads of United Nations system organizations that have not yet done so should appoint, by December 2021, a focal point on	E	Enhanced coordination and cooperation	Accepted	In progress		Currently, the ILO is developing a draft, multiannual strategy on disability inclusion, a component of which would be the creation of a focal point network on disability inclusion. The focal points would be

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meetings of the United Nations system		accessibility within their organization under terms of reference that clearly define the focal point's role and responsibilities as regards enhancing the accessibility of conferences and meetings for persons with disabilities.						drawn from all relevant departments and offices, including those related to accessibility of conferences and meetings.
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	4	The executive heads of United Nations system organizations should instruct relevant offices that address accessibility-related matters to develop, by December 2021, standard operating procedures with regard to their operational responsibilities to improve the accessibility of conferences and meetings for persons with disabilities.	E	Strengthened coherence and harmonization	Accepted	In progress		The ILO is currently developing a draft policy and multiannual strategy on disability inclusion. The draft policy would refer to accessibility of ILO meetings and conferences, and the draft strategy would delineate action on developing guidelines on accessible meetings.

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JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	5	The executive heads of United Nations system organizations should make it mandatory for organizers of meetings and conferences to ensure, by December 2021, that: (a) The participation of persons with disabilities is fully supported by registration processes that are accessible for persons with diverse disabilities; (b) Clauses are included in accessible registration forms to ask specifically about accessibility requirements; (c) Information on accessible facilities and services is disseminated to all potential participants through	E	Enhanced transparency and accountability	Accepted	Not started		Issues related to this point are expected to be addressed by forthcoming guidelines on accessible meetings, which would be a product of an ILO strategy on disability inclusion currently being drafted.

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		accessible websites and information notes; (d) Accessible post-conference and post-meeting satisfaction surveys consistently include questions to assess satisfaction with the accessibility of facilities and services.						
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	6	The executive heads of United Nations system organizations should, by December 2021, provide the option for remote participation in all meetings and conferences that they organize, with no prejudice to the efforts to make attendance at meetings and conferences accessible to persons with disabilities.	E	Dissemination of good/best practices Other	Under consideration			Noting that the remote access to meetings and conferences is not only for persons with disabilities, feasibility of this recommendation needs be further considered. Related to this issue, the ILO is currently developing a draft policy on disability inclusion that would refer to accessibility of meetings and conferences whether conducted face-to-face or virtually.

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JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	7	The executive heads of United Nations system organizations should issue instructions to information and communications technology and facilities management offices to undertake periodic accessibility assessments of organizational facilities and services for conferences and meetings, and to ensure that organizations of persons with disabilities are adequately consulted at all stages of the process.	E	Enhanced control and compliance Other	Accepted	Not started		The ILO is currently developing a draft strategy on disability inclusion that would produce guidelines on accessible meetings and assessments.
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the	8	The executive heads of United Nations system organizations should task procurement offices with drafting, by December 2021, provisions for incorporating accessibility	E	Enhanced control and compliance Other	Accepted	In progress		The ILO has been involved with work being carried out at the UN system level through the HLCM Procurement Network Task Team on UNDIS, which developed the Guidelines on the Implementation of Indicator 8. While the drafting of

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United Nations system		checks and/or requirements into procurement policies and guidelines for consideration and adoption by the relevant decision-making authority.						the ILO policy on disability inclusion is ongoing (as per Recommendation 1), PROCUREMENT Bureau is working with Gender, Equality, Diversity and Inclusion Branch (GEDI) to identify the ILO purchase categories most relevant for disability inclusion using the methodology established in the HLCM-PN Guidelines. In addition, for the procurement of hotel and event services, PROCUREMENT has published a Standard Operating Procedure (SOP) which contains template terms of reference and evaluation criteria including accessibility considerations.
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the	9	The executive heads of United Nations system organizations should develop and implement through relevant inter-agency mechanisms, by December 2021, a common system-wide mandatory specialized	E	Dissemination of good/best practices Other	Accepted	In progress		The ILO is in discussions with partners under the United Nations Disability Inclusion Strategy on the development of training for all UN staff. For its own part, the ILO has developed an on-line e-learning programme on disability inclusion of all staff. This type of recommendation that entails UN

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United Nations system		training module on disability inclusion and accessibility for personnel involved directly or indirectly in the servicing of conferences and meetings, including, but not limited to, staff in conference management, facilities and services management, human resources management, and procurement, legal, ICT, medical, public information and safety and security services.						system-wide coordination and common action is not attributable to the ILO alone.
JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	10	The legislative bodies of United Nations system organizations should include in their agendas the review of periodic reports submitted to them on the state of accessibility of conference and meeting facilities and services for persons with	L	Enhanced transparency and accountability	Accepted	In progress		Following the GB decision taken on GB.340/INS/9 in November 2020, the Office is engaged to prepare for monitoring that coincides with the UNDIS reporting period and for periodic reporting to the GB on progress and areas for improvement, including on accessibility issues.

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		disabilities, including the state of progress of actions to address accessibility deficits.						
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	2	The Executive Heads of the United Nations system organizations should establish, in the set-up of their programme budgets and finance (cost accounting) systems, a means to report on the cost of research activities by the end of 2020.	E	Enhanced transparency and accountability Significant financial savings	Accepted	Implemented		
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	4	The Executive Heads of United Nations system organizations should carry out periodic assessments of specific research needs and of potential suppliers of research products and associated costs, with the long-term objective of strengthening internal capacities for research, as	E	Enhanced effectiveness Enhanced efficiency	Accepted	Implemented		

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		appropriate, and making systematic use of research produced by academia.						
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	6	The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should consider calling on the Executive Heads of United Nations system organizations who have not yet done so to establish a system-wide policy on open data access, supporting software and research sharing among the United Nations system organizations.	E	Enhanced coordination and cooperation Strengthened coherence and harmonization	Not relevant			The ILO takes note that this recommendation is addressed to the UN Secretary- General.
JIU/REP/2018/7: Strengthening policy research uptake in the	7	The Secretary-General of the United Nations and the Executive Heads of other United Nations	E	Enhanced effectiveness	Accepted	Implemented		Half of the Research Department's external Research Review Group

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context of the 2030 Agenda for Sustainable Development		system organizations should review the level of involvement of researchers from the South and adopt policies and frameworks that will stimulate capacity-building for all dimensions of the policy research functions, including research uptake at the national level, and report thereon to the General Assembly and to the governing bodies, respectively, by the end of 2020.						consists of academics from the Global South.

The ILO Flagship World Employment and Social Outlook reports routinely solicit data and analysis (via funded contracts) from researchers in the Global South, as well as from the ILO field offices.

In the context of the most recent WESO 2021, joint research was implemented by local research teams in 11 middle income countries from all regions 20 studies and surveys in close collaboration with the ILO research team.

The ILO implements country studies in collaboration with local research institutes and universities, which contributes to exchange of |

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								knowledge, capacity building and building of networks for research uptake.
								In addition, the ILO peer-reviewed journal, the International Labour Review, has a regionally balanced editorial board and contributions from all regions.
								The ILO's internship policy actively encourages recruitment of interns from the South, both in HQ and field offices, to develop research, technical and policy capacities in young experts.
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030	8	The Executive Heads of the United Nations system organizations involved in the United Nations Network on Migration	E	Enhanced coordination and cooperation	Accepted	Implemented		

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Agenda for Sustainable Development		should instruct the relevant units to assess the options of inter-agency collaboration, on the basis of converging interests and specific competencies, with regard to decision-making on migration-related research projects, by the end of 2019.		Strengthened coherence and harmonization				
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	9	The governing bodies of the United Nations system organizations should take measures to ensure that commitments to inter-agency collaboration, including through the establishment of a global data knowledge platform and the facilitation of academic exchanges, as stipulated in the Global Compact for Safe, Orderly and Regular Migration, are implemented by the	L	Enhanced control and compliance Enhanced effectiveness	Accepted	Implemented		

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		end of 2020.						
JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	12	The Secretary-General of the United Nations, in consultation with all Executive Heads of the United Nations system organizations, should encourage long-term partnerships with academic communities at the global, regional and national levels, and establish basic guidelines for such partnerships.	E	Enhanced coordination and cooperation	Not relevant			The ILO takes note that this recommendation is addressed to the Secretary- General. The ILO has established research collaboration with a range of universities and national and international organisations, including UN organisations through MoUs, and long-term partnership agreements. These partnerships are based on common research interests and are expressed in joint research, publications and workshops, regular participation in expert meetings and peer review meetings to discuss drafts of flagship reports, and

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								knowledge sharing platforms. Given the ILO's existing guidelines and policies, it may participate in an initiative of the Secretary General to develop system wide guidelines for research cooperation, keeping in mind any value added to such system-wide approaches.
JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	1	The executive heads of the United Nations system organizations should critically assess on a regular basis the quality assurance mechanisms in place in their organization to ensure that ratings by indicator under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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		are accurate according to the technical notes issued by the United Nations Entity for Gender Equality and the Empowerment of Women and that such ratings are appropriately supported by evidence.						
JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	2	Before the end of 2020, the members of the United Nations System Chief Executives Board for Coordination should coordinate within the Board's existing mechanisms to undertake a comprehensive review of the results achieved following the implementation of the first phase of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and provide a forum for	E	Enhanced transparency and accountability	Accepted	Not started		According to the CEB comments, another review by the JIU may be foreseen in the period 2022-23. The ILO will actively participate in such review if it is to be undertaken.

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		endorsing the framework as revised in 2018.						
JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	4	The legislative and governing bodies of the United Nations system organizations should review the UN-Women annual letter addressed to the executive management, accompanied by indications of strategies and measures envisioned by the executive heads to be undertaken to improve compliance with the indicators included in the System-wide Action Plan and their expected contribution to gender equality and the empowerment of women.	L	Enhanced transparency and accountability	Accepted	In progress		The Office will continue to report to the Governing Body on the implementation of the ILO Gender Action Plan as aligned with the System-wide Action Plan, including relevant content of the annual letter e.g. GB.340/INS/7(Rev.). In the light of the JIU recommendation, it will improve the practice from the next such GB reporting onwards, to provide hyperlink to the performance results information as published on the UN-Women website, facilitating direct access to what the annual letters essentially address.

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JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	5	Before the completion of the System-wide Action Plan 2.0, the executive heads of the United Nations system organizations should ensure an independent assessment of effective progress towards gender mainstreaming to promote gender equality and the empowerment of women within their organization, using the Action Plan as a benchmark, as applicable.	E	Enhanced transparency and accountability	Accepted	In progress		The timeframe for the implementation of the UN-SWAP 2.0 is five years, ending in 2022. An evaluation of the ILO Action Plan for Gender Equality 2018-21 will be undertaken in the course of 2021, and the evaluation results will be reported to the Governing Body, along with the proposed approach of the subsequent action plan, in early 2022. (ref. GB.340/INS/7 (Rev.1))
JIU/REP/2019/3: Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for	1	The governing bodies of the organizations of the United Nations system should request the secretariats of their organizations to present a map of interlinkages between the core mandate of their organizations and disaster	L	Enhanced transparency and accountability	Accepted	Implemented	Partially	

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Sustainable Development		risk reduction and report on the progress made on disaster risk reduction accordingly, using the specific guidance provided by the "Results Framework of the United Nations Plan of Action on Disaster Risk Reduction for Resilience – guidance for monitoring and reporting on the progress of the implementation of the United Nations Plan for Action on disaster risk reduction".						
JIU/REP/2019/3: Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for	2	The Secretary-General, in leading the reform of the United Nations development system, together with the executive heads of the organizations, should ensure that the new generation of United Nations Sustainable	E	Enhanced coordination and cooperation	Accepted	In progress		DRR and resilience principles are well integrated in the UN Cooperation Framework guidance. The ILO as a member of the UNSDG drafting group for this guidance supported this inclusion, in particular as it pertains to economic

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Sustainable Development		Development Cooperation Frameworks systematically include disaster risk reduction as part of the common strategic plans of the country teams, to enable risk-informed development and planning, with allocated resources for its implementation, and a common reporting system to measure progress against the priorities of the Sendai Framework and the United Nations Plan of Action on Disaster Risk Reduction for Resilience, with detailed reporting on operational activities to the governing bodies.						transformation in countries. The guidance was endorsed by the UNSDG principals in 2019, including by the ILO Director-General.

ILO contribution and relevant results in this area will continue to be reported to the GB, in appropriate existing frameworks, notably through the biennial programme implementation reports.

In July 2020, in line with a decision by the UN Senior Leadership Group on Disaster Risk Reduction for Resilience, and with the aim to encourage the integration of disaster risk reduction and climate change adaptation in programming at all levels, the Office formally |

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								communicated to its field offices the UN Plan of Action on Disaster Risk Reduction for Resilience.
JIU/REP/2019/3: Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development	3	The executive heads of the organizations working in the field, in contributing to the ongoing reform of the reinvigorated resident coordinator system, should ensure that the United Nations country teams plan for dedicated capacity to implement risk informed development activities and that such activities in the field are reported to headquarters, including by monitoring their contribution to implementing the Sendai Framework, taking into account the reporting framework for Sustainable Development Goals.	E	Enhanced transparency and accountability	Not relevant			Notwithstanding the ILO's commitment to participate in and contribute to the system-wide reform process at the country level, any common reporting should be handled by UN Development Coordination Office (DCO) through the country teams and reported back to UN Economic and Social Council (ECOSOC).

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JIU/REP/2019/4: Review of change management in United Nations system organizations	1	Governing/legislative bodies are encouraged to ensure that executive heads embed change management approaches and methods in their organizational reforms and report on the results.	L	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2019/4: Review of change management in United Nations system organizations	2	Executive heads should embed structured and comprehensive change management approaches in their ongoing and future organizational reforms and report thereon to their governing/legislative bodies.	E	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2019/4: Review of change management in United Nations system organizations	3	Executive heads, through the United Nations System Chief Executives Board for Coordination, should support the development and standardization of organizational staff	E	Strengthened coherence and harmonization	Accepted	Implemented		

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		surveys across the United Nations system.						
JIU/REP/2019/4: Review of change management in United Nations system organizations	4	Executive heads should ensure that resources allocated to change management are clearly earmarked and the intended results are measured, tracked and evaluated.	E	Enhanced efficiency	Accepted	Implemented		
JIU/REP/2019/4: Review of change management in United Nations system organizations	5	Executive heads should give greater prominence to the role that their strategic human resources management functions play in organizational change management. This would include promoting changes in individual attitudes and behaviours, establishing mechanisms to reinforce these, and creating channels to communicate feedback	E	Enhanced effectiveness	Accepted	Implemented		

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		across all personnel.						
JIU/REP/2019/4: Review of change management in United Nations system organizations	6	Executive heads should include an item on the agenda of the next meeting of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination to consider how to support the United Nations Laboratory for Organizational Change and Knowledge to play a greater role in United Nations system reforms.	E	Strengthened coherence and harmonization	Accepted	Implemented		
JIU/REP/2019/5: Managing cloud computing services in the United Nations system	1	The executive heads of the United Nations organizations should ensure that business continuity planning includes strategies and measures to mitigate the risk of failure by cloud service providers to	E	Enhanced control and compliance	Not accepted			Although the recommendation appears to make good sense, in reality it would be difficult to implement executable disaster recovery (DR) and business continuity (BC) plans in a manner that would be cost-effective

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		deliver the contracted services.						and reliable. Of the different cloud service models, the establishing of useful DR and BC is more feasible for Infrastructure as a Service (IaaS) than for Software as a Service (SaaS). Depending on the particular services being acquired through a cloud provider, the investment needed to move from one provider to another can be extremely high and the timeframe can be measured in years. One important mitigation activity might be to ensure that the agency is at least able to access recent data (backing up the organisational data from the provider's cloud to a

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								third party location would facilitate this).
JIU/REP/2019/5: Managing cloud computing services in the United Nations system	2	The governing bodies of the United Nations organizations should request the heads of their respective organizations to include provisions in their financial strategies that facilitate the adaptation, responsiveness and efficient use of operational expenditures and capital investments related to new technologies.	L	Enhanced effectiveness Enhanced efficiency	Not accepted			Cloud providers change their costing models according to their perception of leverage over the client. The first package is interesting, but once you are in, the costs increase and the offer becomes richer (more enticing). It is difficult to envisage organisational provisions to deal effectively with such challenges in a context of a) constituent (government) pressure to cut budgets, b) constituent desire to privilege the funding of substantive activities over

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								administrative "overhead" including for IT and
								c) a budget planning cycle that necessitates submitting proposals at least 18 months before embarking on associated delivery.
								The section of the JIU report in support of this recommendation reads: "(...) the client pays for those additional computing resources only when used" (paragraph152). This is not strictly the case for the use of Office 365 subscriptions (the most common - and expensive - cloud deployment in the UN system). An organisation can increase its number of subscriptions at any time, but can only decrease them once a year.

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								Therefore it is likely that the organizations pay for subscriptions that they don't need for at least part of the year. This is highly disadvantageous compared to an "on-premise" model which had a degree of acknowledged flexibility built in, and where the number of licenses (based on average use) was only reported once a year.
JIU/REP/2019/5: Managing cloud computing services in the United Nations system	3	The executive heads of the United Nations organizations should put in place periodic procedures to ensure that their corporate ICT strategies, including those for cloud computing services, are aligned with the organizations' business needs and priorities, and yield value	E	Enhanced effectiveness Enhanced efficiency	Accepted	Implemented		

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		for the investment.						
JIU/REP/2019/5: Managing cloud computing services in the United Nations system	4	The executive heads of the United Nations organizations should ensure that a comprehensive risk analysis exercise is undertaken before contracting ICT services, including cloud-based services. The risk analysis exercise should consider both technical and financial risks and benefits, and relevant safeguards should be included in the service-level agreement.	E	Significant financial savings Enhanced efficiency	Accepted	Implemented		
JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	2	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that the terms of reference or	L	Strengthened coherence and harmonization	Accepted	Implemented	Yes	While this recommendation is addressed to the Governing Body, the Independent Oversight Advisory Committee (IOAC) itself reviewed this

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		charter of the audit and oversight committees of their respective organizations are revised to reflect all the internal oversight functions that are part of the responsibilities and activities of the committee, where applicable, by the end of 2021.						recommendation during its meetings in 2020. It is noted that internal audit, investigation and ethics are already covered in the IOAC's responsibilities. With regard to evaluation, taking into consideration the existence of an Evaluation Advisory Committee and the fact that the Evaluation Office presents its annual report directly to the Governing Body, the IOAC considered it appropriate not to include the oversight of the evaluation functions within its mandate, but proposed an amendment to its terms of reference to receive a copy of the evaluation Office approved work plan (already publicly available) in order to ensure all internal oversight functions are

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								working in a coherent manner. The proposed amendments to the terms of reference were included in the IOAC's annual report to the 341st session of the Governing Body in March 2021 and approved accordingly.
JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	3	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that provisions regarding the internal control framework and risk management are included in the terms of reference or charter of their respective audit and oversight committees by the end of 2021 in order to	L	Enhanced effectiveness	Accepted	Implemented	Yes	

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		ensure that due attention is paid to addressing internal control weaknesses and emerging risks.						
JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	4	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should give due consideration to including the oversight of ethics and anti-fraud activities in the revised terms of reference or charter of their audit and oversight committees in order to strengthen the accountability frameworks of their respective organizations by the end of 2021, provided that these audit and oversight committees meet the independence criteria.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	5	In order to meet the needs of the organizations, the legislative and/or governing bodies of the United Nations system organizations that have not already done so should consider revising and updating the terms of reference or charter of their audit and oversight committees to contain provisions related to the relevant skills and professional expertise of members, including a balanced mix of public and private sector experience at the senior level. In addition, a strong understanding of the structure and functioning of the United Nations system and/or intergovernmental and	L	Enhanced effectiveness	Accepted	Implemented	Yes	

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		international organizations is desirable.						
JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	6	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should request their audit and oversight committees to undertake a self-assessment every year and an independent performance evaluation every three years and report to them on the results.	L	Enhanced effectiveness	Accepted	Implemented	Yes	While this recommendation is addressed to the Governing Body, the IOAC itself reviewed this recommendation during its meetings in 2020 and considered it appropriate to propose the inclusion in the terms of reference of the requirement for an annual self-assessment and reporting the results to the Governing Body.

Taking into consideration industrial standards for the frequency of conducting independent performance reviews and the cost implication, the Committee did not recommend an |

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								independent review every three years. The proposed amendments to the terms of reference were included in the IOAC's annual report to the 341st session of the Governing Body in March 2021 and approved accordingly.
JIU/REP/2019/6: Review of audit and oversight committees in the United Nations system	7	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that the terms of reference or charter of their audit and oversight committees are periodically revised and updated with a view to including emerging priorities of, and new challenges to, their respective organizations.	L	Enhanced transparency and accountability	Accepted	Implemented		While this recommendation is addressed to the Governing Body, the IOAC itself reviewed this recommendation during its meetings in 2020 and considered it appropriate to propose the inclusion of the requirement to review its terms of reference on a periodic basis or at least once every three years, and to propose amendments to the

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								Governing Body as necessary. The proposed amendments to the terms of reference were included in the IOAC's annual report to the 341st session of the Governing Body in March 2021 and approved accordingly.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	2	Executive heads should, by the end of 2021, review all administrative issuances to clarify how inter-agency mobility is treated in each of those contexts.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures	3	Executive heads of organizations party to the 2012 Agreement should not apply the practice of asking incoming staff to	E	Enhanced effectiveness	Accepted	Implemented		

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in United Nations system organizations		resign instead of agreeing to transfers in view of its corrosive effect on the integrity of the inter-agency mobility regime and the immaterial impact of these transfers on the management of long-term employment related liabilities, and decide by the end of 2021 to accept benefits and entitlements on the basis stipulated in the Agreement.						
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	4	Executive heads should, by the end of 2021, revise the 2012 Agreement to specify procedures for the handling of allegations of misconduct by staff who have moved to another organization under the terms of the Agreement.	E	Enhanced transparency and accountability	Accepted	Not started		As noted in the CEB comments, these procedures should be aligned with the UN Clear Check Initiative and related implementation process. The revision of the Agreement should be subject to a comprehensive review by

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								the respective legal departments of the organizations which are part of the agreement. Implementation of this recommendation will depend on CEB's initiative to start the revision process of the 2012 agreement, not attributable to the ILO's action on its own.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	6	The Secretary-General, in coordination with other executive heads in the framework of the High-Level Committee on Management, as he considers appropriate, should, by the end of June 2022, articulate the business case for inter-agency mobility by setting out what it should accomplish for the	E	Enhanced effectiveness	Not relevant			The ILO takes note that this recommendation is addressed to the UN Secretary- General. As reflected in the CEB comments, the ILO strongly supports a stronger business case to promote inter-agency mobility as a key tool for career development, knowledge sharing, and innovation. In order for

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		organizations as well as how it contributes to human resources management objectives and to the delivery of programmatic results. Such a business case could usefully examine success stories, such as the impact on career trajectories.						the new business case to work effectively, it is necessary for all agencies to systematically apply the terms provided for in the Agreement without any exception and encompass inter-agency mobility in their respective HR strategies and career development policies.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	7	The Secretary-General, working with other executive heads, should assess the impact of the United Nations system leadership framework on the development of a common management culture supportive of a One United Nations mind-set and report to the Economic and Social Council at its 2022 session in the context of his report on the work of CEB. They	E	Strengthened coherence and harmonization	Not accepted			As noted in the CEB comments, there are many different elements of the UN Reform process that impact on the development of a common management culture, supportive of a One United Nations mind-set. It may be difficult to isolate the specific role played by the UN System Leadership Framework. Furthermore, culture change requires time as does the

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		should also consider the possibility of using this framework to strengthen a common management culture in United Nations organizations through the inter-agency mobility of a pool of managers, as had been envisaged through a Senior Management Service that CEB had planned to implement in 2004.						embedding of the UN System Framework within each Organization. The ILO considers that it may therefore be premature to take this step at this time.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	8	Executive heads should enable all United Nations system staff members to compete for vacant posts on a basis equal to that established for their own staff, while considering downsizing contexts, the abolition of posts and positions, and the administration of rotational placements.	E	Strengthened coherence and harmonization	Not accepted			Given its internal rules and governance framework, the ILO is at the moment not in a position to commit to the outcome proposed in this recommendation. The Office suggests that the matter should be given further consideration in the context of the One UN/Mutual recognition initiatives and taking into account the specific legal

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								framework applicable in each organization. Alternatives could be considered in order to preserve the rights of each agency's internal candidates while facilitating applications of candidates in other UN agencies.
JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	9	The Secretary-General and other executive heads who are members of CEB should, by the end of 2021, define how the mutual recognition of rules and procedures will be applied to overcome regulatory and procedural barriers to inter-agency mobility, and report on measures taken to the Economic and Social Council at its 2022 session in the context of the annual report of the	E	Strengthened coherence and harmonization	Not accepted			Please refer to the remark on Recommendation 8 above.

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		Secretary-General on the work of CEB.						
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	1	The executive heads of United Nations system organizations should task the relevant offices with developing, through consultations with relevant internal stakeholders, by the end of 2021, a common organization-wide definition of outsourcing and further concretize it by developing approaches and procedural guidelines on the subject matter.	E	Enhanced effectiveness	Accepted	Implemented		
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service	2	The legislative bodies of the United Nations system organizations should request their executive heads to ensure that, by the end of 2022, annual reports on procurement include a subsection on	L	Other	Not accepted			The ILO's enterprise resource planning system currently does not capture information to identify outsourced services, given that there is no demand for such information, for

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providers by United Nations system organizations		expenditures on services sourced from commercial service providers.						the organizational governance purpose.
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	3	The executive heads of United Nations system organizations should instruct all requisitioning offices to actively work towards assessing their use of sources of supply from vendors in developing countries and economies in transition, and increase it, as applicable, based on such assessment, with the provision that such activities shall not contravene policies established by organizations to ensure effective competition.	E	Dissemination of good/best practices	Accepted	Implemented		

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JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	4	The executive heads of United Nations system organizations should encourage all offices to ensure that, by the end of 2021, the sourcing of any strategic, sensitive or high-value service and related goods from a commercial service provider is preceded by the conduct of a clearly documented strategic analysis that includes short and long-term considerations and costs, and that the analysis has been reviewed and approved by the appropriate authority, prior to a formal decision on the sourcing option.	E	Enhanced transparency and accountability Enhanced effectiveness Significant financial savings	Accepted	Implemented		
JIU/REP/2019/9: Review of contemporary practices in the	5	The executive heads of United Nations system organizations should instruct all offices to	E	Enhanced efficiency	Accepted	Implemented		

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external outsourcing of services to commercial service providers by United Nations system organizations		ensure that, by the end of 2021, strategic, sensitive and high-value commercially outsourced services under their purview are subject to periodic review, including risk assessments, to ascertain whether appropriate risk management measures are developed by the relevant functions in each organization.						
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	6	The executive heads of United Nations system organizations should instruct relevant offices to develop criteria that need to be met for outsourced service contracts to be considered for extensions beyond standard time frames, and to present such criteria to the relevant decision-making	E	Enhanced efficiency	Accepted	Implemented		

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		authority for adoption and incorporation into policy documents by the end of 2021.						
JIU/REP/2019/9: Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	7	The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, following any decision to source a service and related goods of strategic, sensitive or high value from a commercial service provider, the requisitioning office should develop clearly detailed guidelines for managing vendor transition, including corresponding backup arrangements, and ensure that solicitation documents clearly outline the responsibility of the	E	Enhanced transparency and accountability Enhanced efficiency	Not accepted			The ILO does not have detailed guidelines, due to the level of outsourcing, while relevant oversight is provided through risk management and procurement processes under the Procurement Review Committees. Every material procurement action includes a risk assessment. The ILO does not see clear value addition or cost effectiveness of the recommended action compared to the current practice in the ILO context.

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		vendor as regards transitional assistance and knowledge transfer to the organization and incoming vendor.						