

STATUS OF JIU RECOMMENDATIONS - 30 June 2021

Report No.	Rec. No.	Short title	Recommendation	Status	Implementation	Last comments received (30 June 2021)
JIU/REP/2018/7	2	Strengthening Policy research uptake	The Executive Heads of the United Nations system organizations should establish, in the set-up of their programme budgets and finance (cost accounting) systems, a means to report on the cost of research activities by the end of 2020.	Accepted	Not started	UNESCO supports partially this recommendation. The foreseen institutional configuration for policy research among organizations in the United Nations system should be flexible and take into account the particularity of each organization's mandate, scope of research, strategic objectives, dedicated financial and human resources. Lessons learned show that costing of research activities could be only indicative. Full implementation of such a recommendation would require adjustments in programming processes and related IT systems and policies, hence, it would imply additional resources.
JIU/REP/2018/7	4	Strengthening Policy research uptake	The Executive Heads of United Nations system organizations should carry out periodic assessments of specific research needs and potential suppliers of research products and associated costs, with the long-term objective of strengthening internal capacities for research, as appropriate, and making systematic use of research produced by academia.	Accepted	In Progress	The implementation of this recommendation is expected to enhance the effectiveness and efficiency of policy research outputs within organizations.
JIU/REP/2018/7	6	Strengthening Policy research uptake	The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should consider calling on the Executive Heads of United Nations system organizations who have not yet done so to establish a system-wide policy on open data access, supporting software and research-sharing among the United Nations system organizations.	Accepted	In Progress	Several UN agencies have already established Open Access policies for their organization. UNESCO was the first agency within UN system to establish an Open Access and Open Data policy. UNESCO is currently working to establish an Open Data policy to support Artificial Intelligence and Machine learning. FAO, WHO, UNICEF, ITU, DESA, IFAD already have open access policy. In order to deal with COVID-19 pandemic, on 27 October 2020 Chief Executives of UNESCO WHO and OHCHR issued a joint statement on the importance of Opening Scientific Data and issued a joint statement inviting countries to support Open Science recommendation spearheaded by UNESCO's member states. A UN system-wide initiative on Open Access is still just a vision.
JIU/REP/2018/7	7	Strengthening Policy research uptake	The Secretary-General of the United Nations and the Executive Heads of other United Nations system organizations should review the level of involvement of researchers from the South and adopt policies and frameworks that will stimulate capacity-building for all dimensions of the policy research functions, including research uptake at the national level, and report thereon to the General Assembly and to the governing bodies, respectively, by the end of 2020.	Accepted	Not started	
JIU/REP/2018/7	8	Strengthening Policy research uptake	The Executive Heads of the United Nations system organizations involved in the United Nations Network on Migration should instruct the relevant units to assess the options of inter-agency collaboration, on the basis of converging interests and specific competences, with regard to decision-making on migration-related research projects by the end of 2019	Accepted	Not started	

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JIU/REP/2018/7	9	Strengthening Policy research uptake	The governing bodies of the United Nations system organizations should take measures to ensure that commitments to inter-agency collaboration, including through the establishment of a global data knowledge platform and the facilitation of academic exchanges, as stipulated in the Global Compact for Safe, Orderly and Regular Migration, are implemented by the end of 2020.	Accepted	Not started	
JIU/REP/2018/7	11	Strengthening Policy research uptake	The Secretary-General of the United Nations and the Director General of UNESCO should consider the creation, on an experimental and voluntary basis, of a United Nations – Academic Joint Publication Board with the task of identifying research needs at the system-wide level and the most efficient ways to produce, disseminate and uptake policy research in a collaborative and participatory manner, by the end of 2020 at the latest.	Accepted	In Progress	UNESCO launched a careful review of its publication process to streamline and strengthen its publication strategy, including at the governance level within its Publications Board. This is based on an in-depth IOS study, which includes also the coordination of publication efforts with the UN System as a whole. Specific Inter-agency consultations are on-going. Several key joint publications within the UN System have already paved the way for stronger coordination in this regard, while more reflection is needed regarding the most suitable interagency group to host this initiative. UNESCO is still playing a lead role in the UN-wide initiative on Open Access publishing and has concluded a number of successful partnerships with academic publishers in this domain (Springer Nature, Routledge and Cambridge University Press), as well as providing guidelines and operational support to other UN agencies. UNESCO is also developing a Monitoring and Evaluation Framework for its publications and adding new tools to measure interest.
JIU/REP/2018/7	12	Strengthening Policy research uptake	The Secretary-General of the United Nations, in consultation with all Executive Heads of the United Nations system organizations, should encourage long-term partnerships with academic communities at the global, regional and national levels, and establish basic guidelines for such partnerships.	Accepted	In Progress	UNESCO, given its mandate, already has a large number of partnerships in place with the academic community, covering various fields and subject areas, at the global, regional and national levels.
JIU/REP/2018/6	1	Enhancing accessibility for persons with disabilities to conferences and meetings	The executive heads of United Nations system organizations should task the relevant offices with developing, by the end of 2020, a draft policy on the accessibility of conferences and meetings for persons with disabilities, as well as guidelines for policy implementation, and present them to their respective legislative bodies, should the endorsement of those bodies be required for the policy to take effect.	Accepted	In Progress	Basic requirements regarding accessibility of conferences and events are met for UNESCO Headquarters. Very little information is available when organizing events or conferences outside UNESCO HQ, although local rules and conditions will apply in some cases. This remains work in progress, the established internal working group under the Administration Sector will henceforth work in collaboration with the newly created UNESCO Intersectoral task Team on the UNDIS (United Nations Disability Inclusion Strategy) that integrates issues related to accessible conferences and meetings.
JIU/REP/2018/6	2	Enhancing accessibility for persons with disabilities to conferences and meetings	For all major conferences that are hosted off the premises of United Nations system organizations, the executive heads of these organizations should ensure that accessibility requirements are clearly stipulated in individual agreements concluded with the hosting entity for specific conferences and meetings.	Accepted	In progress	This remains work in progress, the established internal working group under the Administration Sector will henceforth work in collaboration with the newly created UNESCO Intersectoral task Team on the UNDIS (United Nations Disability Inclusion Strategy) that integrates issues related to accessible conferences and meetings.
JIU/REP/2018/6	4	Enhancing accessibility for persons with disabilities to conferences and meetings	The executive heads of United Nations system organizations should instruct relevant offices that address accessibility-related matters to develop, by December 2021, standard operating procedures with regard to their operational responsibilities to improve the accessibility of conferences and meetings for persons with disabilities.	Accepted	In Progress	Basic requirements regarding accessibility of conferences and events are met for UNESCO Headquarters. Very little information is available when organizing events or conferences outside UNESCO HQ, although local rules and conditions will apply in some cases. This remains work in progress, the established internal working group under the Administration Sector will henceforth work in collaboration with the newly created UNESCO Intersectoral task Team on the UNDIS (United Nations Disability Inclusion Strategy) that integrates issues related to accessible conferences and meetings.

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JIU/REP/2018/6	5	Enhancing accessibility for persons with disabilities to conferences and meetings	The executive heads of United Nations system organizations should make it mandatory for organizers of meetings and conferences to ensure, by December 2021, that: (a) The participation of persons with disabilities is fully supported by registration processes that are accessible for persons with diverse disabilities; (b) Clauses are included in accessible registration forms to ask specifically about accessibility requirements; (c) Information on accessible facilities and services is disseminated to all potential participants through accessible websites and information notes; (d) Accessible post-conference and post-meeting satisfaction surveys	Accepted	In Progress	Basic requirements regarding accessibility of conferences and events are met for UNESCO Headquarters. Very little information is available when organizing events or conferences outside UNESCO HQ, although local rules and conditions will apply in some cases. This remains work in progress, the established internal working group under the Administration Sector (ADM) will henceforth work in collaboration with the newly created UNESCO Intersectoral task Team on the UNDIS (United Nations Disability Inclusion Strategy) that integrates issues related to accessible conferences and meetings, facilities, ADM is planning to use a new tool for online registration, that is widely used in other UN agencies, it is to be expected that this tool will take on board at least minimum accessibility features.
JIU/REP/2018/6	7	Enhancing accessibility for persons with disabilities to conferences and meetings	The executive heads of United Nations system organizations should issue instructions to information and communications technology and facilities management offices to undertake periodic accessibility assessments of organizational facilities and services for conferences and meetings, and to ensure that organizations of persons with disabilities are adequately consulted at all stages of the process.	Accepted	In Progress	Basic requirements regarding accessibility of conferences and events are met for UNESCO Headquarters. Very little information is available when organizing events or conferences outside UNESCO HQ, although local rules and conditions will apply in some cases. This remains work in progress, the established internal working group under the Administration Sector will henceforth work in collaboration with the newly created UNESCO Intersectoral task Team on the UNDIS (United Nations Disability Inclusion Strategy) that integrates issues related to accessible conferences and meetings.
JIU/REP/2018/6	8	Enhancing accessibility for persons with disabilities to conferences and meetings	The executive heads of United Nations system organizations should task procurement offices with drafting, by December 2021, provisions for incorporating accessibility checks and/or requirements into procurement policies and guidelines for consideration and adoption by the relevant decision-making authority	Accepted	In Progress	UNESCO is integrating progressively the principle of "Sustainable Procurement", that integrates the issues mentioned in the recommendation.
JIU/REP/2018/6	9	Enhancing accessibility for persons with disabilities to conferences and meetings	The executive heads of United Nations system organizations should develop and implement through relevant inter-agency mechanisms, by December 2021, a common system-wide mandatory specialized training module on disability inclusion and accessibility for personnel involved directly or indirectly in the servicing of conferences and meetings, including, but not limited to, staff in conference management, facilities and services management, human resources management, and procurement, legal, ICT, medical, public information and safety and security services.	Accepted	In Progress	An internal working group on accessibility has been created and is working closing with the newly created inter-sectoral Task Team led by SHS in the context of the UN Disability Inclusion Strategy. As yet, no consideration has been made at inter-agency level on the development of a common-system wide mandatory training module.
JIU/REP/2018/6	10	Enhancing accessibility for persons with disabilities to conferences and meetings	The legislative bodies of United Nations system organizations should include in their agendas the review of periodic reports submitted to them on the state of accessibility of conference and meeting facilities and services for persons with disabilities, including the state of progress of actions to address accessibility deficits.	Accepted	In progress	This remains work in progress, the established internal working group under the Administration Sector will henceforth work in collaboration with the newly created UNESCO Intersectoral task Team on the UNDIS (United Nations Disability Inclusion Strategy) that integrates issues related to accessible facilities.
JIU/REP/2018/5	1	Administrative Support Services	Executive heads, in coordination with the Chair of the United Nations Sustainable Development Group and with a view to a coherent system-wide approach, should, by the end of 2020, enhance existing systems or implement new ones to accurately identify resources devoted to administrative support services, irrespective of funding source or cost classification, and set out how efficiency should be defined and assessed.	Accepted	In progress	In December 2020, the Administrative Platform under the Bureau of Financial Management and the Field Operation Support unit were merged to improve the effectiveness of administrative support services, in particular for Field Offices. Continuous enhancement of the existing systems will be sought to further improve these services, including through the IT Business Reengineering.

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JIU/REP/2018/4	1	Whistle-blower	Legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues.	Accepted	In Progress	After internal discussions, especially with Legal Affairs, and in light of the special status of the Director-General within the Organization, it was agreed that the policy is not the right instrument to provide for such channel concerning allegations against the Director-General and should thus be addressed at a different level. The revised Whistleblower protection policy however, provides mechanisms to address allegations of retaliation against DIR/IOS and the Ethics Advisor, under the provisions on conflicts of interest.
JIU/REP/2018/4	3	Whistle-blower	Executive heads of United Nations system organizations should update their relevant whistle-blower policies by 2020 to address shortcomings and gaps identified in the JIU best practices ratings.	Accepted	In progress	UNESCO revised its Whistleblower protection policy and addressed the issues in the five best practices criteria and 22 indicators raised in the JIU report, as appropriate.
JIU/REP/2018/4	6	Whistle-blower	Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting those who report misconduct/wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support mechanisms and resources.	Accepted	In progress	The revised policy addresses this point by allowing IOS, or the relevant manager, with the consent of the complainant, to inform the Ethics Office of any received report of misconduct in which it identifies a potential retaliation risk, which will then allow the Ethics Office to consult with the complainant on appropriate retaliation preventive actions. Therefore, UNESCO does not see the added value of integrating specific Standard Operating Procedures.
JIU/REP/2018/1	2	Internship Programmes	Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.	Accepted	In Progress	Following the SG task force on Youth 2030, a first meeting of HR focal points from each agency on interns took place on 20 May 2021, with the objective to harmonise, benchmark, share and exchange best practices and policies as well as strengthening internships in the UN.
JIU/REP/2018/1	3	Internship Programmes	The executive heads of JIU participating organizations should consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.	Accepted	In Progress	The Internship policy will be revised in the framework of the benchmarking which will come out from the newly established UN task team. Some recommendations have already been implemented such as providing access to the training platform previously only granted to staff members. Also, the selection of interns is being transferred to a new IT platform (success factor).
JIU/REP/2018/1	6	Internship Programmes	Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria.	Accepted	In Progress	During the 211th session of the Executive Board, a discussion on internships took place envisaging the possibility of providing an allowance stipend to interns. A financial proposal in this respect is being developed, taking into consideration the sustainability of the programme.
JIU/REP/2017/9	1	Conflict of interest in the UN system	Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest, no later than December 2019.	Accepted	In progress	Discussions at ENMO revealed that Organisations are not well advanced on the issue of organisational COI, which may require further guidance and clarification from the JIU in this regard.

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JIU/REP/2017/9	2	Conflict of interest in the UN system	Executive heads of the United Nations system organizations, who have not yet done so, should direct their human resources services to introduce a mandatory conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in consultation with any future inter-agency forum.	Accepted	In progress	The Ethics Office has been discussing with HRM and exchanging with ENMO members who (very few) already have a pre-employment COI disclosure form; HRM will conduct a proper benchmarking into it, in close cooperation with ETH in the framework of the review of the policy on outside activities. It is important to highlight that UNESCO's current declaration of interest and financial disclosure programme already sets forth in Manual Item 18.4 highlights staff members responsibility to disclose any interest and the nature thereof to the Director-General (Staff Rule 101.5). To date, any individual who is offered an appointment of at least 12 months to a post which falls within the scope of HR Manual Item 18.4 shall complete an initial questionnaire within the first three months from the date of their appointment, in respect of the immediately preceding 12-month period. In order to further comply with the recommendation, a conflict of disclosure form for senior staff and staff in selected functions could be established. Consideration will be made in this regard in 2022 within the framework of the elaboration of the new policy on conflict of interest .
JIU/REP/2017/9	4	Conflict of interest in the UN system	Executive heads of the United Nations system organizations, who have not yet done so, in consultation with the Legal Network of the United Nations system organizations, should take the necessary steps to introduce, by December 2019, adequate legal clauses in contractual agreements with their staff and non-staff, as appropriate, binding them to the period of restriction set for their function that prohibits them from engaging in clearly defined post-employment activities for the duration of that period of time.	Accepted	In Progress	As per the standard of conduct of the International Civil Service, "after leaving service with organizations of the United Nations system, international civil servants should not take improper advantage of their former official functions and positions, including through unauthorized use or distribution of privileged or confidential information; nor should international civil servants, including those working in procurement services and as requisitioning officers, attempt to unduly influence the decisions of the organization in the interest or at the request of third parties with a view to see". All our staff are already required to follow those standards. However, the Ethics Office has been discussing with HRM about both pre and post employment rules, and contractual clauses (or COI declarations), and has exchanged with colleagues from ENMO on their best practices. HRM will launch a benchmark across other UN Agencies, with a view to define target groups to which such post employment restrictions could apply and be effectively implemented.
JIU/REP/2017/2	5	Donor-led assessments of UN system organizations	The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.	Under consideration	In progress	It must be emphasized that that the limited evaluation budget is largely compensated by a 3% charge for evaluations on the budgets of projects financed by voluntary contributions. The 41 C/5 budget for 2022-2023 includes a small increase in the budget of IOS, in spite of a zero nominal growth budget ceiling proposed. The new Director of IOS is fully committed to raising funds and finding innovative methods to help fill the gaps.
JIU/REP/2016/9	2	Safety and security	The Executive Heads of the United Nations system organizations, through the Inter-Agency Security Management Network and the Department of Safety and Security, should ensure that, by no later than January 2018, a comprehensive system-wide policy for road safety is finalized and ready for implementation within each of their respective organizations.	Accepted	In progress	ADM to coordinate with PAX
JIU/REP/2016/8	5	Internal audit function	Executive heads of United Nations system organizations should ensure that their internal audit services have adequate financial and human resources to expand the use of information technology (IT) auditing techniques, and to employ, as appropriate, advanced data analytics and remote auditing, with a view to leveraging technology to provide more economical and comprehensive audit coverage.	Accepted	In progress	The 41 C/5 budget for 2022-2023 includes a small increase in the budget of IOS, in spite of a zero nominal growth budget ceiling proposed. The new Director of IOS is fully committed to raising funds and finding innovative methods to help fill the gaps.

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JIU/REP/2016/8	6	Internal audit function	Executive heads of United Nations system organizations, on the advice of their oversight committees, should allocate adequate financial and human resources to the internal audit services to ensure sufficient coverage of high-risk areas and adherence to established auditing cycles, as identified by the heads of internal audit/oversight during risk-based audit planning.	Accepted	In progress	The 41 C/5 budget for 2022-2023 includes a small increase in the budget of IOS, in spite of a zero nominal growth budget ceiling proposed. The new Director of IOS is fully committed to raising funds and finding innovative methods to help fill the gaps.
JIU/REP/2016/8	8	Internal audit function	Executive heads of United Nations system organizations that have not yet done so should provide adequate funding for professional development, as requested by the heads of internal audit/oversight, including coverage of costs for maintaining professional certification, with key performance indicators established to monitor training and certification goals for internal audit staff.	Accepted	In progress	The 41 C/5 budget for 2022-2023 includes a small increase in the budget of IOS, in spite of a zero nominal growth budget ceiling proposed. The new Director of IOS is fully committed to raising funds and finding innovative methods to help fill the gaps.
JIU/REP/2016/4	10	Fraud Prevention	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).	Accepted	In progress	Fraud prevention and detection part of automation systems' functionalities will be addressed in the framework of the core redesign of systems, if assessed to be feasible. Indicators can be developed in the meantime in the context of the Anti-Fraud roadmap, with dashboards to reinforce the compliance monitoring.
JIU/REP/2016/4	15	Fraud Prevention	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.	Accepted	In progress	IOS reports on an annual basis to governing bodies on anti-fraud activities. In the framework of the anti-fraud roadmap, the Risk Compliance and Policy coordination unit and IOS are assessing which additional information can be provided with due regards to the confidentiality aspects and taking into account relevant guidance from HLCM.
JIU/REP/2015/4	2	Public information and communications policies and practices	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.	Accepted	In progress	The New Communication, Advocacy and Engagement Strategy addresses the nine benchmark of the JIU report and was presented to the 207th session of the Executive Board. Its implementation has started with an in-depth selection process of a new company for the development of a stronger web platform, the publications of a series of guidelines for communication on a shared intranet, a new governance for prioritization & events management system. The Launch of a new website is scheduled for Autumn 2021, together with the launch of the revamped visual guidelines and graphic charter for UNESCO. A corporate campaign on the "New Normal" was launched during Covid-19 pandemic and was awarded among best performing campaigns in France in 2020. A new internal communication board as well as a communications board have been established, An internal newsletter "info radar" is in place to inform all staff about current & planned activities. The new charge back mechanism is also in place and bears fruit. Stronger and more predictable budget for Communication activities are also secured within the next budget.
JIU/REP/2015/4	4	Public information and communications policies and practices	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.	Accepted	In progress	All 53 field offices websites have been renewed and revamped, with new functionality, new design and new editorial strategy. This was long overdue and had not been conducted for the last decade. A full-time communication manager has been assigned to the task of supporting field offices in their outreach and communication activities. Regular coordination meetings are held with all heads of Field office (every semester) to plan ahead communication activities. A systematic one-UN approach is conducted as the country level, to leverage communication capacities, and this was reinforced during the COVID-19 crisis. Specific training activity is scheduled in the autumn 2021 for media training towards FO Directors. Additional funding, for training and dissemination purposes, is needed to build on these promising results .

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JIU/REP/2014/8	1	Non-staff personnel and related contractual modalities	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	Accepted	In progress	In compliance with the JIU and External Auditor reports, the Bureau of Human Resources Management (HRM) and the Field Operations Support Section (BFM/FOS) carried out a comprehensive review of the use of service contracts at all duty stations (53), placing particular emphasis on social security coverage. This review has now been completed. In order to facilitate it, the management of all contracts was integrated into UNESCO's enterprise resource planning system in January 2015. This has enabled HRM to monitor closely the remuneration and social security contributions paid by UNESCO offices to holders of service contracts and short-term contracts. The service-contract policy is currently being updated, taking into account the feedback received by HRM; its publication will take place before the 212th session of the Executive Board. This will significantly improve working conditions and will help to align and better harmonize the framework for non-staff personnel with that of other United Nations agencies.
JIU/REP/2014/8	3	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations should review the use of non-staff personnel with a view to identifying long-serving non-staff personnel under a de facto employment relationship and establish a plan (short- to medium-term) to terminate the inappropriate prolonged use of non-staff personnel. The plan, including resources required, should be presented to the legislative/governing bodies for endorsement and provision of the necessary financial support	Accepted	In progress	UNESCO generally accepts the principle behind this recommendation, and acknowledges the challenges and potential risks posed by individuals serving over a long period of time under non-staff contracts. We have addressed already some of the issues involved, by asking for mandatory breaks in service, limiting the duration of such contracts and when possible creating posts, instead of service contracts (for instance in ICTP). However, we would face enormous challenges in undertaking an exercise to solicit the necessary financial resources from governing bodies or donors, as in many case there are a large number of non-staff against extrabudgetary project funds in non-HQ duty stations. In compliance with 202 EX/Decision 5.IV.A, the Bureau of Human Resources Management has to work on a short- and medium-term policy on the use of non-staff personnel, taking into account the inter-agency discussions currently under way. However, to date, mainly due to the COVID-19 context, no changes have been considered at the UN level.
JIU/REP/2011/6	1	Business continuity	The Executive Heads of the United Nations system organizations who have not done so yet should develop business continuity policy/strategy, including the assignment of business continuity management with responsibility for implementation, to be submitted for information to the legislative bodies.	Accepted	In progress	In line with the ERM Roadmap, the organizational resilience management system (ORMS) policy will be revised and will encompass: a) the identification of roles for business continuity b) the elaboration of business continuity plans (BCP) embedding lessons learnt from the COVID 19 crisis and existing material available at level of field in consultation with relevant process owners. In December 2020, the draft of the BCP template for Field Offices and Institutes has been finalized, consultations with business owners are ongoing. The recommendation is superseded by the following recommendation issued by UNESCO Oversight Advisory Committee: -OAC/2017/9: The Committee reiterates its recommendation from 2016 that the Director-General: – formally assign responsibility for a comprehensive business continuity function to a senior official, reporting directly to her – develop a comprehensive business continuity policy and plan, including a management framework that specifies regular review and testing of the plan – avail herself of external expertise in this area, as this function is not a core function of UNESCO, despite its crucial importance for the effective management of risk to which staff, contractors, intellectual and physical property may be exposed and further recommends that the Director-General: – ensure adequate resources are available to implement the actions arising from the IT security internal audit as well as maintain a robust cyber security policy that is updated dynamically to reflect emerging threats – that measures are introduced to ensure that compliance with the mandatory requirement for all staff to provide contact details, as well as undertake mandatory IT Security training are monitored and steps taken to ensure there is 100% compliance. Follow up on these matters will be also ensured through the upcoming new JIU review on business continuity (project A.458 included in JIU work plan for 2021)

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JIU/REP/2011/6	3	Business continuity	The Executive Heads of the United Nations system organizations who have not done so yet should develop and approve a documented business continuity plan based on a risk assessment, identified critical functions and recovery time objectives.	Accepted	In progress	In line with the ERM Roadmap, the organizational resilience management system (ORMS) policy will be revised and will encompass: a) the identification of roles for business continuity b) the elaboration of business continuity plans (BCP) embedding lessons learnt from the COVID 19 crisis and existing material available at level of field in consultation with relevant process owners. In December 2020, the draft of the BCP template for Field Offices and Institutes has been finalized, consultations with business owners are ongoing. The recommendation is superseded by the recommendation OAC/2017/9 issued by UNESCO Oversight Advisory Committee, cf. reply to recommendation N.1. Follow up on these matters will be also ensured through the open related OAC recommendation and the upcoming new JIU review on business continuity (project A.458 included in JIU work plan for 2021)
JIU/REP/2011/6	4	Business continuity	Executive Heads should ensure that the scope of business continuity plans of the United Nations system organizations includes their field offices. Overseeing and control mechanisms should be in place to ensure the coherence and interoperability of the business continuity plan with the headquarters and the United Nations country team, where appropriate.	Accepted	In progress	In line with the ERM Roadmap, the organizational resilience management system (ORMS) policy will be revised and will encompass: a) the identification of roles for business continuity b) the elaboration of business continuity plans (BCP) embedding lessons learnt from the COVID 19 crisis and existing material available at level of field in consultation with relevant process owners. In December 2020, the draft of the BCP template for Field Offices and Institutes has been finalized, consultations with business owners are ongoing. The coherence and the interoperability of BCPs with HQ and UNCT will be factored in when finalizing the HQ and Field BCP. The recommendation is superseded by the recommendation OAC/2017/9 issued by UNESCO Oversight Advisory Committee, cf. reply to recommendation N.1. Follow up on these matters will be also ensured through the open OAC recommendation and the upcoming new JIU review on business continuity (project A.458 included in JIU work plan for 2021)
JIU/REP/2011/6	6	Business continuity	Executive Heads should ensure that business continuity planning and implementation form part of accountability and performance evaluation of line managers.	Accepted	In progress	The spirit of the recommendation is taken on board and will be implemented through the established ERM roadmap as follows: -Business continuity can be incorporated in the performance objectives of identified personnel (as it is the case for those assuming RBM, evaluation and gender focal point functions and assessed accordingly. It is unlikely that dedicated positions for business continuity will be developed (in the first instance at least). The recommendation is superseded by the recommendation OAC/2017/9 issued by UNESCO Oversight Advisory Committee, cf. reply to recommendation N.1. Follow up on these matters will be also ensured through the open OAC recommendation and the upcoming new JIU review on business continuity (project A.458 included in JIU work plan for 2021)
JIU/REP/2011/6	7	Business continuity	Legislative bodies of the United Nations organizations should, on the basis of the executive heads' budget proposals, provide the necessary financial and human resources for the implementation, continuous monitoring, maintenance and updating of the approved business continuity plans developed on the basis of the organization's BC policy/strategy	Accepted	In progress	In line with the ERM Roadmap, the organizational resilience management system (ORMS) policy will be revised and will encompass the identification of roles for business continuity within the existing financial and human resources. The recommendation is superseded by the recommendation OAC/2017/9 issued by UNESCO Oversight Advisory Committee, cf. reply to recommendation N.1. Follow up on these matters will be also ensured through the open OAC recommendation and the upcoming new JIU review on business continuity (project A.458 included in JIU work plan for 2021)
JIU/REP/2011/6	8	Business continuity	Executive Heads should ensure that business continuity training be incorporated in the career and staff development courses, including induction training, and that periodic training be provided to critical staff in the organizations as an integral component of business continuity management.	Accepted	In progress	The spirit of the recommendation is taken on board and will be implemented through the established ERM roadmap as follows: training on business continuity is foreseen in the draft BCP template for field offices (and institutes) and there is a possibility to make it mandatory as part of induction training: similar approach to be expanded to HQ BCP. The recommendation is superseded by the recommendation OAC/2017/9 issued by UNESCO Oversight Advisory Committee, cf. reply to recommendation N.1. Follow up on these matters will be also ensured through the open OAC recommendation and the upcoming new JIU review on business continuity (project A.458 included in JIU work plan for 2021)

Report No.	Rec. No.	Short title	Recommendation	Status	Implementation	Last comments received (30 June 2021)
JIU/REP/2011/5	1	Accountability Frameworks	Executive heads of United Nations system organizations that have not yet developed stand-alone accountability frameworks should do so as a matter of priority inspired by the benchmarks contained in this report.	Accepted	In progress	UNESCO's accountability framework (AF) has been reviewed against the 17 benchmarks included in the JIU report on Accountability Frameworks in the United Nations system (JIU REP/2011/5). Based on this review and a preliminary diagnostic of accountability gaps, an overarching Accountability Framework document informed by the JIU benchmarks is drafted and shared for review by different stakeholders. The revised Accountability Framework will be integrated in UNESCO's administrative guidance and disseminated progressively to all staff with appropriate briefing/trainings.