

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

ILO’s follow-up status on the JIU recommendations presented to the Governing Body in the previous three years: an update as of July 2018 ¹

The information is presented in a table structured as follows:

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

Column 2: Recommendation number;

Column 3: Text of the recommendation;

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

Column 5: Intended impact:

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

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

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

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

Column 9: Remarks.

¹ The JIU reports are available on the JIU website: <http://www.unjiu.org/> in English, French and Spanish, among other UN official languages.

Status of ILO follow-up on JIU recommendations as of July 2018

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2013/3: Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work	2	The Executive Heads of United Nations system organizations who have not yet done so should instruct their human resources management offices to develop and implement appropriate guidelines for the identification, screening and preparation of potential RC candidates as soon as possible.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2013/3: Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work	3	The Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination should initiate, through UNDG, the review and revision of the SOPs of the IAAP as needed to: (a) Ensure a more open nomination process for candidates who are already in the RC Pool; (b) Address the possibility of incorporating interviews for shortlisted candidates at the request of the IAAP, to better advise the UNDG Chair on their suitability for a particular position; and (c) Change the present voting system to establish a minimum required number of support votes	E	Management improvement through enhanced effectiveness	Not Relevant			This recommendation is addressed to the Secretary-General of the United Nations, as CEB Chair. ILO fully supports this recommendation. It favoured proposals for the inclusion of interviews in the process (including the use of pre-recorded video interviews) and for there to be a minimum number of votes for a candidate to be shortlisted for consideration by the UNDG Chair.

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		(preferably 50 per cent of those voting) for a candidate to be shortlisted for consideration by the UNDG Chair.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	1	The executive heads of UN system organizations should act to ensure that their respective partnership arrangements involving the transfer of UN resources to third parties (notably IPs) are clearly defined as being distinct from other types of partnerships not receiving UN resources, as well as from commercial contracts, in order to assure that appropriate rules and regulations apply in the different cases.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	2	The executive heads of United Nations system organizations should ensure that key information on Implementing Partners such as expenditures by purpose (programme, project, activity etc.), modality (e.g. national government entity, NGO/CSO etc.), and evaluation of their performance are readily available in their organizations. Such key information should be reported regularly to legislative bodies, within the existing reporting mechanisms.	E	Enhanced transparency and accountability	Accepted	Implemented		

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	3	The legislative bodies of the UN system should direct the executive heads of their respective organizations to prepare and submit to them an organization-specific comprehensive strategic framework for partnerships, inclusive of IPs, in line with their overall corporate strategic objectives. This framework should include an analysis of resources required to operationalise it.	L	Management improvement through enhanced effectiveness	Not Accepted			In follow-up to the 2018 ILC discussion on ILO effective development cooperation in support of the SDGs, and the upcoming GB discussions on its follow-up, the Office may be requested to develop new partnership strategies or policies. For the time being there is no indication as to whether such strategies should include IPs. The IP partnerships are addressed in specific procedures. IPs continue to be mainly identified by country offices at the programme development and/or implementations stage.
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	4	The executive heads of UN system organizations should establish rigorous IP selection and assessment processes designed to determine an IP's capacity and potential weaknesses and risks, and ensure capability to fulfil program delivery requirements.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	5	The General Assembly, in the context of the QCPR and in line with the development of a common UN framework for measuring progress in national capacity development, should commission a system-wide study to take stock of the effectiveness and impact of UN IP-related	L	Management improvement through enhanced efficiency	Not relevant			This recommendation is addressed to the General Assembly, thus not relevant. Strengthening capacity of constituents at national level is core to the ILO mandate. Different approaches have been developed by ILO for this purpose. When entering into a

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		approaches, initiatives and systems to strengthen national capacities and promote national ownership in the delivery of programmes and activities for sustainable development.						particular Implementing Agreement with an IP, the ILO aims to develop or enhance capabilities within a country or region. It should be noted that workers’ and employers’ organizations are both ILO constituents and ILO IPs. The ILO would support such a study subject to previous agreement of all parties on the TOR for the study.
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	6	The executive heads of UN system organizations should act to strengthen IP agreements and other legal instruments in line with good practices so as to ensure the inclusion of all provisions needed to safeguard the interests and rights of their organizations.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	7	The executive heads of UN system organizations should establish risk-based monitoring frameworks to guide their respective organizations in systematically monitoring programmes and projects delivered by IPs. The frameworks shall be adapted by country offices to best fit the types of interventions in the country specific environments.	E	Other	Accepted	Implemented	Partially	
JIU/REP/2013/4:	8	The executive heads of UN	E	Management	Accepted	Implemented	Partially	

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Review of the Management of Implementing Partners in United Nations system organizations		system organizations should institute, for staff engaged with Implementing Partners (and especially staff in country offices), training in fraud awareness and prevention, with emphasis on fraud related to third parties.		improvement through enhanced effectiveness				
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	9	The executive heads of UN system organizations should revise existing oversight function charters to ensure they have the right to investigate third parties involved in implementing UN-funded activities. These revised charters should be submitted to legislative bodies for approval.	E	Management improvement through enhanced effectiveness	Not accepted			<p>Although it would be possible to amend the IAO’s audit charter stating that IAO has the “right” to investigate third parties, this clause could not supersede a legal agreement between the ILO and a third party. If the agreement does not include an access clause, the third party could deny any request from IAO to access its books of account no matter what the charter states. Therefore, the ILO seeks to have access rights in contracts between ILO and third parties, which ILO does in the case of Implementing Agreements.</p> <p>The current checklists require officials to confirm if there have been issues in the past with the IP, e.g. lack of access to third parties. If this is the case, then the officials should raise this as an issue and not award any further agreements.</p>
JIU/REP/2013/4: Review of the	10	The executive heads of UN system organizations should	E	Enhanced transparency	Accepted	Implemented		

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
Management of Implementing Partners in United Nations system organizations		review the capabilities of their existing automation systems, such as ERPs and other database tracking systems, with the aim of consolidating IP-related data among these systems, based on a cost/benefit analysis and taking into account the level of need for such information.		and accountability				
JIU/REP/2013/4: Review of the Management of Implementing Partners in United Nations system organizations	11	The executive heads of UN system organizations should instruct country offices to act at the country level to establish, in cooperation with other UN organizations, procedures for sharing IP-relevant information. Channels for such cooperation should include operations management groups of the UNCT and the clusters and working groups established under the UNDAF, UNPAF and UNDAP.	E	Enhanced coordination and cooperation among participating organizations	Accepted	Implemented		
JIU/REP/2014/1: An analysis of the resource mobilization function within the United Nations system	1	The legislative bodies of the United Nations system organizations should periodically review the resource mobilization strategy/policy, including by providing political guidance and oversight of the implementation of the resource mobilization strategy/policy and by ensuring monitoring and the review of regular updates.	L	Enhanced transparency and accountability	Accepted	Implemented	Yes	

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2014/1: An analysis of the resource mobilization function within the United Nations system	2	The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations should request member States, when providing specified contributions, to make them predictable, long-term and in line with the core mandate and priorities of the organizations.	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2014/1: An analysis of the resource mobilization function within the United Nations system	4	The executive heads of the United Nations system organizations should put in place, if they have not already done so, risk management and due diligence processes for resource mobilization; this should include, inter alia, ensuring that due diligence is not performed by the same individuals responsible for fundraising.	E	Management Improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2014/1: An analysis of the resource mobilization function within the United Nations system	5	The executive heads of the United Nations system organizations should organize dialogues with their respective donors to agree upon common reporting requirements which would simplify the reporting process for the respective organizations and satisfy the information needs of the donors with a view to reducing the reporting burden and associated costs.	E	Management improvement through enhanced efficiency	Accepted	Implemented	Partially	

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2014/3: Capital/refurbishment/construction projects across the United Nations system organizations	1	The executive heads of the United Nations system organizations should establish close monitoring and periodic reporting mechanisms for capital/refurbishment/construction projects throughout all project phases.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2014/3: Capital/refurbishment/construction projects across the United Nations system organizations	2	Taking into account the high cost and high risk of capital/refurbishment/construction projects, the legislative/governing bodies of the United Nations system organizations should exercise their monitoring and oversight role with regard to their respective projects on an ongoing basis, including during the pre-planning, planning, executing and completing phases, ensuring cost efficiency and the achievement of the overall goals of the projects.	L	Management improvement through enhanced controls and compliance	Accepted	Implemented	Yes	
JIU/REP/2014/3: Capital/refurbishment/construction projects across the United Nations system organizations	4	The executive heads of the United Nations system organizations should ensure that the 19 best practices presented in the present review are followed when undertaking capital/refurbishment/construction projects.	E	Management improvement through dissemination of best practices	Accepted	Implemented	Yes	
JIU/REP/2014/4: Post-Rio+20 review	5	The Secretary-General as the Chair of CEB should prepare	E	Management improvement	Not relevant			This recommendation is addressed to the Secretary-General of the United

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					“Accepted”; “Not started”; “In progress”; and “Implemented”	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
of environmental governance within the United Nations system		where necessary, under the appropriate guidance of the General Assembly, a common policy and related guidelines to prevent the conflict of interest of any members and experts participating in technical and scientific panels and committees in the field of environment, to be followed by all United Nations system organizations and by multilateral environmental agreements.		through enhanced controls and compliance				Nations. However, the ILO pays attention to avoiding conflict of interest when nominating staff participating in technical and scientific panels and committees in the field of environment
JIU/REP/2014/4: Post-Rio+20 review of environmental governance within the United Nations system	11	The Secretary-General, after consultation with the executive heads of member organizations of CEB in his capacity as its Chair, should submit to the UNEA of UNEP and the high-level political forum on sustainable development, for approval, proposals for a system-wide framework of measuring and monitoring resources required for the implementation of environment protection and sustainable development within the United Nations system organizations.	E	Enhanced coordination and cooperation between participating organizations	Not relevant			This recommendation is addressed to the Secretary-General of the United Nations. However, the ILO stands ready to take into account any guidance related to a system-wide framework of measuring and monitoring resources required for the implementation of environmental protection and sustainable development within the United Nations system organizations.
JIU/REP/2014/4: Post-Rio+20 review of environmental governance within the United Nations	12	The executive heads of the United Nations system organizations involved in country activities in the UNDAF should: (a) Adopt outreach and training	E	Enhanced coordination and cooperation between participating	Accepted	Implemented	Yes	

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
system		policy; support the establishment of capacity-building in the United Nations country team; and disseminate the UNDG guidance notes on mainstreaming environmental sustainability and the integration of the three dimensions of sustainable development into the UNDAF process; and (b) Support the operationalization of the above-mentioned policy and the attendant expertise within the framework of the United Nations country team with the effective participation and contribution of specialists and experts of UNEP and MEAs, when feasible, as well as with the active use of sector experts of specialized agencies, funds and programmes, who have environmental knowledge and expertise working under the guidance of the Resident Coordinator.		organizations				
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	2	The executive heads of United Nations system organizations should adopt a balanced approach in addressing the purpose of evaluation for accountability, and for the development of a learning organization that has the appropriate incentive systems for innovation, risk-taking and the use	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	The ILO's evaluation policy has been updated (November 2017) and now provides a good balance between the learning and accountability functions of evaluation. To support organizational learning, the evaluation function will enhance use of impact evaluations and meta-studies, to assess the Office's development effectiveness and impact

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		of multidisciplinary perspectives.						of its work. This includes its contribution to decent work and to the implementation of the 2030 Agenda for Sustainable Development.
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	3	The legislative bodies should request the executive heads of United Nations system organizations to develop comprehensive budget frameworks and resource allocation plans for their respective evaluation functions, based on the cost of maintaining an effective and sustainable evaluation function that adds value to the organization. The plans should be submitted for consideration to the legislative bodies within existing budgetary and reporting mechanisms and processes.	L	Management improvement through enhanced efficiency	Accepted	Implemented		
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	4	The legislative bodies should direct the executive heads of United Nations system organizations to review and revise, as necessary, existing policies for the appointment of the heads of evaluation offices, in order to enhance independence, integrity, ethics, credibility and inclusion, with due regard to the following criteria:	L	Management improvement through enhanced effectiveness	Not accepted			The ILO's evaluation policy and practice comply with the qualification requirements applied for heads of the evaluation office. As to the appointment process and term-limits there is no consensus yet on the desirability of such an approach. In addition there are also staff regulation issues to be taken into consideration.

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		<ul style="list-style-type: none"> • Term limits should be established for a single non-renewable term of office of between five and seven years, with no possibility for the incumbent of re-entry into the organization; • The head of evaluation should have qualifications and substantial experience in evaluation, complemented by experience in the related fields of strategic planning, basic and operational research and knowledge management, and should have excellent management and leadership attributes. 			“Accepted”; “Not started”; “In progress”; and “Implemented” “Not accepted”; “Under consideration”; and “Not relevant”. “Yes”; “Partially”; and “No”			
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	5	The Secretary-General of the United Nations, in his capacity as chair of the United Nations System Chief Executives Board for Coordination (CEB), should request UNEG to collaborate in developing a robust and harmonized quality-assurance system for the evaluation function across the United Nations system.	E	Management improvement through enhanced effectiveness	Not relevant			The recommendation is addressed to the Secretary-General of the United Nations. However, ILO actively supports the recommendation.
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	6	The executive heads of United Nations system organizations should make the use of evaluation an organizational priority based on a well-defined vision, strategy and	E	Management improvement through enhanced effectiveness	Accepted	Implemented		

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		results framework for the evaluation function, and report to their legislative bodies on the level, nature and impact of use of evaluation.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	7	The executive heads of United Nations system organizations should request evaluation offices to reassess the policies, strategies and priorities of the evaluation function. They should strategically position the evaluation function in their respective organizations so as to enhance its relevance in enabling the United Nations system to address current changes and challenges, and to achieve impact and sustainability.	E	Strengthened coherence and harmonisation	Accepted	Implemented	Yes	
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations system	9	The executive heads of United Nations system organizations should develop the institutional framework and necessary support systems to enhance the quality and added value of decentralized evaluation and the role it could play in supporting the United Nations system to address emerging challenges, including those of the post-2015 development agenda, and to enhance coherence and alignments in evaluation within and across United Nations system	E	Strengthened coherence and harmonisation	Accepted	Implemented	Yes	

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		organizations, and with national institutions.			“Accepted”; “Not started”; “In progress”; and “Implemented”	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2014/8: Use of non-staff personnel and related contractual modalities in the United Nations system organizations – Country case studies: Democratic Republic of the Congo, Haiti and India	1	The executive heads of the United Nations system organizations should revise their non-staff policies, including the definition of non-staff and the criteria for the use of non-staff personnel, by using the employment relationship principle in accordance with relevant labour recommendations of the International Labour Organization.	E	Strengthened coherence and harmonisation	Accepted	Implemented	Yes	
JIU/REP/2014/8: Use of non-staff personnel and related contractual modalities in the United Nations system organizations – Country case studies: Democratic Republic of the Congo, Haiti and India	2	The legislative/governing bodies of the United Nations system organizations should systematically exercise their oversight functions on the use of non-staff personnel through regular reviews of non-staff personnel information/data provided by the respective executive heads.	L	Management improvement through enhanced controls and compliance	Not accepted			The ILO’s Governing Body has not expressed any need to undertake periodic reviews of the information concerning non-staff personnel (which, in the case of the ILO, would only concern the no. of external collaborators). This matter in fact does not fall within the range of items that are normally included under the agenda of the Governing Body. Should an interest arise within ILO constituents in the future, the necessary information will be provided.
JIU/REP/2014/8: Use of non-staff personnel and related contractual	4	The executive heads of the United Nations system organizations should strengthen their internal monitoring, control and oversight	E	Management improvement through enhanced	Accepted	Implemented	Partially	

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
modalities in the United Nations system organizations – Country case studies: Democratic Republic of the Congo, Haiti and India		of the use of non-staff personnel, through the sustained application of effective internal control mechanisms, systematic corporate monitoring and information/data collection, analysis and audits. They should ensure that a central department/unit at the corporate level is held responsible for global monitoring, analysis and reporting on the issue.		controls and compliance				
JIU/REP/2014/8: Use of non-staff personnel and related contractual modalities in the United Nations system organizations – Country case studies: Democratic Republic of the Congo, Haiti and India	5	The executive heads of the United Nations system organizations should ensure periodic analytical reporting both internally (to senior management) and externally (to the respective governing body) on the use of non-staff personnel in their organizations. Such reports should include detailed data and analysis on the use of non-staff, including the number of non-staff and associated expenditure, their weight in the total workforce, the breakdown of contractual modalities and the areas and locations used, the developing trends and the potential risks and corresponding measures.	E	Management improvement through enhanced controls and compliance	Not accepted			Data and analysis on the use of external collaborators are available on request as data collection of relevant information allows tracking of individuals and associated expenditures.
JIU/REP/2014/9: Contract Management and	1	The legislative bodies of the United Nations system organizations should direct the	L	Management improvement through	Accepted	Implemented		

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
Administration in the United Nations system		executive heads of their organizations to update and, when necessary, develop specific policies, procedures, guidance and follow-up systems to ensure effective and efficient management of post-award contract activities.		enhanced effectiveness				
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	2	The executive heads of the United Nations system organizations should incorporate in their annual statements of internal controls certifications, by individuals with procurement and contracts management authority that the execution of contracts has been in full compliance with the organization’s policies, procedures and rules.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	3	The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to put in place a system whereby the persons designated to manage contracts after award are notified in writing about their accountability and responsibilities when managing a contract, and possess the required qualifications to manage the contract.	L	Enhanced transparency and accountability	Not accepted			Given the very high number of purchase orders and contracts ILO has per year, suggested notification in writing seems to be impracticable and administratively inefficient.

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JIU/REP/2014/9: Contract Management and Administration in the United Nations system	4	The executive heads of the United Nations system organizations should re-assess the financial and human-resource needs for post-award contract management in terms of current and projected contract volume, value, complexity and type and decide on the best support structures required (e.g. centralized or decentralized) to ensure best value for money and the achievement of the organization’s objectives.	E	Management improvement through enhanced efficiency	Accepted	Implemented		The Office has assessed the human and financial needs for contract management and finalized the implementation of the ILO Contract Management System in December 2017 within the existing ILO e-Tendering System. All ILO major contracts are currently being uploaded with the participation and cooperation of the relevant contract managers. As the system is administered by the PROCUREMENT Bureau and can be accessed by responsible managers, it provided both centralized and decentralized means to post-award contract management.
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	5	The executive heads of the United Nations system organizations should develop a specific contract-management training programme in their organizations that would include courses offered as a requirement for all persons managing contracts of a certain size, value and complexity.	E	Strengthened coherence and harmonisation	Accepted	Implemented		In order to ensure a harmonized approach, the Procurement Bureau has internally developed and incorporated in its standard procurement training package a specific “contract-management training component”. Since then, various ad-hoc training sessions have been delivered in 2017 and 2018 to relevant staff within management units and major development cooperation programmes at HQ and senior ILO staff in regional and country offices. In the future, such training will continue to be delivered throughout the organisation to all relevant colleagues.
JIU/REP/2014/9:	6	The executive heads of the United	E	Enhanced	Accepted	Implemented		

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Contract Management and Administration in the United Nations system		Nations system organizations should ensure that supervisors of persons managing contracts incorporate contract-management criteria in these persons’ annual performance evaluations.		transparency and accountability				
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	7	The executive heads of the United Nations system organizations should ensure that for contracts of a certain value and complexity risk-management plans are in place covering post-award contract activities. These plans should include risk-mitigation measures and also clear designation of responsibility to those persons executing such measures.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		The ILO’s Guidelines for Procurement Risk Management are in place. The Procurement Bureau has revised the current risk management policy to incorporate the post-award risks.
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	8	The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for documenting and reporting on a contractor’s performance in meeting contract requirements, and assign responsibility and management accountability for completeness of the contractor’s performance reporting.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	9	The executive heads of the United Nations system organizations should conduct a study in their	E	Management improvement through	Not accepted			Any modification in ILO contracts is well documented and follows an established review process. The Office

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Administration in the United Nations system		organizations to analyse the causes of modifications in contracts above certain thresholds and identify systemic deficiencies contributing to cost increases and delays. Remedial action should follow to address such deficiencies.		enhanced efficiency				does not see the value of commissioning a study as proposed in the recommendation.
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	10	The executive heads of the United Nations system organizations should ensure that, when applicable, appropriate levels of liquidated damages and other remedies are included in the standard clauses of contracts and are judiciously enforced to protect the interests and rights of their organizations.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		
JIU/REP/2014/9: Contract Management and Administration in the United Nations system	11	The executive heads of the United Nations system organizations should augment the capabilities of their existing information technology systems such as Enterprise Resource Planning systems, or consider other specialized contract-management systems, to support the management of post-award contract activities based on a cost/benefit analysis and taking into account the level of need for such functionality.	E	Management improvement through enhanced efficiency	Accepted	Implemented		

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2015/1: Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations	5	The ILO governing body should request the Director-General of ILO to carry out more proactive awareness-raising and training activities among the staff of United Nations system organizations in collaboration with the International Training Centre of ILO (ITC-ILO) and other training units in the United Nations system in the context of the post-2015 Sustainable Development Goals and identify resources in this regard.	L	Strengthened coherence and harmonisation	Accepted	Implemented	<p>In view of the great relevance of the Decent Work Agenda for the 2030 Agenda, the Office welcomed the recommendation to carry out pro-active awareness and training activities aimed at staff of UN system organizations and has briefed the Governing Body on cooperation with UN system organizations in regular agenda items in its institutional sessions.</p> <p>Capacity building activities, also aimed at the wider UN system, have been implemented and are being planned. The ILO and the International Training Centre of the ILO in Turin (ILO-ITC) joined forces with the Economic and Social Commission for Western Asia (ESCWA) on a regional training course on SDGs in December 2016. The seminar brought together constituents and key national partners on SDGs (ministries of planning and economy, and statistical offices) from five countries and territories from the Arab States region.</p> <p>The Office has been developing longer-term capacity building tools with the main aim of engaging in country-level UN SDG processes, such as UNDAFs. The main tool in this regard is the Decent Work for Sustainable Development Resource Platform</p>	

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	<p>prepared in cooperation with the ITC. The tool allows ILO country offices to step up their support to constituents to engage in SDG processes and build awareness and capacities of UN staff on the decent work – sustainable development nexus. The tool was launched in May 2018 in four languages and is available at http://www.ilo.org/decent-work-and-sdg. A trainer’s guide is housed at the ITC.</p> <p>The ILO prepared a training on SDGs and Social Protection for UN staff with the UNSSC in Bonn, and conducted a training event on Decent Work for Sustainable Development for UN staff and other participants of the United Nations High Level Political Forum on 9 July 2018 in cooperation with UNITAR.</p>
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system	1	The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in the present report, in order to enhance the strategic role of the public information and communications function in contributing to the achievement of organizational goals and priorities, thereby promoting global support	L	Management improvement through enhanced effectiveness	Accepted	Implemented		

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
		for their organization.			“Accepted”; “Not started”; “In progress”; and “Implemented”	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system	2	Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communications function within their organization, by adhering to the nine benchmarks proposed in the present report, as applicable.	E	Management improvement through enhanced effectiveness	Accepted	In progress		<p>The Director-General prioritized improved communication across the ILO as part of his reform initiative launched in 2012. In that context, an external company was engaged to undertake an independent review of ILO communication. The ensuing recommendations reinforce the strategic role of internal and external communication at the ILO and set a roadmap for communication reform, which coincides with the recommendations and benchmarks in the JIU report.</p> <p>The recommendations have by and large been implemented and the Department of Communication and Public Information (DCOMM) has aligned its biennial plan with the Programme and Budget and ILO Strategic Plan for 2018-21. The plan is developed in consultation with the communication advisory group, comprising representatives of the Senior Management Team. A Director-General Announcement (part of the ILO Internal Governance Documents System) has been issued to provide ILO staff with guidance on a coordinated and consistent One ILO approach to communication. Individual communication strategies are</p>

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
								developed in line with this guidance for all report launches and major events.
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system	4	The executive heads of the United Nations system organizations should take concrete measures to strengthen the public information and communications capacity at the field level within their organizations, when applicable. This, in turn, would enable local UNCGs to conduct joint activities with due attention to local circumstances and organizations’ mandated priorities, and reinforce the effectiveness and impact of those activities.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented		
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system	5	The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies for public information and communications.	E	Management improvement through enhanced effectiveness	Accepted	Implemented		
JIU/REP/2015/4: Public information and communications policies and practices in the	6	The executive heads of the United Nations system organizations should strengthen the in-house capacity for social media management, with a view to creating specific content and	E	Management improvement through enhanced efficiency	Accepted	Implemented		

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
United Nations system		maintaining organizational accounts, as well as to providing advice on the proper use of social media.						
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations	1	The executive heads of United Nations system organizations should present to the governing bodies of their organizations a long-term United Nations system-wide climate change strategy responsive to the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, and request its endorsement and the support necessary for its effective implementation, in order to achieve measurable interim results by 2020.	E	Management improvement through enhanced effectiveness	Accepted	Implemented		
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations	2	The governing bodies of the United Nations system organizations should support and endorse the participation of their respective organizations involved in cross-cutting areas directly or indirectly related to climate change in a system-wide United Nations strategy to combat climate change, in a manner consistent with the outcome of the twenty-first session of the Conference of the Parties to the United Nations	L	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		Framework Convention on Climate Change (COP21).						
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations	3	The executive heads of the United Nations system organizations involved in areas with clear cross-linkages with climate change should elaborate and agree upon a common methodology to establish criteria to ensure the traceability of specific funding for climate change adaptation and mitigation, seeking consistency and coherence in the context of the climate change regime methodologies.	E	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2015/5: Review of Activities and Resources devoted to address Climate Change in the United Nations system organizations	4	Executive heads of the member organizations of the CEB, under the leadership of the Secretary-General in his capacity as Chair of the CEB, should promote the development of a common information-sharing system for the measurement and monitoring of the United Nations system activities and resources aimed at addressing climate change, by sector and type of funding, so as to ensure the most cost-efficient and effective delivery of activities to tackle climate change.	E	Enhanced coordination and cooperation among participating organizations	Accepted	Implemented		
JIU/REP/2015/5: Review of Activities	6	The executive heads of the United Nations system organizations	E	Management improvement	Accepted	Implemented		

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
and Resources devoted to address Climate Change in the United Nations system organizations		involved in country activities in the UNDAF, should ensure that their organizations follow the UNDG guidance on integrating climate change in the UNDAF and build on existing good practices of engagement with the relevant UNFCCC bodies, for climate change assistance at the country and regional level, in close cooperation with the resident coordinators, to enhance and strengthen capacity-building assistance to developing countries through CCAs/UNDAFs.		through the dissemination of good/best practices				
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	1	The executive heads of the United Nations system organizations, in consultation with staff representatives and the existing Ombudsmen, should review, update and disseminate across their respective organizations the terms of reference of the ombudsman, giving due consideration to the direction provided by the present report and using a staff-management consultation mechanism.	E	Management improvement through enhanced efficiency	Accepted	Implemented		
JIU/REP/2015/6: Review of the organizational ombudsman services across the	2	The executive heads of the United Nations system organizations, in cooperation with the ombudsman offices, should include questions relating to the ombudsman service	E	Management improvement through enhanced effectiveness	Accepted	In progress		The issue of inserting questions relating to the Mediator’s services may be considered during the preparation of the questionnaire of the next Office-wide Organizational Health Survey.

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
United Nations system		in staff surveys and responses should be used by management, staff associations and the ombudsman office to increase staff awareness and promote a better understanding of the ombudsman function in the organization.						The Office of the Mediator is developing a quality survey for users of the service. It is also planning a General Survey that includes the field staff to verify the knowledge about the Office and the functions.
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	3	The executive heads of the United Nations system organizations should request their respective ombudsmen to ensure that their field staff have the option of an in-person consultation with the ombudsman of another United Nations system organization in the same location (for example, the regional ombudsman of UNOMS or the visiting ombudsman of another United Nations system organization).	E	Management improvement through enhanced efficiency	Under consideration			The ILO's Mediator maintains effective working relationships with the Ombudsman of other UN agencies and this professional network can be resorted to in case of emergency. However, the Mediator's Office covers all field offices, and is supported in its work by a network of trained field facilitators. Granting field staff with the option of an in-person consultation with the Ombudsman of another organization in the same location on a systematic basis requires further discussions and consultations.
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	4	The executive heads of the United Nations system organizations should request their ombudsman offices to include in their work programme the development of a case management manual and to seek the cooperation of other United Nations system ombudsmen with a view to achieving a certain level of harmonization across the system.	E	Management improvement through enhanced effectiveness	Not relevant			A case management manual is not considered as a priority nor a necessity for the Administration to impose on the Mediator's work programme. However, a certain degree of harmonization on practices, principles, approaches, and exchange of experiences on specific cases is expected from Ombudsman through their professional network within the UN system (UNARIO).

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	5	The legislative bodies of the United Nations system organizations should make it possible for the ombudsman to report to them on systemic issues identified on a regular basis.	L	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	6	The executive heads of the United Nations system organizations should request the ombudsman to include continuous training and certification of ombudsman practitioners in the strategic workplans of their ombudsman offices.	E	Management improvement through enhanced effectiveness	Accepted	Implemented,	Yes	The Mediator, who is already a certified Professional, is encouraged to pursue professional development through the attendance of relevant professional training events, including those provided by the International Ombudsman Association, as well as participation in the annual meeting of UNARIO, the professional network of Ombudsman of the United Nations system. The ILO continues to make progress in this aspect.
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	7	The executive heads of the United Nations system organizations should establish an accountability and appraisal system for the ombudsman services and include the relevant provisions in the ombudsman’s terms of reference. The system and the provisions should reflect the specific requirements of the ombudsman function by making accountability and the appraisal process inclusive and participatory for all stakeholders.	E	Enhanced transparency and accountability	Accepted	Implemented		

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2015/6: Review of the organizational ombudsman services across the United Nations system	8	The executive heads of the United Nations system organizations should request their ombudsmen to discuss the findings and recommendations of the present review at the UNARIO meeting to be held in 2016 and to decide on the course of actions they intend to reflect in their programmes of work, either individually or collectively.	E	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented		
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	1	The legislative/governing bodies of the United Nations system organizations should exercise their oversight role and examine the causes for the lack of, and/or the delay in, the introduction of formal succession planning in their respective organizations, including the adequacy of current funding; and request the executive heads of these organizations to develop formal succession planning without any further delay, by the end of 2017.	L	Enhanced transparency and accountability	Accepted	Implemented		
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	2	The executive heads of the United Nations system organizations, who have not yet done so, should instruct their human resources management offices to develop and implement appropriate frameworks for succession planning strategies, and devise	E	Management improvement through enhanced effectiveness	Not accepted			The ILO has put in place a system of HR reviews conducted by the Human Resources Development Department in partnership with each headquarters department and with each regional office which allows for an accurate assessment of staffing and succession planning needs. Furthermore, the

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		appropriate guidelines on the succession planning process without any further delay, by the end of 2017.						Recruitment and Assignment Mobility Committee (RAMC) exercises leadership in matching staffing needs with available qualified human resources.
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	3	The executive heads of the United Nations system organizations should instruct their human resources management offices to adopt the benchmarks set out in the present report with a view to ensuring that their organizations have a sound succession planning process, and should report on the progress made to their legislative/governing bodies.	E	Management improvement through enhanced effectiveness	Not accepted			See observations above on the system in place of HR reviews and the role of the RAMC.
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations	4	The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should ensure that succession planning is reinstated as a main agenda item of the Human Resources Network of the High-level Committee on Management, and given the utmost attention and most serious consideration in the future sessions of the Network.	E	Dissemination of good/best practices/ Strengthened coherence and harmonization	Not relevant			The recommendation is addressed to Secretary-General of the United Nations.
JIU/REP/2016/4: Fraud prevention, detection and	1	The Secretary-General of the United Nations and the executive heads of other United Nations	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
response in United Nations system organizations		system organizations should, in the framework of the Chief Executives Board (CEB), adopt common definitions regarding fraudulent, corrupt, collusive, coercive, and obstructive practices and present these to their respective legislative and governing bodies for endorsement. In this regard, the definitions used by the multilateral development banks should be considered for adoption. Concurrently, a joint statement with a clear and unambiguous position on fraud should be adopted by the CEB to set an appropriate "tone at the top" on a system-wide basis.			"Accepted"; "Not accepted"; "Under consideration"; and "Not relevant".	"Not started"; "In progress"; and "Implemented"	"Yes"; "Partially"; and "No"	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	2	The executive heads of the United Nations system organizations, if they have not already done so, shall develop a corporate anti-fraud policy for their respective organizations or update an existing one, taking into account leading practices in the public and private sectors. The policy should be presented to the legislative and governing bodies for information, adoption and/or endorsement and should be reviewed and updated regularly.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	3	The executive heads of the United Nations system organizations should take expeditious action to designate an overall corporate manager or entity at senior level to be the custodian of the anti-fraud policy and be responsible for the implementation, monitoring and periodic review of the policy.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	4	On the basis of a comprehensive needs assessment, the executive heads of the United Nations system organizations should establish a dedicated anti-fraud training and fraud awareness strategy for all members of the organization. At a minimum, anti-fraud training should be mandatory for staff in functional areas most prone to fraud and staff operating in fragile and high-risk field environments.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	5	The executive heads of the United Nations system organizations should, if they have not already done so, conduct a comprehensive corporate fraud risk assessment, as an integral part of their enterprise risk management system or as a separate exercise, addressing fraud risks at all levels of their respective organization, including	E	Management improvement through enhanced controls and compliance	Accepted	In progress		Fraud risk has been incorporated in the ILO’s corporate risk register contained in the biennial Programme and Budget documents as of 2014. More detailed fraud risk assessments will also be conducted at the operational level based on need, a pilot of which was done in a field office in May 2017. General guidelines will be established for application by headquarters departments and field

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		headquarters and field offices, as well as internal and external fraud risks. Such assessments shall be conducted at least biennially at the corporate level, and more frequently, based on need, at the operational level.						offices.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	6	The executive heads of the United Nations system organizations, if they have not already done so, should develop organization-specific comprehensive anti-fraud strategies and action plans for implementing their respective fraud policies. Such anti-fraud strategies should be based on the organization’s corporate fraud risk assessments and shall be an integral part of the overall organizational strategies and operational objectives. Based on the level of fraud risk, proportionate resources should be dedicated to operationalize the strategies and action plans.	E	Management improvement through enhanced controls and compliance	Accepted	In progress		Anti-fraud strategies and action plans are currently part of the ILO’s Office-wide risk management framework. More detailed guidance on fraud risk assessment and management at the operational level will be produced by the Office and incorporated in the Enterprise Risk Management Framework, taking into account the Office’s fraud exposure.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	7	The executive heads of the United Nations system organizations, if they have not already done so, should initiate a review of their internal control framework to ensure that proportionate anti-fraud controls do exist and that fraud risks identified in the fraud	E	Enhanced transparency and accountability	Accepted	Implemented	Partially	

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
		risk assessments are adequately addressed in the internal control frameworks.			“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	8	When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.	E	Management improvement through enhanced controls and compliance	Accepted	Implemented		The ILO has formally introduced its first Statement of Internal Control (SIC) as part of the 2017 financial statements. Prior to the formal issuance of SIC, all directors are required to provide an internal letter of representation annually confirming the execution of their delegated responsibilities on financial controls, including anti-fraud controls.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	9	The executive heads of the United Nations system organizations should instruct their legal offices to review and update the legal instruments for engaging third parties, such as vendors and implementing partners, with particular attention to anti-fraud	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		clauses and provisions.						
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	10	The executive heads of the United Nations system organizations should ensure that proportionate fraud prevention and detection capabilities are an integral part of automation systems’ functionalities, including automated activity reports and data-mining modules in their respective enterprise resource planning systems (ERPs).	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	11	The executive heads of the United Nations system organizations, if they have not already done so, should revise their whistle-blower policies with a view to adopting good practices, and extend the duty to report fraud and other misconduct to contract employees, United Nations volunteers, interns and other non-staff, as well as to third parties, including vendors, suppliers, and implementing partners.	E	Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	12	The executive heads of the United Nations system organization, if they have not already done so, should implement the good practice of establishing a central intake mechanism for all fraud allegations in their respective	E	Management improvement through enhanced effectiveness	Accepted	In progress		The ILO’s anti-fraud policy provides a central intake mechanism for allegations concerning fraud, presumptive fraud, and other financial/administrative misconduct through the Treasurer and Financial Comptroller and the Chief Internal

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
		organizations. In the interim, for organizations with decentralized intake mechanisms, immediate action should be taken to: (a) establish an obligation for decentralized intake units to report to a central authority any allegations received, ongoing cases under investigation and closed cases, indicating the action taken; and (b) establish formal intake procedures and guidelines, including: clear criteria for the preliminary assessment, the official, office or function authorized to make the assessment, the process to be followed and the arrangements for reporting on the results of the preliminary assessments.						Auditor. Both the Treasurer and the Chief Internal Auditor meet regularly to discuss and review all known cases. Standard Operating Procedures (SOPs) for investigation will soon be issued, documenting the criteria and due process which are currently being followed.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system 1 organizations	13	The executive heads of the United Nations system organizations, in consultation with the audit advisory committees, should ensure that the investigation function of their respective organizations establishes key performance indicators for the conduct and completion of investigations, and has adequate capacity to investigate, based on a risk categorization and the type and complexity of the investigations.	E	Management improvement through enhanced effectiveness	Accepted	In progress		Within the framework of the Investigation Charter approved by the Governing Body in March 2016, and in consultation with the Independent Oversight Advisory Committee (IOAC), key performance indicators (KPIs) for investigation will be established with appropriate levels of flexibility given the diverse nature of potential fraudulent activities.

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	14	The executive heads of the United Nations system organizations, in consultation with the Office of Legal Affairs (OLA) of the United Nations, and their respective legal offices, should strengthen existing protocols and procedures for referrals of fraud cases (and other misconduct) to national enforcement authorities and courts for criminal and civil proceedings, as well as for asset recovery, and ensure that referrals are done in a timely and effective manner.	E	Management improvement through enhanced effectiveness	Accepted	In progress		The ILO’s Standard Operating Procedures (SOPs) for investigation will soon be issued, which will confirm that matters may be referred to national authorities, as a case may warrant. Referrals depend on various factors, including timeliness, effectiveness and responsiveness of the national enforcement authorities.
JIU/REP/2016/4: Fraud prevention, detection and response in United Nations system organizations	15	The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual basis a consolidated and comprehensive management report on the performance of anti-fraud activities, based on key performance indicators. The report shall include, inter alia, the level of fraud exposure, status of compliance with anti-fraud policies, fraud statistics, sanctions imposed, fraud losses and recovery of assets, and lessons learned.	E	Enhanced transparency and accountability	Accepted	Implemented	Yes	
JIU/REP/2016/4: Fraud prevention,	16	The legislative and governing bodies of the United Nations	L	Enhanced transparency and	Not accepted			The ILO does not see the need to introduce a further reporting process

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					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
detection and response in United Nations system organizations		system organizations should: place on their respective agendas a permanent or standing item relating to fraud prevention, detection and response; review on an annual basis the consolidated and comprehensive management report presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters.		accountability				related to fraud, beyond what is in place today. The annual report of the Chief Internal Auditor is considered sufficient, provided that fraud information and statistics are included in it.
JIU/REP/2016/5: Evaluation Of the Contribution Of the UN Development System To Strengthening National Capacities For Statistical Analysis and Data Collection to Support the achievement of the MDGs and other Internationally-Agreed Goals	1	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review, should make national statistical capacity development a major strategic priority of the United Nations system entities addressing production, dissemination and use of official statistics, and should call on all Member States to redirect the financial resources necessary to support all three areas.	L	Management improvement through enhanced effectiveness/ Significant, one-time or recurrent, financial savings	Not relevant			Though this recommendation is addressed to the UN General Assembly, the ILO supports it and considers production of quality data essential to measure progress towards the targets set in the 2030 Sustainable Development Agenda.
JIU/REP/2016/5: Evaluation Of the Contribution Of the UN Development System To Strengthening	2	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, should reaffirm that the principal goal of United	L	Relevance/ Management improvement through enhanced effectiveness	Not relevant			Although this recommendation is addressed to the UN General Assembly, the ILO supports it, considering that national statistical capacity development is important for supporting the achievement of the

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
National Capacities For Statistical Analysis and Data Collection to Support the achievement of the MDGs and other Internationally-Agreed Goals		Nations system support for national statistical capacity development is the use of national statistics for supporting the achievement of national development goals, including the Sustainable Development Goals, and in this regard, requests United Nations system organizations to make all efforts to support achievement of this goal.						Sustainable Development Goals.
JIU/REP/2016/5: Evaluation Of the Contribution Of the UN Development System To Strengthening National Capacities For Statistical Analysis and Data Collection to Support the achievement of the MDGs and other Internationally-Agreed Goals	3	Executive heads of United Nations entities that work on national statistical capacity development should establish a network (a working group or task force) that will bring together the different entities’ policy, programme and statistics departments in order to define how to better support more effective use of statistics by national stakeholders to achieve national development goals and should develop system-wide guidance for United Nations system entities on this issue.	E	Management improvement through dissemination of best practices/ Enhanced coordination and cooperation between participating organizations/ Strengthened coherence and harmonisation/ Management improvement through enhanced effectiveness	Accepted	Implemented	Partially	
JIU/REP/2016/5: Evaluation Of the Contribution Of the	4	The General Assembly should request the Secretary-General, in the context of the 2017-2020	L	Enhanced transparency and accountability/	Not relevant			Though this recommendation is addressed to the UN General Assembly, the ILO supports it.

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not accepted”; “Under consideration”; and “Not relevant”.	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
UN Development System To Strengthening National Capacities For Statistical Analysis and Data Collection to Support the achievement of the MDGs and other Internationally-Agreed Goals		quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, to develop a strategic framework for the next five years regarding United Nations system integrated support for national statistical capacity development at the global, regional and country levels, setting out the roles and areas of work for entities at all three levels.		Enhanced coordination and cooperation between participating organizations/ Strengthened coherence and harmonisation/ Management improvement through enhanced efficiency/ Integration/ interdependence				
JIU/REP/2016/5: Evaluation Of the Contribution Of the UN Development System To Strengthening National Capacities For Statistical Analysis and Data Collection to Support the achievement of the MDGs and other Internationally-Agreed Goals	5	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review, should ensure that national statistical capacity development is a strategic area of support for all United Nations country teams, recognizing that the role will vary significantly between countries as determined by the national authorities.	L	Enhanced transparency and accountability/ Strengthened coherence and harmonisation/ Management improvement through enhanced efficiency/ Integration/ interdependence	Not relevant			Though this recommendation is addressed to the UN General Assembly, the ILO supports it and considers it important for supporting the achievement of the Sustainable Development Goals at the country level.
JIU/REP/2016/6: Meta-Evaluation	4	The Secretary-General should, in consultation with the Chief	E	Enhanced coordination and	Not relevant			While this recommendation is addressed to the Secretary-General of

Report	Rec. No	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
					“Accepted”; “Not started”; “In progress”; and “Implemented”	“Not started”; “In progress”; and “Implemented”	“Yes”; “Partially”; and “No”	
and Synthesis of United Nations Development Assistance Framework Evaluations, with a particular focus on Poverty Eradication		Executives’ Board for Coordination as appropriate, request other United Nations agencies to better coordinate their evaluation activities at the country level so that such activities can be better integrated into the United Nations Development Assistance Framework evaluation process.		cooperation between participating organizations				the United Nations, the ILO has long encouraged joint evaluations and has even formulated guidance notes on the topic : http://www.ilo.org/eval/Evaluationguidance/WCMS_165975/lang-en/index.htm

