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| **Council Working Group on Financial and Human Resources****Twelfth meeting – Virtual, 25-26 January 2021** |  |
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|  | **Document CWG-FHR-12/6** |
| **17 December 2020** |
| **English only** |

**Contribution by the Secretariat**

JIU reports on United Nations system-wide issues for 2019-2020
and recommendations to Executive Heads and Legislative Bodies

This document covers the Joint Inspection Unit’s reports published in 2019 and those available to date from the JIU 2020 programme of work, as listed in Table 1.

The Council Working Group is invited to take note of the overall status of acceptance and implementation of recommendations of JIU system-wide reports addressed to ITU and provide guidance on the recommendations addressed to the Legislative Bodies (full set of recommendations and links to the reports, as well as to Chief Executive Board comments, where available, are presented in Table 2).

**ACTION:** Take note of reports and endorse recommended acceptance status of JIU recommendations addressed to legislative bodies of the UN system.

**2019 - 2020 JIU UN SYSTEM-WIDE REPORTS**

**ACCEPTANCE OF RECOMMENDATIONS AND IMPLEMENTATION STATUS**

**Table 1**

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|  **REPORT NUMBER** | **REPORT TITLE**  | **ITU FOCAL POINT** |
| JIU/REP/2020/6 | [MULTILINGUALISM IN THE UNITED NATIONS SYSTEM](#MULTI) | FERNADO PERAL (SG-C&P) |
| JIU/REP/2020/5 | [ENTERPRISE RISK MANAGEMENT: APPROACHES AND USES IN UNITED NATIONS SYSTEM ORGANIZATIONS](#RISK) | FERNANDO RIVERA (SG-SPM) |
| JIU/REP/2020/3 | [COMMON PREMISES IN THE UNITED NATIONS SYSTEM: CURRENT PRACTICES AND FUTURE PROSPECTS](#COMMON) | JAMSHID DJURAEV (SG-FRMD) |
| JIU/REP/2020/2 | [POLICIES AND PLATFORMS IN SUPPORT OF LEARNING: TOWARDS MORE COHERENCE, COORDINATION AND CONVERGENCE](#LEARNING) | MANUELA MORELLI (SG-HRMD) |
| JIU/REP/2020/1 | [REVIEW OF THE STATE OF THE INVESTIGATION FUNCTION: PROGRESS MADE IN THE UNITED NATIONS SYSTEM ORGANIZATIONS IN STRENGTHENING THE INVESTIGATION FUNCTION](#INVESTIGATION) | FRANK SAP (SG-IAU) |
| JIU/REP/2019/9 | [REVIEW OF CONTEMPORARY PRACTICES IN THE EXTERNAL OUTSOURCING OF SERVICES TO COMMERCIAL SERVICE PROVIDERS BY UNITED NATIONS SYSTEM ORGANIZATIONS](#OUTSOURCING) | ALASSANE BA (SG - FRMD)ANDERS NORSKER (GS-IS) |
| JIU/REP/2019/8 | [REVIEW OF STAFF EXCHANGE AND SIMILAR INTER-AGENCY MOBILITY MEASURES IN](#MOBILITY)[UNITED NATIONS SYSTEM ORGANIZATIONS](#MOBILITY) | SHEILA LEVET (SG-HRMD) |
| JIU/REP/2019/6 | [REVIEW OF AUDIT AND OVERSIGHT COMMITTEES IN THE UNITED NATIONS SYSTEM](#OVERSIGHT)  | VAGGELIS IGGLESIS (SG-SPM) |
| JIU/REP/2019/5 | [Managing cloud computing services in the United Nations system](#CLOUD)  | PRADEEP PRASAD (SG-IS) |
| JIU/REP/2019/4 | [REVIEW OF CHANGE MANAGEMENT IN UNITED NATIONS SYSTEM ORGANIZATIONS](#CHANGE)  | ULRIKA MARTINIUS (SG-HRMD) CATALIN MARINESCU (SG-SPM) |
| 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](#DISASTER) | VANESSA GRAY (BDT)   |
| JIU/REP/2019/2 | [REVIEW OF THE UNITED NATIONS SYSTEM-WIDE ACTION PLAN ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN](#WOMEN) | TRACY TUPLIN (SG-SPM) |

**Table 2**

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| **JIU/REP/2020/6** [**Multilingualism in the United Nations system**](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_6_english.pdf) **- ITU Focal Point: Fernando Peral** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments NOT YET AVAILABLE****ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| Recommendation 1: The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to prepare a strategic policy framework for multilingualism, accompanied by administrative and operational guidelines for its implementation, and submit this for adoption by the end of 2022. | **X** |  |  |  |  | **X** |  | An Intersectoral Group on Multilingualism (IGM) has been created with member from all Bureaux and the General Secretariat |
| **Recommendation 2:** The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to appoint, by the end of 2022, a senior official as a coordinator or focal point for multilingualism, with clearly defined responsibilities and delegated authority, tasked with the coordination of the implementation of the strategic policy framework for multilingualism across their respective organizations. | **X** |  |  |  |  |  | **X** | Mr. Fernando Peral, Head, Spanish Translation Service has been appointed as the ITU Focal point for multilingualism and is actively involved in driving the coordination of the implementation of the future strategic policy |
| **Recommendation 3:** The executive heads of the United Nations system organizations that have not yet done so, should, where appropriate, introduce or enhance, by the end of 2022, their policies for attracting new translators and interpreters and retaining talented and skilled language professionals, including the preparation of succession plans with specifications for required languages and language combinations, as well as the expansion of outreach programmes. | **X** |  |  |  |  | **X** |  | Within the framework of machine translation pilot projects, upgrades of CAT tools and   terminology database projects,  ITU is hiring new talent with different background and skills such as  translators familiar with web technology and an AI specialized linguistic programmer. Succession planning strategy is to be formalized in 2021. To deal with the small number of interpreters in Geneva and to diversify the pool of talent, ITU is  working with existing rosters while piloting (in a Regional office) and discussing remote interpretation. |
| **Recommendation 4:** The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to introduce, by the end of 2022, learning policies that encourage continuous learning and improvement of the language skills of their staff members in the official languages of the respective organizations as well as in other languages, as appropriate, securing sufficient funding for this. | **X** |  |  |  |  | **X** |  | The Planning and Development Service within HRMD has drafted already the Language Policies and will be shared internally for approval. The Learning policies will be reviewed and modified accordingly in 2021 |
| **Recommendation 5:** The executive heads of the United Nations system organizations should request the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) to establish a working group on the preparation for adoption, by the end of 2022, of a United Nations system language framework for language teaching, learning, assessment, and certification in the six official languagesof the United Nations, which could be based, inter alia, on the results of the work already undertaken by the United Nations Secretariat in this area. | **X** |  |  |  | **X** |  |  | The Planning and Development Service, if requested, will collaborate with the working group on the preparation of the UN System Language framework |
| **Recommendation 6:** The executive heads of the United Nations system organizations, in their capacity as members of the United Nations System Chief Executives Board for Coordination, should direct the High-level Committee on Management to develop a system-wide, comprehensive and coordinated approach to multilingualism as a core value of the United Nations system organizations. | **X** |  |  |  |  | **X** |  | The IGM shall contribute as necessary to the work of CEB to direct the HLCM to develop a system-wide approach to multilingualism |
| **JIU/REP/2020/5** [**Enterprise risk management: approaches and uses in United Nations system organizations**](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_5_english.pdf) **- ITU Focal Point: Fernando Rivera** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments NOT YET AVAILABLE****ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 1:** In order to fulfil their oversight roles and responsibilities, legislative/governing bodies should incorporate ERM into their meetings at least annually, with substantive coverage determined by the organization’s mandate, field network and risk exposure.  | **X** |  |  |  |  |  | **X** | ITU Council is already annually reviewing the implementation of ITU's RM Framework and looking at the specific risk registers via the Operational Plans. |
| **Recommendation 2**: By the end of 2021, executive heads should undertake a comprehensive review of their ERM implementation against JIU benchmarks 1 to 9, as outlined in the present report.  | **X** |  |  |  |  | **X** |  | ITU is currently undertaking a comprehensive review of its Risk management framework, policy, practices and materials. It should bring ITU to compliance against JIU benchmarks 1 to 9. |
| **Recommendation 3**: By the end of 2021, members of the High-level Committee on Management of the Chief Executives Board for Coordination should ensure that its Cross-Functional Task Force on Risk Management is continued as a viable mechanism to further promote and facilitate inter-agency cooperation, coordination and knowledge sharing and to explore shared risks associated with United Nations reform efforts.  | **X** |  |  |  |  | **X** |  | ITU agrees with this recommendation and will do its best, through its participation in the Cross-Functional Task Force on Risk Management, to have it implemented. |
| **Recommendation 4**: By the end of 2022, legislative/governing bodies of participating organizations should request executive heads to report on the outcomes of a comprehensive review of the organization’s implementation of ERM against JIU benchmarks 1 to 9, as outlined in the present report. | **X** |  |  |  | **X** |  |  | ITU's secretariat is undertaking a comprehensive review of its Risk management framework, policy, practices and materials, which should lead to reports to its Legislative Body as from 2021. |
| JIU/REP/2020/3 [**Common premises in the United Nations system: current practices and future prospects**](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_3_english_0.pdf) **- ITU Focal Point: Jamshid Djuraev** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments NOT YET AVAILABLE****ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 1:** The governing bodies of United Nations system organizations that have not yet done so should, by the end of 2021, give direction to the executive heads on the parameters of participation of their organizations in common premises and request periodic reporting on the results achieved.  | **Partially** |  |  |  | **X** |  |  | Currently, most of the office space in the field is provided by host governments free of charge. ITU would agree to join common premises with a condition that it will not result in additional financial implications to the organization and will not have a negative impact on the privileges, immunities and facilities granted to ITU regional and area office.The issue of common premises is currently being analyzed as part of ITU's ongoing study on its overall regional presence. Considering the current pandemic, the deadline on Recommendation 1 is not realistic for ITU. |
| **Recommendation 2:** The executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to amplify, by the end of 2022, the objectives of common premises, addressing programmatic, public image and environmental sustainability considerations, as well as efficiency gains, and also set out the modalities for tracking results and reporting thereon. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 3**: The Secretary-General and the other executive heads of the United Nations system organizations should, by mid-2021, work together in the framework of the United Nations Sustainable Development Group to re-examine the focus on a target of 50 per cent of common premises with a view to prioritizing efficiency gains. | **X** |  |  |  | **X** |  |  | Considering the current pandemic, the deadline on Recommendation 3 is not realistic for ITU. |
| **Recommendation 4**: The Secretary-General and the other executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to expedite the compilation of the database component of the envisaged common premises platform by mid-2021 and ensure that periodic reporting to the General Assembly includes information on the status of the database and how the common premises platform is being used to contribute to the realization of efficiency gains and any other common premises objectives. | **X** |  |  |  | **X** |  |  | Considering the current pandemic, the deadline on Recommendation 4 is not realistic for ITU. |
| **Recommendation 5**: The Secretary-General and the other executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to review lessons learned from experience with public-private partnerships for common premises and formulate, by the end of 2022, measures that address the capital financing requirements of initiatives regarding common premises, including the possibility of a centrally administered mechanism, for consideration by the General Assembly if required. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 7:** The Secretary-General and the executive heads of the United Nations system organizations with premises in the field should study the feasibility of a unified mechanism for real estate management in the field and report on the findings of that study to the General Assembly at its seventy-eighth session. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 8**: The executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to improve, by the end of 2021, the inter-organizational arrangements for support of common premises by strengthening the oversight of common premises by the United Nations Sustainable Development Group, clarifying the role and authority of its inter-agency Task Team on Common Premises and Facility Services and directing an appropriately capacitated Development Coordination Office to support them in carrying out the common premises workstream. That support work should include analysis of priorities for future action, making arrangements for proactive support of country teams at all stages of project life cycles and drawing linkages to other facets of business operations. | **X** |  |  |  | **X** |  |  |  |
| JIU/REP/2020/2 [**Policies and platforms in support of learning: towards more coherence, coordination and convergence**](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_2_english_0.pdf) **- ITU Focal Point: Manuela Morelli** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments NOT YET AVAILABLE****ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 1:** The executive heads of United Nations system organizations, if they have not already done so, should establish a minimum set of key performance indicators and associated targets for the efficiency of learning programmes and their effectiveness in support of business outcomes, which the organizations should monitor and report upon to the governing bodies.  | **X** |  |  |  |  | **X** |  | The ITU/HR Planning and Development Service has developed a number of L&D KPIs in the context of the ITU HR Strategic Plan 20-23. We believe that having a common UN solution/tool will facilitate a more streamlined reporting and harmonization of practices, initiatives. |
| **Recommendation 2:** The executive heads of the United Nations system organizations should integrate the evaluation findings on learning into the learning management systems and use them effectively to inform decision-making processes on future learning activities.  | **X** |  |  |  |  | **X** |  | ITU is in the process of designing and implementing a Learning Management System. |
| **Recommendation 3**: The executive heads of the United Nations system organizations should, in consultation with the United Nations Sustainable Development Group, examine the existing options for a comprehensive joint curriculum or at least system-wide quality assurance of courses related to the 2030 Agenda for Sustainable Development, by the end of 2021.  | **X** |  |  |  | **X** |  |  | UN coordination (CEB and/or UNSSC initiative) is required to implement this recommendation.We recognize that there have been a number of initiatives in this direction, including the development of the UN Leadership Framework (CEB, HLCM) and the leadership cultural assessment (UNSSC and McKinsey). A curriculum to build capacity on leadership skills to support the 2030 which is harmonized across UN would be appropriate. UNSSC offers a number of programmes. |
| **Recommendation 4**: The executive heads of United Nations organizations should take the actions they deem appropriate to better integrate staff learning plans into their respective performance assessments and to ensure that managers are also held accountable for implementation. Part Two offers the first attempt ever made at system-wide level to analyse the technological tools, platforms and learning management systems used by the United Nations organizations in support of learning. It contains soft recommendations addressed to human resources units and learning managers. Part Three provides a comprehensive analysis and a package of solutions conducive to more coherence, coordination and convergence at system-wide level. It contains one recommendation addressed to the Director General of the United Nations Educational, Scientific and Cultural Organization, two to the executive heads of the United Nations system organizations, one to the governing bodies and one to the Economic and Social Council. | **X** |  |  |  |  |  | **X** | ITU has integrated learning objectives in the performance management individual workplans. The ITU Learning Plan and Budget takes performance learning objectives into account for implementation. Agree with this recommendation. In most of UN organizations learning managers and performance management specialists work on the integration of these two areas. This integration is further strengthened when promoted at the level of CEB, HR Network as well as JIU. |
| **Recommendation 6**: The executive heads of the United Nations system organizations, if they have not already done so, should establish criteria for the more systematic use of external platforms, based on judicious curating of their courses and realistic learning objectives.  | **X** |  |  |  |  | **X** |  | This exploration is in progress at the level of each organization to a certain extent. ITU is exploring skills gap common platforms and others. More UN (CEB and/or UNSSC initiative) coordination would be required to make this a common UN project.Agree, with the scope to streamline and cost-share resources. |
| **Recommendation 7**: The executive heads of the United Nations system organizations should, through inter-agency agreements, recognize relevant learning programmes followed on external platforms, for which appropriate credentials are presented, and reflect that recognition in the learning management systems.  | **X** |  |  |  |  | **X** |  | Yes, agree as it is at the moment supported by the practice of UN learning managers. |
| **Recommendation 8**: The governing bodies of United Nations system organizations should, by the end of 2023, approve a common United Nations Organizational Learning Framework, agreed through relevant interagency mechanisms, which should contain a set of principles and a plan of action for gradual implementation. | **X** |  |  |  | **X** |  |  | More coordination at the level of UN (CEB and/or UNSSC initiative) would be required.This should be done as soon as possible to support the implementation of the 2030 Agenda. |
| JIU/REP/2020/1 [**Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function**](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_1_english_0.pdf) **- ITU Focal Point: Frank Sap** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments NOT YET AVAILABLE****ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 1**: The legislative bodies of United Nations system organizations should request that organizations that have not yet done so include in their internal oversight charters a provision for the periodic revision and, where necessary, update of the charters and a requirement for their endorsement by the legislative bodies. The updated charters should be submitted for endorsement by the legislative bodies by the end of 2021.  | **X** |  |  |  |  | **X** |  | The revisions to the charter will be presented at Council 2021. |
| **Recommendation 2**: The executive heads of United Nations system organizations who have not yet done so should ensure that the heads of internal oversight offices periodically review and, where necessary, update their investigation policies and guidance on the basis of new developments, the jurisdiction of the administrative tribunals, lessons learned and good practices. In doing so, due attention should be paid to ensure coherence with applicable provisions of other existing relevant rules, regulations and policies.  | **X** |  |  |  |  | **X** |  | With the only nuance that it will be the jurisprudence, not the jurisdiction, of administrative tribunals which will be takeninto account. |
| **Recommendation 3**: The legislative bodies of United Nations system organizations should request that organizations that have not yet done so consolidate by the end of 2022 all investigations and related activities (namely intake, preliminary assessment and the decision to open an investigation), irrespective of the type of misconduct, in the internal oversight office of each organization.  |  | **X** |  |  |  |  |  | See ITU comment to Recommendation 10, below. |
| **Recommendation 4:** The legislative bodies of United Nations system organizations that have not yet done so should ensure by the end of 2021 that the heads of internal oversight offices/ investigation functions are authorized to open investigations without the approval of the executive heads.  |  | **X** |  |  |  |  |  | The decision to start an investigation currently lies with the ITU Secretary-General. |
| **Recommendation 5**: The legislative bodies of the United Nations system organizations should request that organizations that have not yet done so include in their oversight charters by the end of 2021 provisions that: (a) Make the appointment and dismissal or removal of the heads of their internal oversight offices subject to consultation with and approval of the legislative bodies; (b) Establish term limits from five to seven years for the heads of internal oversight offices, preferably making the term non-renewable, with a post-employment restriction within the same organization; and (c) Allow for unrestricted access of their heads of internal oversight offices to the legislative bodies and to the respective audit and oversight committees.  |  **X** |  |  |  |  | **X** |  | In reference to point (c) particularly, ITU is considering manners and channels for investigation/oversight offices to report to legislative bodies. Yet, some procedures need to be established to ensure orderly reporting, and it is unclear if this would be aligned with what JIU calls "unrestricted access". |
| **Recommendation 6**: The legislative bodies of the United Nations system organizations that have not yet done so should request that organizations update the terms of reference of their respective audit and oversight committees by the end of 2021 to include, where necessary, appropriate provisions to: (a) review the independence and mandate of the internal oversight office/ investigation function; (b) review its budget and staffing requirements; (c) review its overall performance; and (d) issue related recommendations. | **X** |  |  |  |  | **X** |  | Revisions of terms of reference are planned, especially as far as the investigation function is concerned. Revisions to the terms of reference will be presented at Council 2021. |
| **Recommendation 7:** The legislative bodies of United Nations system organizations that have not yet done so should develop and adopt appropriate formal procedures for the investigation of complaints of misconduct by executive heads and adopt appropriate policies by the end of 2021.  | **X** |  |  |  |  | **X** |  |  |
| **Recommendation 8**: The legislative bodies of United Nations system organizations that have not yet done so should request that organizations establish by the end of 2021 formal procedures for handling allegations of misconduct against heads and personnel of their internal oversight offices in order to avoid situations of conflict of interest.  | **X** |  |  |  |  | **X** |  |  |
| **Recommendation 9**: The legislative bodies of United Nations system organizations that have not yet done so should request that the respective organizations’ annual internal oversight activity reports contain information on both complaints and investigations, including details on the number, type and nature of the complaints and investigations and trends in this regard.  | **X** |  |  |  |  | **X** |  |  |
| **Recommendation 10**: The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function, taking into consideration the recommendations of the respective audit and oversight committees, where available. | **X** |  |  |  |  | **X** |  | ITU Secretariat has already requested the ITU Council to authorize that a new P.4/P.5 grade investigator post befunded through the Union's Reserve Fund, given that, to date, there is none formally focusing on such function.This was considered by the Second Virtual Consultation of Counsellors and approval by correspondence for a P.5 investigator post is expected in the coming weeks. |
| **[JIU/REP/2019/9 - Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_9_english.pdf)** **- ITU Focal Point: Alassane Ba and Anders Norsker** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments available** [**here**](https://www.unjiu.org/sites/www.unjiu.org/files/a_75_551_add1_english.pdf)**ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 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.  | **X** |  |  |  |  |  |  | It has been sent to the HLCM-PN and is being reviewed by the Harmonization Working Group (which ITU is a part of). This Group decided to first start with agreeing on a common definition of out-sourcing.  |
| **Recommendation 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 expenditures on services sourced from commercial service providers | **X** |  |  |  |  | **X** |  | Pending on a common definition of out-sourcing |
| **Recommendation 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.  |  | **X** |  |  |  |  |  | As a technical agency, ITU will let the technical requirements determine the source of supply and give all vendors the same opportunities regardless of country of origin. |
| **Recommendation 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.  | **X** |  |  |  |  | **X** |  | Pending on a common definition of out-sourcing |
| **Recommendation 5**. The executive heads of United Nations system organizations should instruct all offices to 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. | **X** |  |  |  |  | **X** |  | Pending on a common definition of out-sourcing |
| **Recommendation 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 authority for adoption and incorporation into policy documents by the end of 2021.  | **X** |  |  |  |  | **X** |  | Pending on a common definition of out-sourcing |
| **Recommendation 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 vendor as regards transitional assistance and knowledge transfer to the organization and incoming vendor. | **X** |  |  |  |  | **X** |  | Pending on a common definition of out-sourcing |
| **[JIU/REP/2019/8 - Review of staff exchange and simila](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_8_english.pdf)****[r inter-agency mobility measures in United Nations system organizations](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_8_english.pdf)****- ITU Focal Point: Sheila Levit** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments available** [**here**](https://www.unjiu.org/sites/www.unjiu.org/files/a_75_85_add.1_e.pdf)**ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 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. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 3** Executive heads of organizations party to the 2012 Agreement should not apply the practice of asking incoming staff to resign instead of agreeing to transfers in view of its corrosive effect on the integrity of the inter-agency mobility regime and theimmaterial 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 onthe basis stipulated in the Agreement. | **X** |  |  |  |  |  | **X** |  |
| **Recommendation 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. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 6** The Secretary-General, in coordination with other executive heads in the frameworkof 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 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 careertrajectories. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 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 mindset and report to the Economic and Social Council at its 2022 session in the context of his report on the work of CEB. They should also consider the possibility of using this framework tostrengthen 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. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 8** Executive heads should enable all United Nations system staff members to compete forvacant 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 ofrotational placements.  |  |  |  | **X** |  |  |  | In principal we agree, however, this requires a change to the definition of internal/external candidate and therefore must be further discussed internally within ITU.  |
| **Recommendation 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 beapplied 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 thecontext of the annual report of the Secretary-General on the work of CEB. | **X** |  |  |  | **X** |  |  |  |
| [**JIU/REP/2019/6 - REVIEW OF AUDIT AND OVERSIGHT COMMITTEES IN THE UNITED NATIONS SYSTEM**](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_6_english_0.pdf) **- ITU Focal Point: Vaggelis Igglesis (SPM)** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments available** [**here**](https://www.unjiu.org/sites/www.unjiu.org/files/a_74_670_add1_english.pdf)**ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 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 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.  | **X** |  |  |  |  | **X** |  | IMAC ToRs – Annex to Res.162 (rev. Busan, 2014) could be revised to reflect any changes in the internal oversight functions since 2014. |
| **Recommendation 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 ensure that due attention is paid to addressing internal control weaknesses and emerging risks.  | **X** |  |  |  |  |  | **X** | Risk management and internal controls are part of the responsibilities of IMAC in its Terms of Reference. |
| **Recommendation 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.  | **X** |  |  |  |  | **X** |  | IMAC had recommended to Council 2018 the inclusion of the topic of Ethics in its Terms of Reference. However, no proposal from Member States was submitted to PP-18 to revise the IMAC ToRs (PP Res. 162, Rev. Busan, 2014) |
| **Recommendation 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 international organizations is desirable. | **X** |  |  |  |  |  | **X** | Such provisions are included in the IMAC ToRs (paragraph on Composition). |
| **Recommendation 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.  | **X** |  |  |  |  | **X** |  | A self-assessment is done by IMAC every 4 years (presented at the Council session before PP), but no independent performance evaluation has ever been conducted. |
| **Recommendation 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. | **X** |  |  |  |  | **X** |  | The IMAC ToRs are Annexed to Res. 162 (Rev. Busan, 2014) and can therefore be revised by the Plenipotentiary Conference every 4 years. The last revision was done in 2014. |
| [**JIU/REP/2019/5 - Managing cloud computing se****rvices in the United Nations system -**](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_5_final.pdf) **ITU Focal Point: Pradeep Prasad** |
| **Recommendation** |  | **Acceptance recommendation** | **Implementation Status** | **CEB comments available** [**here**](https://www.unjiu.org/sites/www.unjiu.org/files/a_74_691_add1_english.pdf)**ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 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 deliver the contracted services. | **X** |  |  |  |  | **X** |  |  |
| **Recommendation 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.  | **X** |  |  |  |  | **X** |  |  |
| **Recommendation 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 for the investment. | **X** |  |  |  |  | **X** |  |  |
| **Recommendation 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. | **X** |  |  |  |  | **X** |  |  |
| [**JIU/REP/2019/4 - REVIEW OF CHANGE MANAGEMENT IN UNITED NATIONS SYSTEM ORGANIZATIONS**](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_4_english.pdf) **- ITU Focal Point: Ulrika Martinius (HRMD) & Catalin Marinescu (SPM)** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments available** [**here**](https://www.unjiu.org/sites/www.unjiu.org/files/a_74_669_add1_english.pdf)**ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 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.  | **X** |  |  |  |  | **X** |  |  |
| **Recommendation 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. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 3**. Executive heads, through the United Nations System Chief Executives Board for Coordination, should support the development and standardization of organizational staff surveys across the United Nations system. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 4**. Executive heads should ensure that resources allocated to change management are clearly earmarked and the intended results are measured, tracked and evaluated. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 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 across all personnel. | **X** |  |  |  |  | **X** |  | In progress – with the People Strategy, Cultural Change and Skills Gap and Cultural Diagnosis projects, as well as the ongoing work in the digital transformation with its significant change management component. |
| **Recommendation 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. | **X** |  |  |  | **X** |  |  |  |
| **[JIU/REP/2019/3 - REVIEW OF THE INTEGRATION OF DISASTER RISK REDUCTION IN THE WORK OF THE UNITED](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_3_en.pdf)** **[NATIONS SYSTEM IN THE CONTEXT OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_3_en.pdf)- ITU Focal Point: Vanessa Gray (BDT)**  |
| **Recommendation** |  | **Acceptance recommendation** | **Implementation Status** | **CEB comments available** [**here**](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_3_ceb_comments.pdf)**ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 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 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”. | **X** |  |  |  |  |  | **X** |  Included in the ITU Connect 2030 Agenda, which includes Target 3.5: By 2023, all countries should have a National Emergency Telecommunication Plan as part of their national and local disaster risk reduction strategies. |
| **Recommendation 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 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.  |  |  |  | **X** |  |  |  | Needs verification if ITU takes part in the reform process of the UN Development system |
| **Recommendation 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 |  |  |  | **X** |  |  |  | Needs verification if ITU takes part in the reform process of the UN Development system |
| **[JIU/REP/2019/2 - REVIEW OF THE UNITED NATIONS SYSTEM-WIDE ACTION PLAN ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_2_english_0.pdf)** **- ITU Focal Point: Tracy Tuplin (SPM)** |
| **Recommendation** | **Acceptance recommendation** | **Implementation Status** | **CEB comments available** [**here**](https://www.unjiu.org/sites/www.unjiu.org/files/a_74_306_add.1.pdf)**ITU Comments****(if any) below** |
| **Executive Heads** | **Legislative/Governing bodies** | Accept  | Not Accept | Not Relevant | Requires further consideration | Not Started  | In progress | Im-plemented |  |
| **Recommendation 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 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.  | **X** |  |  |  |  | **X** |  | ITU uses a system of business owners from relevant operational divisions to complete UN-SWAP reporting, which is subsequently reviewed closely for accuracy. ITU expects to incorporate a peer review. Enhanced review by senior management is also anticipated. |
| **Recommendation 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 endorsing the framework as revised in 2018. | **X** |  |  |  | **X** |  |  |  |
| **Recommendation 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.  | **X** |  |  |  |  | **X** |  | ITU has been reporting its annual UN-Women letter to Council since 2017. We also report on our gender equality and mainstreaming action plan which is aligned to the UN-SWAP. Further effort will be made to highlight measures for improvements. |
| **Recommendation 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. | **X** |  |  |  |  | **X** |  | ITU is reviewing the Gender Action Plan that will be completed in the coming months. These Rec 5 will be incorporated. |

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