

STATUS OF JIU RECOMMENDATIONS - JANUARY 2016

Report No.	Rec. No.	Short title	Recommendation	Status	Implementation	Comments
JIU/REP/2015/1	6	Evaluation of decent work	Executive heads of United Nations system organizations should instruct their respective technical units to re-examine their work to identify if there are areas where the decent work agenda can be linked to their activities and to make existing linkages more explicit. Such organizations may wish to cooperate with ILO for support in this process.	Accepted	In progress	A new Strategy for TVET (2016-2017) is being developed. One key area of action is to develop skills for decent work. In addition, in 2015 UNESCO adopted the Education 2030 agenda which has as specific target to increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
JIU/REP/2014/9	1	Contract Management	The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to update and, when necessary, develop specific policies, procedures, guidance and follow-up systems to ensure effective and efficient management of post-award contract activities.	Accepted	Implemented	Procurement Manual (AM 10.2) provides guidelines on contract management. Policies on contract management are included in Administrative Manual Chapter 7 - Contracts.
JIU/REP/2014/9	2	Contract Management	The executive heads of the United Nations system organizations should incorporate in their annual statements of internal controls certifications, by individuals with procurement and contracts management authority, that the execution of contracts has been in full compliance with the organization's policies, procedures and rules	Accepted	Implemented	Responsible officers (ADGs/DIR/HOO) sign off an annual personal attestation on internal controls under their purview. By doing so they attest that they are "accountable for maintaining a sound system of internal control that supports the achievement of UNESCO's policies, programme aims and objectives and the completeness and accuracy of financial transactions" and also "thus confirm that necessary measures have been taken to implement controls within their responsibility. Any identified areas where controls are missing or are insufficient, including those identified in the course of Audits and Evaluations, have been considered for further reinforcement."
JIU/REP/2014/9	3	Contract Management	The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to put in place a system whereby the persons designated to manage contracts after award are notified in writing about their accountability and responsibilities when managing a contract, and possess the required qualifications to manage the contract.	Accepted	Implemented	The role of each individual involved in the process of contracting, including accountability and responsibility, is set out in Administrative Manual Item 7.2 together with notes to guide them in performing their responsibilities. Regular targeted training programmes address such responsibilities and material issues identified during internal audit or compliance reviews are addressed through targeted global or individual communications on areas to be strengthened
JIU/REP/2014/9	4	Contract Management	The executive heads of the United Nations system organizations should re-assess the financial and human-resource needs for post-award contract management in terms of current and projected contract volume, value, complexity and type and decide on the best support structures required (e.g. centralized or decentralized) to ensure best value for money and the achievement of the organization's objectives.	Accepted	In progress	Review to be initiated in 2016 by the Programme Management Committee as part of the Invest for Efficiency Review. Field support needs will be further assessed in the context of the Field network sustainability review
JIU/REP/2014/9	5	Contract Management	The executive heads of the United Nations system organizations should develop a specific contract-management training programme in their organizations that would include courses offered as a requirement for all persons managing contracts of a certain size, value and complexity	Accepted	Implemented	Contract Management forms part of the training provided to Programme Specialists and Administrative Officers. While the training is not a requirement, all complex contracts above USD 150,000 are further subject to guidance and monitoring by a dedicated HQ unit on contracting (One-stop-shop for contracting) where part of the process focusses on capacity building in order to improve contract management.
JIU/REP/2014/9	6	Contract Management	The executive heads of the United Nations system organizations should ensure that supervisors of persons managing contracts incorporate contract-management criteria in these persons' annual performance evaluations.	Accepted	In progress	To be considered as part of review to be initiated in 2016 by the Programme Management Committee
JIU/REP/2014/9	7	Contract Management	The executive heads of the United Nations system organizations should ensure that for contracts of a certain value and complexity risk-management plans are in place covering post-award contract activities. These plans should include risk-mitigation measures and also clear designation of responsibility to those persons executing such measures.	Accepted	Implemented	The 'one-stop shop' for contracting established in 2011 ensures the focus on high-value and complex contracts. The technical guidance of this service include advice and monitoring on selection, negotiation and contract management. The Contracts Committee undertakes a verification of the risk mitigation measures in place in relation to contracts submitted for their review above \$150,000, cumulative arrangement with a single vendor above \$150,000 in a year and complex contracts.
JIU/REP/2014/9	8	Contract Management	The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for documenting and reporting on a contractor's performance in meeting contract requirements, and assign responsibility and management accountability for completeness of the contractor's performance reporting.	Accepted	Implemented	The Contract Management System of UNESCO requires reporting on a contractor's performance in meeting contract requirements before final payments can be made

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JIU/REP/2014/9	9	Contract Management	The executive heads of the United Nations system organizations should conduct a study in their organizations to analyse the causes of modifications in contracts above certain thresholds and identify systemic deficiencies contributing to cost increases and delays. Remedial action should follow to address such deficiencies.	Accepted	In progress	The work of 'one-stop-shop' for contracting in BFM/FPC includes monitoring reports aiming at identifying house-wide issues, such as contract amendments. Furthermore the scope of review by the Contracts Committee includes: "Proposed amendments or series of amendments to a contract that the Committee has previously approved which in aggregate would have a value greater than USD 150,000 or which would increase the amount of the contract as previously reviewed by a Contracts Committee by more than 10 per cent, whichever is less".
JIU/REP/2014/9	10	Contract Management	The executive heads of the United Nations system organizations should ensure that, when applicable, appropriate levels of liquidated damages and other remedies are included in the standard clauses of contracts and are judiciously enforced to protect the interests and rights of their organizations	Accepted	Implemented	UNESCO's contracting forms include the relevant liquidated damage article (Form AM 7-2 and Form AM 7-3)
JIU/REP/2014/9	11	Contract Management	The executive heads of the United Nations system organizations should augment the capabilities of their existing information technology systems such as Enterprise Resource Planning systems, or consider other specialized contract-management systems, to support the management of post-award contract activities based on a cost/benefit analysis and taking into account the level of need for such functionality.	Accepted	Implemented	UNESCO ERP system provides various reports in support to management of post-award contracts activities as well as automatic alerts on various steps of contract management. Those reports can be used as the basis for analysing and monitoring UNESCO contracting practices.
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	Under consideration		UNESCO generally supports the principle behind this recommendation but the application of the international labour principles is a matter for the General Conference to determine and not the Director-General. In 2016/2017 UNESCO will undertake a review of its temporary assistance policies.
JIU/REP/2014/8	2	Non-staff personnel and related contractual modalities	The legislative/governing bodies of the United Nations system organizations should systematically exercise their oversight functions on the use of non-staff personnel through regular reviews of non-staff personnel information/data provided by the respective executive heads.	Accepted	Implemented	UNESCO's governing bodies do review on a regular basis the use of non-staff personnel in the Organization.
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 ITCP). 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.
JIU/REP/2014/8	4	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations should strengthen their internal monitoring, control and oversight of the use of non-staff personnel, through the sustained application of effective internal control mechanisms, systematic corporate monitoring and information/data collection, analysis and audits. They should ensure that a central department/unit at the corporate level is held responsible for global monitoring, analysis and reporting on the issue	Accepted	In progress	Since 2014//15 UNESCO systems enable for more and more effective monitoring, considering that almost all non-staff contracts (except consultants) are managed through STEPS. We hope to make further improvements in 2016/2017.
JIU/REP/2014/8	5	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations should ensure periodic analytical reporting both internally (to senior management) and externally (to the respective governing body) on the use of non-staff personnel in their organizations. Such reports should include detailed data and analysis on the use of non-staff, including the number of non-staff and associated expenditure, their weight in the total workforce, the breakdown of contractual modalities and the areas and locations used, the developing trends and the potential risks and corresponding measures	Accepted	Implemented	UNESCO reports to its governing bodies on annual basis on the use of non-staff personnel in the Organization.

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JIU/REP/2014/8	6	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations should ensure that updated and consolidated practical guidelines on the use of non-staff personnel are in place to guide managers involved in decision-making on the use of non-staff contractual modalities	Accepted	Implemented	UNESCO agrees with the importance of guidelines and training so that managers can make good decisions regarding the use of non-staff contracting modalities. HRM on a regular basis provide such guidance to managers. HRM will also see how to improve guidelines provided.
JIU/REP/2014/8	7	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations should ensure that individuals working for the organization under third-party/outsourcing contracts have decent working conditions, including a fair salary and social benefits and entitlements	Not relevant		UNESCO supports this recommendation in principle, to the extent which we can influence working conditions. We note that our ability to influence salaries, social benefits and entitlement to third parties is limited. Current general conditions for contracts require that contractors comply with all local laws and regulations.
JIU/REP/2014/8	8	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations should ensure that the gender balance policy and related measures include non-staff personnel, including United Nations Volunteers (UNVs). Gender balance in non-staff personnel recruitment should be promoted and monitored as part of the overall gender equality policy	Accepted	Implemented	UNESCO supports this recommendation and under current policies gender balance and geographic diversity are fundamental principles for the engagement of non-staff.
JIU/REP/2014/8	9	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations should allow long-serving non-staff (including UNVs) to apply as internal candidates for vacant staff positions, with a view to ensuring fairness and providing a measure to reduce long-serving non-staff in the organizations	Accepted	Implemented	UNESCO is redrafting its recruitment policy and under the new policy there is no distinction between internal and external candidates for positions (i.e. all vacancies are available to anyone).
JIU/REP/2014/8	10	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations should ensure that there is a clear, fair and rational mechanism for the determination and adjustment of remuneration levels of non-staff personnel, particularly in respect of long-serving non-staff	Accepted	Implemented	In UNESCO we already have a process for determining remuneration levels of non-staff personnel. The UNESCO HR Manual sets out the process for determining the remuneration levels for service contract holders, short-term contracts. We also set ceilings for consultants, the only non-staff category to which "the best for value for money" approach is considered in the selection process.
JIU/REP/2014/8	11	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations should ensure that long-serving non-staff personnel (including UNVs) have access to appropriate formal internal justice mechanisms. To that end, the executive heads should consider allowing them access to existing mechanisms or establish another practical system for their use	Accepted	Implemented	In UNESCO the service contract holders, short term contractors and consultants have access to internal justice mechanism. They can submit their claims to the Chairperson of the UNESCO Appeals Board or be the subject of an arbitration under the United Nations Commission on International Trade Law Arbitration Rules.
JIU/REP/2014/8	12	Non-staff personnel and related contractual modalities	The executive heads of the United Nations system organizations, as a matter of priority, should ensure and formalize the access of non-staff personnel (including UNVs) to mediation, the ethics office, the office of the ombudsman and other informal conflict-resolution mechanisms, and ensure that such personnel have recourse to the policies on the prevention of harassment and whistle-blowing. Furthermore, non-staff should be informed of those rights	Accepted	Implemented	In UNESCO non-staff members do have access to the Ethics Adviser and Mediators. Non-staff are informed and attend training sessions provided by Ethics Office.
JIU/REP/2014/6	2	Evaluation Function	The executive heads of United Nations system organizations should adopt a balanced approach in addressing the purpose of evaluation for accountability, and for the development of a learning organization that has the appropriate incentive systems for innovation, risk-taking and the use of multidisciplinary perspectives	Accepted	Implemented	With the endorsement of the UNESCO Evaluation Policy by the Executive Board in early 2015, the Organization has established a framework for addressing the dual purposes of evaluation, namely accountability and learning. Two core principles of the policy read as follows: "An overall emphasis on knowledge generation, programme improvement and organizational learning, so that evaluation can serve the needs and priorities of UNESCO Member States to better achieve its mandate of building lasting peace and sustainable development; and a strong corporate culture of accountability for achieving results and for using resources efficiently, supported by fully transparent reporting mechanisms".

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JIU/REP/2014/6	3	Evaluation Function	The legislative bodies should request the executive heads of United Nations system organizations to develop comprehensive budget frameworks and resource allocation plans for their respective evaluation functions, based on the cost of maintaining an effective and sustainable evaluation function that adds value to the organization. The plans should be submitted for consideration to the legislative bodies within existing budgetary and reporting mechanisms and processes.	Accepted	Implemented	The Director-General of UNESCO submits a budget for the consideration of the Governing Bodies every biennium within the context of approving the Organization's overall programme and budget. The budget proposal ensures a secure and adequate investment in the evaluation function so that it is capable of generating credible evidence through its evaluations.
JIU/REP/2014/6	4	Evaluation Function	The legislative bodies should direct the executive heads of United Nations system organizations to review and revise, as necessary, existing policies for the appointment of the heads of evaluation offices, in order to enhance independence, integrity, ethics, credibility and inclusion, with due regard to the following criteria: <ul style="list-style-type: none"> * Term limits should be established for a single non-renewable term of office of between five and seven years, with no possibility for the incumbent of re-entry into the organization; * The head of evaluation should have qualifications and substantial experience in evaluation, complemented by experience in the related fields of strategic planning, basic and operational research and knowledge management, and should have excellent management and leadership attributes. 	Accepted	Implemented	As stipulated in the UNESCO Evaluation Policy, the director of the Internal Oversight Service is appointed to a one-term six-year appointment. The job description for the director also ensures that the candidate possesses all requisite experience in all areas of oversight, including evaluation. As an additional measure to ensure that the highest professional standards are met, UNESCO's Director-General formally consults with the Executive Board on the appointment of the director of IOS.
JIU/REP/2014/6	5	Evaluation Function	The Secretary-General of the United Nations, in his capacity as chair of the United Nations System Chief Executives Board for Coordination (CEB), should request UNEG to collaborate in developing a robust and harmonized quality-assurance system for the evaluation function across the United Nations system.	not relevant		UNEG supports initiative and is working towards developing a robust and harmonized quality assurance system for the evaluation function.
JIU/REP/2014/6	6	Evaluation Function	The executive heads of United Nations system organizations should make the use of evaluation an organizational priority based on a well-defined vision, strategy and results framework for the evaluation function, and report to their legislative bodies on the level, nature and impact of use of evaluation.	Accepted	Implemented	The UNESCO Evaluation Policy recognizes that making effective use of the knowledge and learning generated by evaluations is a corporate responsibility. The policy dedicates an entire section to discussing the key standards for ensuring evaluation use. Furthermore, the corporate evaluation function is guided by an evaluation strategy which contains, inter alia, the outcomes to be achieved, the individual working strategies to be implemented and a monitoring and reporting framework to track progress in the implementation of the strategy. The corporate evaluation function reports regularly to the Executive Board within the context of statutory reporting requirements. The reports contain information on the number and type of evaluations completed, the status of follow-up to evaluation report recommendations and evidence of how evaluation is being used to inform strategic decision-making, and policy, programme and project design and implementation.
JIU/REP/2014/6	7	Evaluation Function	The executive heads of United Nations system organizations should request evaluation offices to reassess the policies, strategies and priorities of the evaluation function. They should strategically position the evaluation function in their respective organizations so as to enhance its relevance in enabling the United Nations system to address current changes and challenges, and to achieve impact and sustainability	Accepted	Implemented	The UNESCO Evaluation Policy contains a provision calling for the periodic review of both the policy and the evaluation function of a whole. A quality review of all three oversight functions (internal audit, evaluation and investigation) is planned to be conducted in 2016. With reference to the evaluation function in particular, the review will undoubtedly examine the strategies and working methods of the unit with a view to ensuring a robust, relevant and effective evaluation function. It is worth noting that the 2014 JIU report 'Analysis of the evaluation function in the United Nations system' rated the UNESCO central evaluation function highly in terms of its overall level of development.

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JIU/REP/2014/6	9	Evaluation Function	The executive heads of United Nations system organizations should develop the institutional framework and necessary support systems to enhance the quality and added value of decentralized evaluation and the role it could play in supporting the United Nations system to address emerging challenges, including those of the post-2015 development agenda, and to enhance coherence and alignments in evaluation within and across United Nations system organizations, and with national institutions.	Accepted	Implemented	The UNESCO Evaluation Policy recognizes decentralized evaluations as an essential component of the overall evaluation system. The centrepiece of the evaluation strategy is a set of actions targeted at further strengthening the decentralized evaluation system including, inter alia, the establishment of an evaluation focal point network, an evaluation training programme, and the updating of methodological guidance material. Not only do these actions seek to improve the quality and use of decentralized evaluations, they are also aimed at supporting efforts in building national capacities for evaluation.
JIU/REP/2014/4	5	Post-Rio+20	The Secretary-General as the Chair of CEB should prepare where necessary, under the appropriate guidance of the General Assembly, a common policy and related guidelines to prevent the conflict of interest of any members and experts participating in technical and scientific panels and committees in the field of environment, to be followed by all United Nations system organizations and by <u>multilateral environmental agreements</u> .	not relevant		
JIU/REP/2014/4	11	Post-Rio+20	The Secretary-General, after consultation with the executive heads of member organizations of CEB in his capacity as its Chair, should submit to the UNEA of UNEP and the high-level political forum on sustainable development, for approval, proposals for a system-wide framework of measuring and monitoring resources required for the implementation of environment protection and sustainable development within the United Nations system organizations.	not relevant		
JIU/REP/2014/4	12	Post-Rio+20	The executive heads of the United Nations system organizations involved in country activities in the UNDAF should: (a) Adopt outreach and training policy; support the establishment of capacity-building in the United Nations country team; and disseminate the undg guidance notes on mainstreaming environmental sustainability and the integration of the three dimensions of sustainable development into the UNDAF process; and (b) Support the operationalization of the above-mentioned policy and the attendant expertise within the framework of the United Nations country team with the effective participation and contribution of specialists and experts of UNEP and MEAs, when feasible, as well as with the active use of sector experts of specialized agencies, funds and programmes, who have environmental knowledge and expertise working under the guidance of the Resident Coordinator.	Accepted	In progress	UNESCO is contributing to the implementation of the Rio+20 Outcome document through relevant work at country level, including by providing expertise in its areas of competence, participating as a member of the UNCTs and cooperating with other UN agencies at activity/project level, as appropriate.
JIU/REP/2014/1	2	Resource Mobilization	The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations should request member States, when providing specified contributions, to make them predictable, long-term and in line with the core mandate and priorities of the organizations.	Accepted	In progress	UNESCO will present proposals for specific modalities for a financing dialogue to the 199th session of the Executive Board, the aim of which is to improve alignment, predictability, broadening of the donor base and flexible funding mechanisms.
JIU/REP/2014/1	4	Resource Mobilization	The executive heads of the United Nations system organizations should put in place, if they have not already done so, risk management and due diligence processes for resource mobilization; this should include, inter alia, ensuring that due diligence is not performed by the same individuals responsible for fundraising.	Accepted	In progress	Prior to entering into cooperation with a new Private Sector partner, the Secretariat systematically consults the relevant National Commission. This requirement is set out in Chapter 5.8 of UNESCO's Administrative Manual and follows an Executive Board decision. Over the last six months, the Secretariat had recourse to due diligence databases provided by Sustainalytics and RepRisk on a trial basis. These databases are used by other UN entities such as FAO, IFAD, IOM, UNEP, UNFPA, UNGC, UNICEF, UNIDO, UNOPS and UNWOMEN.
JIU/REP/2014/1	5	Resource Mobilization	The executive heads of the United Nations system organizations should organize dialogues with their respective donors to agree upon common reporting requirements which would simplify the reporting process for the respective organizations and satisfy the information needs of the donors with a view to reducing the reporting burden and associated costs.	Accepted	In progress	UNESCO is in the process of reviewing its standard agreement templates inter alia to simplify reporting requirements and based on clauses from the new undg joint programming template. The new resource mobilisation strategy for 2016-2017 indicates that where possible contributions under USD 250,000 should be directed towards the multidonor special account modality which provides for consolidated financial and narrative reporting to all contributors and to the additional appropriation modality rather than the funds-in-trust modality which provides for reporting on each donor's specific contribution

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JIU/Note/2014/1	2	Use of retirees	Executive heads should set up effective mechanisms to capitalize on the knowledge and experience of staff due to retire and of retirees when rehired through coaching and mentoring programmes, in line with good practices identified.	Accepted	In progress	UNESCO supports this recommendation for the coaching and mentoring pre-retirement, and also as and when retired staff are rehired, including retired staff from other UN Agencies who can bring knowledge of UN good practices.
JIU/Note/2014/1	3	Use of retirees	Executive heads should (a) set up a coherent regulatory framework for the approval of exceptions, to retain staff beyond the mandatory age of separation and for the employment of retirees, regardless of the type of contract and funding, based on good practices identified in the United Nations and other system organizations, taking into account the specific needs of certain highly specialized technical agencies; and (b) ensure strict compliance with this framework.	Accepted	In progress	This is already partially Implemented. UNESCO's staff regulation (i.e., Director-General authorised to extend) coupled with existing policies on hiring former staff for different contract types after retirement/over 65, etc., do provide the checks and balances and flexibilities as required. Whilst supporting alignment on UN good practices, it will be necessary to maintain some flexibility in terms of earning and time limits, notably, to take into account Agency-specific needs.
JIU/Note/2014/1	4	Use of retirees	Executive heads of organizations, particularly those with a large number/proportion of staff retained beyond MAS and retirees rehired, should: (a) take immediate action to limit such cases to exceptions which are fully justified and regularly monitored and reported to legislative bodies; and (b) ensure that their employment in senior executive and general service positions is restricted to instances where needs cannot be met by current staff, and that they are rehired as consultants, when applicable, with due regard to the specific needs of organizations.	Accepted	Implemented	This is already Implemented and UNESCO supports this recommendation. However, the type of contract to use will need to be determined by the type of function, duration, etc., to maintain flexibility.
JIU/Note/2014/1	5	Use of retirees	Executive heads of organizations which have not yet done so should develop effective workforce/succession planning with respect to posts occupied by staff due for retirement, take action to advertise all relevant vacancies at least six months in advance and ensure timely recruitment.	Accepted	In progress	This already captures the policy in UNESCO. In practice the implementation of this principle may vary taking into account the need to redesign jobs and the unpredictable budget fluctuations.
JIU/REP/2013/4	1	Implementing Partners in UN	The Executive heads of UN organizations should act to ensure that their respective partnership arrangements involving the transfer of UN resources to third parties (notably IPs) are clearly defined as being distinct from other types of partnerships not receiving UN resources, as well as from commercial contracts, in order to assure that appropriate rules and regulations apply in the different cases.	Accepted	Implemented	The current provisions of the UNESCO IP Agreements are covered by the Administrative Manual 7.5 and separated from other type of contractual modalities incl. commercial contracts. The IPA policy is under review in order to integrate internal and external audit recommendations and to adapt to the operational needs of the organisation.
JIU/REP/2013/4	2	Implementing Partners in UN	The executive heads of United Nations system organizations should ensure that key information on Implementing Partners such as expenditures by purpose (programme, project, activity etc.), modality (e.g. national government entity, NGO/CSO etc.), and evaluation of their performance are readily available in their organizations. Such key information should be reported regularly to legislative bodies, within the existing reporting mechanisms.	Accepted	In progress	Contracted funds including IPAs are reported regularly to legislative bodies through the management and financial statements of the organisation. A review of IPA reporting is needed to identify, within existing reporting mechanism, the key information that would enhance accountability and transparency.
JIU/REP/2013/4	4	Implementing Partners in UN	The executive heads of UN system organizations should establish rigorous IP selection and assessment processes designed to determine an IP's capacity and potential weaknesses and risks, and ensure capability to fulfil program delivery requirements.	Accepted	In progress	UNESCO has already put in place a rigorous review process and backstopping for IPs (US\$ 150k and above) by the services of the one-stop-shop in BFM and subsequent review by the Contracts Committee. More guidance for the assessment and selection process is however required, in particular for high-value / high risk IPAs (i.e., separate guidelines for small-scale IPAs) and when involving government partners. The policies and procedures when engaging IPs in the post-conflict / post-disaster context need to be re-visited (ref. JIU recommendation in para 220). Risk assessment and mitigating measures need to be better identified as part of the project design.
JIU/REP/2013/4	5	Implementing Partners in UN	The General Assembly, in the context of the QCPR and in line with the development of a common UN framework for measuring progress in national capacity development, should commission a system-wide study to take stock of the effectiveness and impact of UN IP-related approaches, initiatives and systems to strengthen national capacities and promote national ownership in the delivery of programmes and activities for sustainable development.	Not relevant		UNESCO supports this recommendation and will consider any initiatives from the General Assembly in this regard.
JIU/REP/2013/4	6	Implementing Partners in UN	The executive heads of UN system organizations should act to strengthen IP agreements and other legal instruments in line with good practices so as to ensure the inclusion of all provisions needed to safeguard the interests and rights of their organizations.	Accepted	In progress	Although the current UNESCO IP Agreement is rather inclusive, containing most of the important provisions/ clauses identified by JIU, it is our intention as part of the scheduled review of all standard Contracts to ensure that the organizations' interests and rights are adequately safeguarded. The JIU findings will assist and the implementation of this recommendation will further enhance effectiveness and efficiency in engaging IPs.

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JIU/REP/2013/4	7	Implementing Partners in UN	The executive heads of UN system organizations should establish risk-based monitoring frameworks to guide their respective organizations in systematically monitoring programmes and projects delivered by IPs. The frameworks shall be adapted by country offices to best fit the types of interventions in the country specific environments.	Accepted	In progress	A more systematic approach is needed to strengthen the aspects of programmatic monitoring and the capacity assessment mechanisms. The threshold above which programmes and projects are evaluated (ref. para 113 "UNESCO for IP projects over US\$ 1 million") can be revisited. Although guidelines for requirements and procedures for more formal verification and audit arrangements (incl. HACT challenges) have been to an extent addressed, they can also be revisited using a more risk-based approach.
JIU/REP/2013/4	8	Implementing Partners in UN	The executive heads of UN system organizations should institute, for staff engaged with Implementing Partners (and especially staff in country offices), training in fraud awareness and prevention, with emphasis on fraud related to third parties.	Accepted	In progress	A training module specifically addressing fraud awareness and prevention will be introduced in 2016
JIU/REP/2013/4	11	Implementing Partners in UN	The executive heads of UN system organizations should instruct country offices to act at the country level to establish, in cooperation with other UN organizations, procedures for sharing IP-relevant information. Channels for such cooperation should include operations management groups of the UNCT and the clusters and working groups established under the UNDAF, UNPAF and UNDAP.	Accepted	In progress	More work is needed to improve information sharing on IP relevant information. While such cooperation exist at the country level for procurement no harmonised proceeding or formal information sharing is available for IP relevant information. UNESCO is considering the new HACT guidance materials for sharing IPs, developed by UNFPA, UNICEF and UNDP has been circulated within the UN agencies for comments in November 2015.
JIU/REP/2013/3	2	Support to the Resident Coordinator System	The Executive Heads of United Nations system organizations who have not yet done so should instruct their human resources management offices to develop and implement appropriate guidelines for the identification, screening and preparation of potential RC candidates as soon as possible.	Accepted	In progress	Currently the process is not formalized; a mechanism will be put in place within HRM to ensure that potential RC candidates are identified, screened and prepared.
JIU/REP/2013/1	1	Long-Term Agreements in Procurement	Executive heads should develop specific procurement policies and guidelines for the strategic use of LTAs by their organizations. These should aim to clarify the purpose, advantages, disadvantages, possible strategies, main elements, and types of LTAs, and when and how to establish them.	Accepted	Implemented	UNESCO Administrative Manual (AM) now includes a specific item on LTAs. The purpose of this manual item (ref AM 7.7) is to set a policy and guidance for establishment and use of a Long-term Agreement at Headquarters and offices outside Headquarters. Accordingly, UNESCO may decide to establish LTAs of its own, at a corporate, regional or local level, or to use an existing LTA of another United Nations or Intergovernmental Organization such as the World Bank Group.
JIU/REP/2013/1	2	Long-Term Agreements in Procurement	Executive heads should implement a policy to ensure that for every LTA a contract management plan is developed that clearly defines the contract work breakdown structure, roles and responsibilities of all parties involved, and control and accountability mechanisms. Detailed guidelines, methods and tools (including appropriate clauses and contractual mechanisms) must be provided to the contract managers.	Accepted	Implemented	Roles, authorities and responsibilities are clearly defined in the AM 7.7. Towards more efficient management of LTAs the process of negotiating, establishing and monitoring of UNESCO LTAs has been centralized within the Division of Management of Support Services (MSS/OPS). The final establishment of all UNESCO LTAs must be reviewed by the Contracts Committee, with the exception of establishment of an LTA based on the terms of an existing LTA established by another UN Entity.
JIU/REP/2012/12	1	Strategic planning	The Secretary-General, in his capacity as Chair of the Chief Executives Board for Coordination (CEB), drawing upon the support of the United Nations Strategic Planning Network and/or a CEB ad hoc task force, should review with the executive heads the respective strategic plans of their organizations with a view to defining a coherent overarching framework and common goals for strategic planning to ensure consistency and avoid the overlap of activities across the United Nations system.	not relevant		UNESCO supports this recommendation and within the context of the post 2015 agenda will participate in any efforts in this regard.
JIU/REP/2012/12	3	Strategic planning	The Executive Heads of the United Nations system organizations, through the existing inter-agency coordination mechanism of the CEB, including HLCM, HLCP and undg, should define and agree on a commonly accepted terminology for strategic planning, and report thereon to their legislative bodies and the Economic and Social Council, in order to establish a comparison basis and facilitate aggregation in planning, monitoring, evaluating and reporting on implementation of the strategic plans of their respective organizations.	Accepted	In progress	UNESCO supports this provision to the extent applicable and stands ready to engage in the relevant CEB inter-agency coordination mechanisms. UNESCO is actively engaged in the current JIU System-wide Review of RBM in the UN system which aims at ensuring a harmonized mainstreaming of RBM within the UN system in view of the 2030 Agenda. In particular will be pursued where pertinent and in close collaboration with other system entities the "Implementation of the RBM Mainstreaming Benchmarking Framework along with regular progress assessments" and "JIU recommendations for the Executive Heads and Governing Bodies".

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JIU/REP/2012/10	1	SMR in the UN specialized agencies	In reporting to their legislative/governing bodies on human resources issues, including on the composition of the labour force, Executive Heads of the organizations under review who are not already doing so should report on the number of persons under each category of non-staff contractual arrangements and on the corresponding rights, benefits, costs and duties that apply to the respective categories.	Accepted	Implemented	UNESCO reports on an annual basis on the use of non-staff personnel and provides the relevant information.
JIU/REP/2012/10	3	SMR in the UN specialized agencies	Where such texts are currently not existent, Executive Heads of the organizations under review should adopt Staff Rules to protect staff representatives against discriminatory or prejudicial treatment, based on their status or activities as staff representatives, both during and after the end of their term of office.	Accepted	In progress	
JIU/REP/2012/10	6	SMR in the UN specialized agencies	The Executive Heads of the organizations under review should allocate the appropriate resources to their respective human resources services to develop (preferably jointly with staff representatives) and implement training activities on SMR-related issues, and strongly encourage the participation of newly appointed managers and newly elected staff representatives in such training.	Accepted	In progress	Given the current financial constraints of the Organization, training activities are not sufficiently funded but cost-effective solutions are being pursued and remain in progress.
JIU/REP/2012/10	7	SMR in the UN specialized agencies	The Executive Heads of the organizations under review should undertake staff surveys incorporating questions that are comparable over time at regular, two-to-four-year intervals (when feasible), to be conducted in a framework of objectivity, in particular through the participation of both staff and management representatives in the survey development process, its operation and its interpretation.	Accepted	In progress	The principle of conducting staff surveys is accepted, with the participation of staff representatives and with comparable questions. The timing thereof will correspond to the Organization's needs.
JIU/REP/2012/10	8	SMR in the UN specialized agencies	The legislative or Governing Bodies of the organizations under review should mandate their Executive Heads to prioritize the development of a burden-sharing formula and agreement with regard to financing all costs associated with the representational function of officials of staff federations that are recognized in the ICSC statutes and rules of procedures.	Accepted	In progress	UNESCO provides resources to staff associations meeting representational requirements and will monitor UN practices in this regard.
JIU/REP/2012/8	2	ERP	The legislative/governing bodies of United Nations system organizations should exercise their monitoring and oversight role on their respective ERP projects on an ongoing basis, including implementation, maintenance and upgrade policy, cost-efficiency and achievements of the overall objectives of the projects..	Accepted	Implemented	As part of the new fund for invest in efficient delivery approved by the Board in October 2015, the current system will be upgraded. Ref: 197 EX/PG.INF para 59
JIU/REP/2012/4	3	Staff recruitment	Executive heads of United Nations system organizations that have not yet done so should reduce the posting time for vacancies to no more than 30 days and seek the approval of the legislative bodies as appropriate	Accepted	Implemented	Posting time for vacancies has been reduced to 30 days.
JIU/REP/2011/8	3	UNESCO Management and administration	The General Conference and the Executive Board should ensure that decisions regarding the field architecture and field deployment are fully in line with the conclusions of the debate on strategic focus and future priorities of the Organization.	Accepted	Implemented	The ongoing field reform and the related deployment of staff to the field is elaborated and is being Implemented in full alignment with the overall programme objectives of the Organization. The Executive Board is following the process closely with reports on the implementation of field reform in Africa and overall sustainability of the field network being provided regularly by the Secretariat. The next report will be provided at the forthcoming 199th session in spring 2016.
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	A business continuity management document has been issued, critical business processes have been identified and a draft business continuity policy is to be submitted to the Risk Management Committee for approval
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	A business continuity management document has been issued, critical business processes and recovery time objectives have been identified on the basis of a risk assessment. Actions to mitigate risks are dependant on funding being raised.
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	The business continuity plan is being established in phases. Priority given to HQ, ICT threats as well as some non-ICT threats for example Records Management Threats this is in the testing phase. The second phase will endeavour to identify threats at Institutes and Field Offices, however there is no planned date for launching the second phase

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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	HRM is the process owner for performance evaluation including business continuity planning in performance assessments will be coordinated with HRM once the policy is finalized
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	The draft business continuity plan takes into account financial and human resources required for implementation. In a resource scarce environment, implementation, monitoring and updating of plans is usually done by current staff without any additional human or financial resources
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 business continuity strategy is still in draft and training in the topic has not been developed as of yet, however as UNESCO progresses in the development and mainstreaming of business continuity training will follow
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	Progress continues.
JIU/REP/2011/4	5	Multilingualism	The CEB should establish an ad hoc network or working group, involving the coordinators for multilingualism in the respective organizations, to take account of the key recommendations of IAMLADP and translate them into strategies of action for conference and language services management, so that better coordination and resources-sharing would result in significant cost savings, higher productivity and effectiveness in the work of the organizations.	not relevant		
JIU/REP/2011/4	8	Multilingualism	The legislative bodies of the organizations of the United Nations system should ensure that the necessary resources are allocated within the organizations to achieve effective succession planning and dispense targeted training to candidates to language examinations.	Not relevant		UNESCO only uses qualified translators and interpreters and does not offer targeted language training for exams. Staff however are offered language training to improve their language skills in one or more of the Official languages
JIU/REP/2011/4	9	Multilingualism	The executive heads should prepare strategic action plans in the area of languages services to address the examination, candidate-selection and recruitment processes, and propose incentives for language career development and language staff retention, bearing in mind that Member States have different education systems and none of them shall be considered the standard one.	not relevant		Almost no recruitment in language area
JIU/REP/2011/4	11	Multilingualism	The executive heads should take the necessary measures to ensure that the recruitment process, including that relating to senior officials, fully and fairly addresses language requirements, so that in the medium-term, the organizations of the system could rely on a multilingual workforce that is fluent in one working language and has good knowledge of at least one other working language, with due attention to the specific needs of the duty stations.	Accepted	Implemented	Already done in UNESCO All UNESCO's vacancy notices specify language requirements. Staff, to develop multilingualism are offered language training via an internet based service provider.
JIU/REP/2011/1	1	Medical Service	Executive heads of United Nations system organizations should appoint focal points in their respective organizations to facilitate the development and implementation of the necessary Occupational Safety and Health policies and procedures, and should present them without delay to their respective legislative bodies for adoption.	Accepted	In progress	The Consultative Committee on Health, Safety and Ergonomics is established at UNESCO Headquarters in order to prevent occupational hazards by ensuring that standards relating to health, safety and ergonomics are observed. Standards have not been presented to the governing bodies though are available should that be requested. Furthermore, the CEB HLCM has adopted a framework for Occupational Health and Safety which should be applied to all organizations. UNESCO is working on it to adjust its guidelines.
JIU/REP/2010/8	5	Inter-Agency Staff Mobility	In the context of the CEB, the executive heads of the organizations of the United Nations common system should review their internal relevant rules, with a view to granting that all vacant posts within their respective organizations are open to all United Nations staff members, including those working in other system organizations on an equal basis as those established for their own staff.	Accepted	Implemented	Under the revised recruitment policy all UNESCO vacancies are open to all candidates at the same time, irrespective if they are internal or external candidates from outside or within the UN System.

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JIU/REP/2010/5	11	Audit Function	The legislative bodies should request the independent audit/oversight committees at United Nations system organizations to review the performance and mandate/audit engagement of external auditors at least every five years, in consultation with the executive heads, and to submit the outcome of such review to the legislative/governing bodies as part of their annual report.	Not Accepted		The Proposal was submitted to 38th General Conference however it was not accepted.
JIU/REP/2010/4	1	ERM	Executive heads should adopt the first nine benchmarks set out in this report with a view to ensuring that the ERM approach is accepted and Implemented in line with best practices.	Accepted	In progress	The Risk Management Committee has been reviewed and a strategic working group established which will meet more often and will report and submit proposals to the Senior Management Team. In line with the risk management policy and with the revised terms of reference of the risk management committee, the approach of the work will focus at developing mitigation plans and establishing an escalation mechanism to help cope with new and emerging risks and opportunities. This work will build upon the risk universe identified (corporate risks, risks captured from risk assessments and reports at different levels, project risks) and the risk framework.
JIU/REP/2010/1	4	Environmental Profile	The executive heads of the organizations, in consultation with the Chief Executives Board, should: (a) Put in place common administrative and financial guidelines to integrally record and report in the proper budget lines those expenditures incurred both in reducing CO2 emissions and in purchasing carbon offsets for the implementation of the Strategy for a climate neutral UN; and (b) Improve the measurement and reporting of the environmental practices and expenditures of their organizations through the use of the environmental management accounting document developed by the United Nations/DESA so as to better disclose financial and environmental decisions.	Accepted	In progress	UNESCO reports annually on CO2 emissions in accordance with inter-agency agreed standards
JIU/REP/2010/1	6	Environmental Profile	The executive head(s) of organization(s) should negotiate, wherever appropriate, with the host country(ies) where their respective organizations are located agreements providing for support by the host country for the implementation of the plans and policies of United Nations system organizations to green their premises and offices, ultimately to be added as an annex to the headquarters agreement.	Accepted	Implemented	UNESCO uses a model host country agreement for the establishment and operation of its field offices. In response to this recommendation, UNESCO has prepared a relevant annex for its standard host country agreement for future negotiation with host countries when entering or updating the respective agreements. This will require commitments of a host country, which would depend on, inter alia, its financial and technological capacity.
JIU/REP/2010/1	7	Environmental Profile	The Secretary-General, acting as Chairman of the Chief Executives Board, should: (a) Extend his leadership, with the assistance of the Executive Director of UNEP, in promoting system-wide overall in-house environmental management policies; (b) Issue a statement of his initiative through the CEB towards defining a time-bound common framework for in-house environmental strategies designed to promote compliance by its member organizations with all multilateral environmental agreements; (c) Ensure that each executive head of CEB member organizations establishes, implements, and improves an environmental management system adapted to their situation and based on an environmental management policy.	Not relevant		UNESCO will stay abreast of this initiative.
JIU/REP/2009/9	1	Special Representatives of the S-G	The legislative organs are invited to adopt this benchmarking framework as a yardstick to guide and measure efforts towards a more efficient and effective organization, which would better serve the needs of countries.	Not relevant		
JIU/NOTE/2009/2	1	Internships in the UN system	Executive heads of United Nations system organizations should take adequate steps to provide qualified candidates from non-developed countries opportunities to be an intern in the United Nations system organizations.	Under consideration		UNESCO agrees that more needs to be done to encourage interns from developing countries to gain experience both at Headquarters and in Field Offices. UNESCO does not pay its interns and any change in policy will have cost implications. Given the current financial context it is not envisaged that this policy will be changed at this time.

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JIU/REP/2008/5	6	Review of ICT Hosting Services	The governing bodies of the United Nations system organizations should request the executive heads to report to their next session on the implementation of the recommendations contained in this report, in particular those recommendations aimed at defining common methodology for ICT costs/expenditures and exploring hosting solutions to take advantage of economies of scale..	Accepted	Implemented	UNESCO has undertaken various initiatives to explore hosting solutions both with UNICC and commercial partners. It was concluded that this would not be feasible from a cost perspective. The KM & ICT Strategy and the progress and remaining challenges were reported to the EXB in the spring session of 2015. In 2016 we will again review the possibilities of moving messaging and collaboration systems to the cloud. As this is an ongoing activity, I believe we should close this recommendation.
JIU/REP/2008/2	5	Common Services at the UN Regional Commissions	In light of the relocation of the United Nations system organizations' staff due to the security and safety situation, the executive heads of all United Nations system organizations represented in Beirut should encourage their representatives to identify the concrete common services to be maintained or developed in the new circumstances.	Accepted	Implemented	UNESCO Beirut is part of One UN Joint activities supporting and participating in common services as and when appropriate
JIU/REP/2008/2	7	Common Services at the UN Regional Commissions	The executive heads of the United Nations system organizations should facilitate the approval and implementation of locally agreed upon arrangements for common services corresponding to the above-mentioned basic principles agreed upon by the High-Level Committee on Management.	Accepted	Implemented	UNESCO Bangkok continues to benefit from training programmes at reduced rates as part of UN common learning initiative. Access to database of experts in various fields of competence makes it easy to identify consultants who are endorsed by other UN agencies. UNESCO Beirut has endorsed the Common Services framework of Lebanon as it suits its specific needs The UN Common Learning Initiative continues to offer programmes at reduced rate for UN agencies in Bangkok, from leadership/supervisory to skills development. UNESCO Bangkok is one of 5 UN agencies that provided names of experts for inclusion in the regional UN expert roster to facilitate identification of experts in various fields of competence.
JIU/REP/2008/2	8	Common Services at the UN Regional Commissions	The executive heads of all United Nations system organizations represented at the four duty stations considered should ensure that, by the end of 2009, a quality control system should be organized and a client satisfaction survey system put in place for each common service supplemented with an evaluation conducted independently from the service provider.	Accepted	Implemented	Performance indicators are put in place by the UN and are to be reviewed at the end of every year for possible adjustments within the context of the Global Common Services Framework in Lebanon
JIU/REP/2008/2	9	Common Services at the UN Regional Commissions	The executive heads of all United Nations system organizations represented at the four duty stations considered should ensure that, by the end of 2010, the common governance committee would report to the heads of local representative offices of United Nations agencies on quality control mechanisms and on the results of the evaluations and the corrective actions stemming from their consideration.	Not relevant		Progress has been mixed. Unesco will stay abreast of this initiative and support any further progress.
JIU/REP/2007/4	6	Age structure in the UN system	Executive heads of the United Nations system organizations should request the CEB secretariat, through its Human Resources Network, to assess the current status of succession planning in these organizations, and include succession planning on the agenda for in-depth discussion at its regular meetings, with a view to developing policies and a framework for succession planning, using the broad benchmarks provided in this report, for adoption by the United Nations system.	Under consideration		This issue was put on the agenda of the HR Network. It has been discussed by the directors of HR of the different organizations but so far no framework has been developed.
JIU/REP/2007/12	3	Review of selected MDGs	In order to enhance the effectiveness of the UNAIDS at the country level, the executive heads of the UNAIDS secretariat and the Cosponsors should: (a) Select suitable UNAIDS country coordinators and agency heads in each country of accreditation, matching their political, cultural and diplomatic credentials with due consideration to cultural sensitivities and the local languages of the host countries; (b) Establish a harmonized and/or unified reporting mechanism for the United Nations country teams; (c) Undertake deliberate and concerted efforts to ensure the effective implementation of joint programmes.	Accepted	Implemented	UNESCO is the cosponsor of the UNAIDS Joint Programme and regularly engages with UNAIDS Country Teams, reports annually through the UNAIDS Joint Programme Monitoring System (JPMS) and supports all efforts to ensure the effective implementation of the Joint Programme with specific focus on its Division of Labour areas.

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JIU/REP/2007/2	5	UN staff medical coverage	The legislative bodies of each organization should: (a) Request their respective executive heads to put forward proposals for funding ASHI liabilities; and (b) Provide adequate financing to meet those liabilities and establish a reserve for this purpose.	Accepted	In progress	<p>decision to start charging ASHI funding to extra-budgetary projects/funds as from 01/01/2015 (Document 195 EX/5 Part V). The payroll charge currently applicable to extra-budgetary projects is set at 4% of the salary costs of such staff.</p> <p>In addition, the General Conference at its 38th session has approved a provision of 1% of the total staff costs (approximately \$4M per biennium) under the Regular Programme to meet the ASHI liability with effect from 01/01/2016.</p> <p>The General Conference, at the same session, also approved the possibility to transfer unspent balance relating to the contributions of retirees under the Regular Budget to the Special Account for ASHI funding (38 C 43).</p> <p>These measures approved by the governing bodies put the Organization on a path towards a sustainable funding for the ASHI liabilities</p>
JIU/NOTE/2007/2	1	Use of VOIP	The executive heads of those United Nations system organizations which have not yet done so, should implement VoIP technologies in new telecommunication projects, whenever these projects are aimed at replacing end-of-life telephone systems, constructing new buildings, renovating current buildings or renting new offices.	Accepted	In progress	UNESCO has an end-of-life telephone system and planned to replace it by a VOIP solution in 2011; however, the budgetary shortfall required that the project be deferred. We are finalizing the implementation of Skype for Business, which is part of the solution for VOIP. The replacement of the telephone system for the Secretariat will be VOIP. We are currently preparing the RFP and hope to start implementation in this biennium. There is not clear agreement on funding at this time.
JIU/NOTE/2007/2	2	Use of VOIP	The executive heads of those United Nations system organizations, which have not yet done so, should pursue joint procurement of telecommunication services and equipment, especially for those organizations which are in the same duty station.	Accepted	Implemented	Where possible UNESCO makes use of joint procurement in its field offices. At HQ we are signing the SITA contract that UN has agreed on. I believe we can close this recommendation.
JIU/NOTE/2007/2	3	Use of VOIP	The executive heads of those United Nations system organizations which have not yet done so, should make evaluations on an on-going basis and prepare an implementation plan for the use of various voice technologies, including VoIP, which should include a detailed business case description, amount of investment required and expected returns, a risk management strategy and a contingency plan.	Accepted	In progress	UNESCO has an end-of-life telephone system and planned to replace it by a VOIP solution in 2011; however, the budgetary shortfall required that the project be deferred. We are finalizing the implementation of Skype for Business, which is part of the solution for VOIP. The replacement of the telephone system for the Secretariat will be VOIP. We are currently preparing the RFP and hope to start implementation in this biennium. There is not clear agreement on funding at this time.