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| **Agenda item: ADM 9** | **Document C18/39-E** |
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| Report by the Secretary-General | |
| IMPLEMENTATION STATUS AND PLAN OF THE JIU RECOMMENDATIONS FROM THE “REVIEW OF MANAGEMENT AND ADMINISTRATION IN THE ITU” | |

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| Summary  The Joint Inspection Unit of the United Nations System included in its Programme of Work for 2015 a “Review of management and administration in the International Telecommunication Union (ITU)”. The report of this Review (JIU/REP/2016/1) served to contribute to the ongoing work of the secretariat in further improving and streamlining its administrative and management processes.  This document presents the status and plan for the implementation of the JIU ITU Review recommendations.  Action required  The Council is invited to **take note** of the implementation status and plan of the JIU recommendations from the “Review of management and administration in the ITU”.  \_\_\_\_\_\_\_\_\_\_\_\_  References  *JIU review of management and administration in the ITU (*[*JIU/REP/2016/1*](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2016_1_English.pdf)*); Council documents* [*C17/49*](https://www.itu.int/md/S17-CL-C-0049/en)*,* [*C16/67*](https://www.itu.int/md/S16-CL-C-0067/en)*, and* [*C16/49*](https://www.itu.int/md/S16-CL-C-0049/en) |

# 1. Background

1.1 The Joint Inspection Unit (JIU) of the United Nations System included in its Programme of Work for 2015 a “Review of management and administration in the International Telecommunication Union (ITU)”. The scope of the review primarily focused on issues such as governance, executive management, organizational structure, strategic planning, financial management, human resources management, information and communication technology management, and oversight mechanisms. Additional corporate functions identified as relevant have been added as appropriate. The full JIU report can be found in document [C16/49](https://www.itu.int/md/S16-CL-C-0049/en).

1.2 The ITU Secretary-General accepted the formal and informal recommendations made by the JIU and addressed to the ITU secretariat, and considered that they would contribute to the process of continuous improvement and to further strengthening of ITU’s administrative and management processes. He expressed the commitment of the ITU secretariat to implement the recommendations within the timescales proposed. However, full implementation of some recommendations might depend on available resources.

1.3 The first report on the status of implementation was presented to the Council in 2017 ([C17/49](https://www.itu.int/md/S17-CL-C-0049/en)).

# 2. Overall status of JIU Review Recommendations



2.1 Out of the **11 formal Recommendations** addressed to the ITU secretariat, **all of them have been implemented** (detailed information is presented in Annex I).

2.2 The Recommendation addressed to the ITU governing bodies is for consideration by PP-18.



2.3 Out of the **47 formal and informal recommendations** in total, **38 have been implemented**, **6 are on track for implementation** (as per the plan provided in the Annexes), and three recommendations that have been addressed to the ITU governing bodies are for consideration by PP‑18.

2.4 Annexes I and II show detailed information on the status and plan for the implementation of formal and informal recommendations.

**Annex 1 - Status of the Formal JIU Recommendations**

| **Formal Recommendation** | **Owner** | **Response from secretariat (March 2016)** | **Milestone** | **Current progress** | **Status** |
| --- | --- | --- | --- | --- | --- |
| **Rec. 1** The Secretary-General should review the framework of the management committees to ensure synergy and complementarity and avoid duplication in their mandates, notably by updating the existing, or creating new, terms of reference as necessary. | MCG | The framework and the terms of reference for the management committees will be reviewed to ensure synergy and complementarity and avoid duplication in their mandates. | Council 2017 | The framework of the management committees has been reviewed, and new terms of reference have been established and approved where needed, i.e. in the case of the Inter-Sectoral Coordination Task Force (ISC-TF). | **Implemented** |
| **Rec. 2** The Secretary-General should conduct an in-depth analysis of the efficiency and the effectiveness of the management functions and administrative support services in all components of the Union, taking into account the specificities and needs of each Sector, and report the results and proposals to the Council in the context of the elaboration of the 2018-2019 budget of the Union. | Annex 2 Task Force | A Project Team under the chairmanship of the Deputy Secretary-General with participation of the Bureaux and General Secretariat departments will conduct an in-depth analysis of the efficiency and the effectiveness of management functions and administrative support services in all components of the Union, with a view to simplifying them and converting them to electronic work processes, eliminating any overlap and duplication of tasks, taking into account the specificities and needs of each Sector. The results and proposals will be reported to the Council in the context of the elaboration of the ITU budget for the biennium 2018-2019. | CWG-FHR, Council 2017 | The results and proposals were discussed at CWG-FHR and are reported to the Council in the context of the elaboration of the ITU budget for the biennium 2018-2019:   * Doc [C17/45](https://www.itu.int/md/S17-CL-C-0045/en) on efficiency measures * Doc [C17/10](https://www.itu.int/md/S17-CL-C-0010/en) (Draft budget of the Union for 2018-2019). | **Implemented** |
| **Rec. 3** The Secretary-General should finalize and present for endorsement by the Council at its 2017 session, a coordination and cooperation strategy in areas of mutual interest to the General Secretariat and the three Sectors as requested by Member States in Resolution 191 (Busan, 2014), and report annually to the Council on its implementation. | ISC-TF | The Inter-Sectoral Coordination Task Force (ISC-TF) facilitates the coordination and collaboration among the three Bureaux and the General Secretariat, with a view to avoid duplication of effort and optimize the use of resources. The Secretary-General will finalize and present a comprehensive coordination and cooperation strategy. | Council 2017 | The Inter-Sectoral Coordination Task Force (ISC-TF), officially established by Service Order No. 16/13, facilitates the coordination and collaboration among the three Bureaux and the General Secretariat, with a view to avoid duplication of effort and optimize the use of resources. A report on the implementation of Res. 191 (Strategy for the coordination of efforts among the three Sectors of the Union) is submitted on an annual basis to the Council (Doc [C17/38](https://www.itu.int/md/S17-CL-C-0038/en)). | **Implemented** |
| **Rec. 4** The Secretary-General should further develop and consolidate the core elements of accountability into a stand-alone ITU Accountability Framework and present it to the Council at its 2017 session and report annually on its implementation. | FRMD | An Accountability Framework is a statement defining the organization’s commitments, that is, its aims, standards and procedures and how it ensures that it is accountable to its membership. In this regard, the Secretariat will develop the guiding principles of an Accountability Framework in collaboration with the membership. The way in which ITU’s priorities are set, how its budget is approved, its resources mobilized and accounted for, and its performance monitored, evaluated, and reported, should show that the Union can be relied on to fulfil its mandate. | CWG-FHR, Council 2017 | FRMD coordinated the elaboration of the draft Accountability Framework for ITU. The document has been reviewed by ISC-TF and presented to the CWG-FHR.  Doc. [C17/64](https://www.itu.int/md/S17-CL-C-0064/en) introduces the ITU Accountability and Transparency Framework. | **Implemented** |
| **Rec. 5** The Secretary-General should develop a comprehensive plan to improve the stability and the predictability of the financial base of the Union, integrating options for increasing revenues and cost-saving proposals, and present it to the Council at its 2017 session. | FRMD | The Union has taken numerous measures over the years in improving its long-term financial stability and predictability of its financial bases. Council 2014 has established the ASHI fund as of 1 January 2014. PP-14 through its Decision 5 invited the Member States to announce their provisional class of contribution’ two years prior to the four-year Financial Plan period. Also the Decision 5 suggests the measures for reducing expenses of the Union. Resolution 158 acknowledged the need to increase the revenue of the Union by developing new financial mechanisms which could include new products, revising cost-recovery revenues and increasing the amount of contributory units. The secretariat will develop a comprehensive plan that will include these efforts and future efforts. | CWG-FHR  Council 2017 | The comprehensive plan to improve the stability and the predictability of the financial base of the Union was discussed at the CWG-FHR is presented to C17 (Doc. [C17/67](https://www.itu.int/md/S17-CL-C-0067/en)). | **Implemented** |
| **Rec. 6** The Secretary-General should finalize and present to the Council at its 2017 session, and regularly update thereafter, a Risk Management Policy comprising all the elements of a systematic and comprehensive corporate risk management framework, and report annually to the Council on its implementation. | SPM | Following related IMAC Recommendations, the implementation of a systematic risk management mechanism is ongoing. Latest progress update was presented in Document CWG-FHR 6/11. | Meetings of the IMAC, CWG-FHR, Council 2017 | The draft ITU Risk management policy, and the Risk appetite statement have been elaborated by the working group, following recommendations by IMAC. Documents were reviewed by the CWG-FHR and are presented to C17 (Doc. [C17/73](https://www.itu.int/md/S17-CL-C-0073/en) and Doc. [C17/74](https://www.itu.int/md/S17-CL-C-0074/en)). | **Implemented** |
| **Rec. 7** The Secretary-General should develop and present to the Council at its 2017 session an action plan, with specific targets, indicative timelines and monitoring measures, aimed at improving the geographical diversity of staff in the Professional and higher categories within each of the components of the Union, and report annually to the Council on its implementation. | HRMD | The ITU management is fully committed to work in this area, through the implementation of concrete and positive actions. An action plan will be presented to Council-17 aimed at improving geographical representation in the Professional category and above. However, the impact of a possible decision to be taken by the ITU Council regarding the UNGA decision to increase the mandatory age of separation at 65 as from 1.1.2018 for all staff in service on that date needs to be evaluated, as it will considerably reduce the room for manoeuvre in this area | Council 2017 | Addressed by the “Progress report on the implementation of the HR Strategic Plan and of Resolution 48 (Rev. Busan, 2014)” (Doc. [C17/53](https://www.itu.int/md/S17-CL-C-0053/en)). | **Implemented** |
| **Rec. 8** The Secretary-General should present to the Council for endorsement at its 2017 session an action plan to complement the Gender Equality and Mainstreaming Policy, with specific targets, indicative timelines and monitoring measures to improve gender balance, especially at senior management level, within each component of the Union, and report annually to the Council on its implementation. | HRMD | The ITU Management is fully committed to work in this area, through the implementation of concrete and positive actions. An action plan will be presented to Council-17 aimed at improving gender balance, especially at senior management level. However, the impact of a possible decision to be taken by the ITU Council regarding the UNGA decision to increase the mandatory age of separation at 65 as from 1.1.2018 for all staff in service on that date needs to be evaluated, as it will considerably reduce the room for manoeuvre in this area | Council 2017 | Addressed by the “Progress report on the implementation of the HR Strategic Plan and of Resolution 48 (Rev. Busan, 2014)” (Doc. [C17/53](https://www.itu.int/md/S17-CL-C-0053/en)). | **Implemented** |
| **Rec. 9** The Secretary-General should develop and present to the Council for endorsement at its 2017 session a comprehensive policy on the use of non-staff personnel and provide to the Council an annual consolidated and analytical report on its implementation within each component of the Union | HRMD | The HR Strategic plan for the period 2010-2015 established, in its para 24 that “some specific contractual arrangements, such as contracts for retirees (United Nations system and national), national experts/consultants and national professional officers, need to be further reviewed and clarified”. Temporary arrangements had been established in 2010 taking into account the regulations and practices existing in other organizations of the UN Common system. A comprehensive evaluation of the situation with a view to establishing a new regulatory framework will be presented to the 2017 session of the Council. Previous recommendations already established by the JIU in its Report JIU/REP/2014/8 on the use of non-staff personnel and related contractual modalities in the UN system organization should also be taken into consideration. | Council 2017 | Addressed by the “Progress report on the implementation of the HR Strategic Plan and of Resolution 48 (Rev. Busan, 2014)” (Doc. [C17/53](https://www.itu.int/md/S17-CL-C-0053/en)). | **Implemented** |
| **Rec. 10** The Secretary-General should ensure that all human resources processes such as recruitment, appointment and promotion are covered by formal procedures included in the regulatory framework and are consolidated into a comprehensive HR handbook. | HRMD | The Secretary-General should ensure that human resources processes, such as recruitment, appointment, and promotion, are covered by formal procedures included in the regulatory framework and are consolidated by the end of 2017 into a comprehensive human resources handbook. | Council 2018 | The implementation of the new compensation package for Staff in the P/D category required that the corresponding regulatory framework be revised and adapted (see section 4 of Doc. [C17/53](https://www.itu.int/md/S17-CL-C-0053/en)). The Regulations and Rules applicable to staff and Elected Officials, together with the existing services orders, office memoranda, information circulars, guidelines, and all other existing texts dealing with human resources administration and management have been collected in a compendium, and complemented by additional practical guidelines, as necessary. This is used as the foundation for developing the HR handbook referred to in the JIU recommendation. | **Implemented** |
| **Rec 11** The Secretary-General should present to the Council for endorsement at its 2017 session an updated version of the Information Technology and Information Management Strategy, encompassing all dimensions of information management and report annually to the Council on its implementation. | ISD | While the IT & IM strategy is an internal tool primarily for the executive management, the Secretary-General will present an updated strategy including the dimension of information management to the Council for appropriate consideration. | Council 2017 | The Information Technology and Information Management Strategy is presented to C17 (Doc. [C17/20](https://www.itu.int/md/S17-CL-C-0020/en)). | **Implemented** |
| **Rec. 12** The 2018 Plenipotentiary Conference should ensure that the role of the regional presence in achieving “One ITU” is mainstreamed in the Strategic Plan of the Union, and the Council should ensure that this role is appropriately cascaded down into the operational plans of each Sector. | Council | The recommendation is addressed to the ITU Member States. | PP-18 | Recommendation to be considered by the Council and the 2018 Plenipotentiary Conference. | **For consideration by PP-18** |

**Annex II: Implementation Status and Plan for the Informal JIU Recommendations**

| **§** | **Recommendation** | **Owner** | **Current progress** | **Status** | **Estimated date of implementation** |
| --- | --- | --- | --- | --- | --- |
| **23** | The Inspectors call for further measures to ensure equal applicability of the Basic Instruments to the whole membership | Council | Recommendation transmitted to the Council. | **Under consideration by Member States** | For consideration by PP-18 |
| **24** | The Inspectors stress that coordination is of crucial importance for the Union. It has to be consistently enhanced and monitored both by Member States and management and requires strong mechanisms of implementation and follow-up | Council / CoCo | Report on Res.191 (Strategy for the coordination of efforts among the three Sectors of the Union) is submitted on an annual basis to the Council. The Inter-Sectoral Coordination Task Force (ISC-TF) has been established by Service Order No. 16/13, facilitating coordination and collaboration among the three Bureaux and the General Secretariat. | **Implemented** | N/A |
| **28** | The Inspectors invite the various governing bodies of the Union to initiate a careful review and assessment of the number and length of ITU events, their procedures and documentation, with the objective of identifying areas where rationalization can be envisaged, and to draw up recommendations for putting in place cost-effective measures that may result in significant potential savings | Council | Transmitted to the Council and discussed by Council 2017.  The secretariat is reviewing and assessing the length of each event and consider possible cost effective measures. | **In progress** | For consideration by PP-18 |
| **30** | The Inspectors encourage the Member States to recognize the importance of assessing whether the current set-up of the Union remains “fit-for-purpose” to successfully implement its mandates in the long run from a holistic and cost-effective perspective. | Council | Recommendation transmitted to the Council. | **Under consideration by Member States** | For consideration by PP-18 |
| **34** | Equitable geographical and gender-balanced representation is a cornerstone principle of United Nations system organizations. The Inspectors suggest that increased attention be given to these aspects when elections are held at the Plenipotentiary Conference, as foreseen by article 9 of the Constitution | Council | Actions to be undertaken as a preparation of PP-18.  It is the intention of the secretariat to increase attention to equitable geographical and gender-balanced representation in the context of PP-18 preparation. | **In progress** | For consideration by PP-18 |
| **39** | In the view of the Inspectors, the Coordination Committee should be a high-level forum where a clear vision and strategic positioning for the entire Union should be defined and a strong internal management culture be developed and maintained | CoCo | SPM had been requested to present strategic issues to the Coordination Committee for discussion after consultation with the Bureaux. Strategic issues are being regularly discussed at CoCo (summary records of the Coordination Committee are available at: <http://www.itu.int/en/council/Pages/coco.aspx> ) | **Implemented** | N/A |
| **60** | In the Inspectors’ opinion, it is important to detail the functions of the ISC-TF in order to differentiate it from existing bodies entrusted with coordination responsibilities. This would help to further enhance its impact and enable it to expand its activities to other areas, in the context of the corporate coordination and cooperation strategy which is to be developed | CoCo | ISC-TF Terms of Reference were finalized, reviewed and approved by the Coordination Committee (CoCo), and established by Service Order No. 16/13. | **Implemented** | N/A |
| **68** | The Inspectors believe that each component of the Union should reassess its internal communication mechanisms in order to ensure that appropriate decisions and information are not only shared with stakeholders but also cascaded down to mid-level management and the operational levels in a consistent manner to ensure alignment and coordination across ITU | MCG | MCG discussions and decisions are disseminated to all management levels (summary records of the MCG meetings are available at: <http://www.itu.int/en/council/Pages/mcg.aspx>) | **Implemented** | N/A |
| **69** | ITU management should conduct staff surveys at regular intervals and use the results as an internal communication and management tool | HRMD | Ongoing process: One staff survey regarding the health insurance plan has been launched. A second one is under preparation. | **Implemented** | N/A |
| **73** | The Inspectors call for further refinement of these indicators that would enable Member States and ITU management to enhance monitoring capacities and help clarify various aspects of the financial situation of the Union | FRMD | The key indicators are presented in the Financial Operating Report since 2015. Each year the key indicators will be reviewed, updated and included in the financial operating report. | **Implemented** | N/A |
| **92** | These reporting modalities should be enhanced to provide reliable and timely detailed quantitative data, as well as specific information on the actions taken with respect to the contributions. Such reporting would be more transparent and in line with article 34 of the Convention and may contribute in attracting additional funding | FRMD | The annexes of the financial operating report presented to the Council show a very detailed financial information on each extra budgetary contributions. In addition the BDT also presented as an info doc. a situation of all the agreement signed, amounts raised and objectives of the agreements. | **Implemented** | N/A |
| **94** | In the opinion of the Inspectors, the current efforts would benefit from an established Corporate Resource Mobilization Strategy outlining the objectives of fundraising for the Union and its components, as indicated in a recent JIU report. | CoCo | The “Strategic Framework for ITU Resource Mobilization” has been developed prior to the 2018 Session of Council. | **Implemented** | Council 2018 |
| **103** | The Inspectors encourage Member States to participate actively in the work of the CWG SPFP since the elaboration of the strategic plan is an opportunity to provide vision and guide the work of each component of the Union from a strategic perspective | Council | The Council Working Group on Strategic and Financial Plans (CWG-SFP) was established by Council-17. The process being followed encourages wide participation and contributions, including open and public consultations, and Member States actively participate in the meetings of the group. | **Implemented** | N/A |
| **108** | ITU management needs to critically analyse the key performance indicators and reassess whether they accurately measure the results of the work of the organization and its components | CoCo | Reassessment of the KPIs will be conducted following the process of elaboration and adoption of the new Strategic Plan for the Union and the subsequent Operational Planning process. | **In progress** | PP-18 |
| **109** | The Inspectors stress the need for Member States to closely follow the reporting of each component of the Union, by engaging in a thorough review of the implementation of the strategic plan at the Council. | Council | Doc. 35 (ITU annual progress report) and its website version includes reporting of all components of the Union. The report is reviewed by the Council. ([C17/35](https://www.itu.int/md/S17-CL-C-0035/en)). | **Implemented** | N/A |
| **116** | The Inspectors stress it is imperative that governing bodies exercise their role in overseeing an effective risk management process | Council / CWG-FHR | CWG-FHR includes Risk management as part of its mandate, while IMAC has an advisory role in the process. The Council reviews the risk registers through the Operational Plans, while the ITU Risk management policy and Risk appetite statement are presented to the Council (see Rec.6 above). | **Implemented** | N/A |
| **118** | The Inspectors found, however, that the reports were too descriptive; they encourage ITU management to further enhance the qualitative analysis to be presented to the Member States. | HRMD | Addressed by the “Progress report on the implementation of the HR Strategic Plan and of Resolution 48 (Rev. Busan, 2014)” (Doc. [C17/53](https://www.itu.int/md/S17-CL-C-0053/en)). | **Implemented** | N/A |
| **138** | The Inspectors recommend that an in-depth evaluation be made of the implementation of the current plan, in order to use relevant findings and conclusions as an important input for preparing the next human resources strategic plan. | HRMD | The evaluation of the implementation of the plan is considered in the annual report to Council “Progress report on the implementation of the HR Strategic Plan and of Resolution 48 (Rev. Busan, 2014)”. | **Implemented** | Council 2018 |
| **145** | The Inspectors call upon ITU management to finalize and implement the principles outlining the appraisal system, building on existing internal initiatives such as the revamping of the ITU competency framework and the mainstreaming of results-based management | HRMD | The new system implementation project was launched in January 2017. | **Implemented** | N/A |
| **149** | In the opinion of the Inspectors, ITU management should develop a set of criteria better defining the rationales for internal versus external recruitment processes | HRMD | A set of criteria for internal versus external recruitment processes have been identified, as part of the overall review of the recruitment process.. | **Implemented** | Council 2018 |
| **151** | The Secretary-General should develop and promulgate an organization wide learning and development policy and present it to the 2017 session of the Council for endorsement | HRMD | The new policy approach has been established taking into account inputs from the Bureaux and GS Departments. A 2018 annual learning plan has been established based on learning needs assessment results and by allocating available resources to the implementation of the required learning programmes. ITU learning and development principles, including equitable distribution of opportunities across the organization and strategic linkage between staff and organizational priorities are being applied, in line also with the performance management policy approach. | **Implemented** | Council 2018 |
| **152** | The Inspectors recommend establishing a programme of mandatory training for all staff members based on corporate requirements, therefore creating a common basis of skills and competencies | HRMD | As a result of a consultative approach between the Human Resources Management Department (HRMD) and the sectors - i.e., Bureaux and GS Departments; and in line with best practices of other United Nations Common (UN) System, ITU has established the concept of mandatory training, defining the required core competencies for ITU staff through trainings. A number of mandatory courses have been communicated to ITU staff, including “I Know Gender” and “Cyber Security”. | **Implemented** | Council 2018 |
| **157** | The Inspectors urge ITU management to expedite the regularization of the ethics function and welcome the signing of a memorandum of understanding with the World Meteorological Organization to establish a shared Ethics Officer for both organizations | HRMD | Entry on duties on 1 November 2016. | **Implemented** | N/A |
| **161** | The Inspectors believe that ITU would benefit from a strengthened and more visible mediation function favouring a first resort to informal settlement over formal administration of justice mechanisms for conflict resolution | HRMD |  | **Implemented** | N/A |
| **165** | Considering the fact that such projects are of a strategic nature, the Inspectors suggest that this expertise be brought within the framework of the ICTC through dedicated working groups (as foreseen in its terms of reference) in order to enhance coherence in ICT governance | ISD | For major projects a dedicated PM office with a steering committee has been established. Regular progress and performance reports are being presented to the ICTC during the implementation process. | **Implemented** | N/A |
| **165** | The Inspectors also invite ITU management to provide detailed reporting to the Member States on the overall project management, bearing in mind that such corporate projects require significant investment over several years. | ISD | This is already taking place for Council-17 and the several project reports are being presented (TIES, Security modernization project, ORMS, Security enhancements). Next year those reports may be including the Document on the Activities of the Union instead of in separate documents | **Implemented** | N/A |
| **176** | The Inspectors encourage ITU management to review its Internal Audit Charter and the corresponding Financial Regulations and Financial Rules pertaining to internal audit on a more regular basis, i.e., at least every three to five years; moreover, they believe that the Charter should be presented to and approved by the Council | IAU | It is the intention of the secretariat to review the Internal Audit Charter every five years in order to comply with the Internal Auditing Standards. In a previous review, the proposed Internal Audit Charter was submitted to the IMAC for its consideration and subsequently approved by the Secretary-General. This mechanism is considered to be in line with the Internal Auditing Standard 1000 and with the terms of reference of the IMAC (as a subsidiary body of the ITU Council). Council 2017 has adopted the approach that the updated charter would be presented to and approved by the Council as of its next review. | **In progress** | 30-Jun-2018 |
| **177** | The Inspectors encourage ITU management to conduct such an independent assessment on a regular basis | IAU | It is the intention of the secretariat to conduct the independent assessment every five years in order to comply with Internal Auditing Standard 1300. | **In progress** | 31-Dec-2019 |
| **178** | The Inspectors believe that the Secretary-General should strengthen the overall capacity of the Internal Audit Unit with a view to enable it to increase its coverage of the critical and major risks faced by the Union, as recommended by IMAC and the external auditor | IAU | The Secretary-General is, within the budgetary constraints of the Union, very mindful to maintain the Internal Audit Unit at a strong and effective level to fulfil its mandate. The Secretary-General benchmarked the ITU Internal Audit Unit against the Annex V tables of the JIU’s report 2016/8 “State of the Internal Audit function in the UN System” and found that the ITU is at par (compared to other organizations). IMAC also discusses the resources of IA at each of its meetings and makes recommendations to the SG when appropriate. | **Implemented** | Q1 2017 |
| **179** | The Inspectors are aware of the financial implications, but believe that the institutionalization of an evaluation function is a way to contribute to strategic direction setting, learning and knowledge-sharing within all the components of the Union, provided that it is equipped with professional expertise and sufficient capacity | MCG | In Q2 2017, a feasibility study on the evaluation function at ITU was submitted to ITU management and IMAC for its consideration. Taking account of IMAC views the proposed evaluation policy and guidelines have been provisionally adopted by the Secretary-General and will be the framework for a trial included in the 2018 Internal Audit work plan. | **In progress** | Q4 2018 |
| **180** | The Inspectors believe that ITU management should develop its investigation framework (policy and procedures) and consider suitable options to ensure that investigations are conducted by professional investigators. | MCG | The final draft of the investigation guidelines were approved by the Secretary-General. These guidelines, together with the Policy against fraud and other proscribed practices, are in the process of being issued as a Service Order (ITU wide application) and will constitute the framework referred to by the Inspectors, including the identification of professional investigators, as appropriate. | **Implemented** | Council 2018 |
| **188** | These positive developments should be followed by the institutionalization of a formal mechanism to ensure the proper consideration of JIU reports and their recommendations by the governing bodies, together with comments prepared by ITU management on recommendations addressed to the governing bodies and those addressed to the Secretary-General. This would place ITU in line with the provisions of the JIU statute and numerous resolutions of the United Nations General Assembly | DSG | A proposal for the proper consideration of the JIU Reports and Recommendations by the governing bodies has been presented and endorsed by the CWG-FHR, which is responsible for dealing with the JIU-related issues. The internal mechanism that reviews all the new JIU Reports and prepares ITU management recommendations on how to address them is coordinated by the ISC-TF, which submits the responses to the MCG for endorsement and then to the ITU governing bodies. | **Implemented** | N/A |
| **191** | The Inspectors believe that the annual reporting by the Internal Audit Unit should become more analytical on its findings and conclusions. Another possible improvement would be to produce a consolidated analysis of subjects covered by recommendations issued by the various oversight bodies that could draw attention to systemic issues and ensure implementation of these recommendations in a holistic manner and serve as a dynamic management tool | IAU | This was done for the report to Council 2016 insofar that it was possible based on the audit reports of the previous years. Some findings may not be sufficiently recurrent to be representative. It was again considered for the report to Council-17. | **Implemented** | N/A |
| **195** | In the opinion of the Inspectors, the recommendation made in the 2009 JIU report to the Council “to approve a consolidated and clearly formulated mandate for the ITU regional presence with specific objectives for the regional offices” remains relevant. ITU management should formalize specific terms of reference for each Regional and Area Office that would clarify their respective roles and functions, taking into account the specificities of their regions, the regional initiatives, priorities and conditions of operations | CoCo | The regional presence is part of the delivery mechanism like all other departments in the HQs in the new framework of Result-based management. The setting of the objectives would be taken at global level. | **Implemented** | N/A |
| **197** | The Inspectors believe that further analysis of the achievements and challenges faced by respective offices should be presented to the stakeholders by ITU management in order to fully identify the lessons learned and the existing good practices to be shared across the regional presence. This would help to better demonstrate the role played by the regional presence and help to raise awareness and support from ITU membership | CoCo | Reports are regularly being submitted to the Council on Resolution 25. | **Implemented** | N/A |

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