
Reports of the Joint Inspection Unit

Report by the Secretariat

1. In 2012, the United Nations Joint Inspection Unit (JIU) issued 13 reports, details of two of which were provided to the Programme, Budget and Administration Committee of the Executive Board at its seventeenth meeting in January 2013.¹ Detailed comments by the Secretariat were transmitted to JIU. Three other JIU reports were not of direct relevance to WHO² or did not call for any immediate action from WHO. Two further reports in 2012 reviewed management, administration and decentralization in WHO;³ the two reports were considered by the Executive Board at its 132nd session in January 2013.⁴ The Board then adopted decision EB132(14), in which, inter alia, it requested the Director-General to incorporate the JIU's recommendations and report on progress made in line with regular reporting on WHO reform implementation.⁵

2. JIU has so far issued one report in 2013: Review of long-term agreements in procurement in the United Nations system (JIU/REP/2013/1). Detailed comments by the Secretariat on the remaining six reports from 2012 and the report from 2013 have been transmitted to JIU and the United Nations Chief Executives Board for Coordination.

3. The comments on the JIU reports of relevance to WHO issued during 2012 and 2013, together with JIU's main findings and recommendations, are summarized in a tracking sheet, which is available upon request or by consulting the JIU follow-up system accessible via the JIU website (<http://www.unjiu.org>). The comments concern the following reports:

- (i) review of individual consultancies in the United Nations system (JIU/REP/2012/5);
- (ii) review of enterprise resource planning (ERP) systems in United Nations organizations (JIU/REP/2012/8);

¹ See document EBPBAC17/6.

² Document JIU/REP/2012/1, Review of management and administration in the United Nations Conference on Trade and Development (UNCTAD); document JIU/REP/2012/3, Evaluation of UN-Oceans; and document JIU/REP/2012/13, Review of management and administration in the International Atomic Energy Agency (IAEA).

³ Document JIU/REP/2012/6, Review of management administration and decentralization in the World Health Organization (WHO) – Part I; and document JIU/REP/2012/7, Review of management administration and decentralization in the World Health Organization (WHO) – Part II.

⁴ See document EB132/5 Add.6.

⁵ See decision EB132(14).

- (iii) lump-sum payments in lieu of entitlements (JIU/REP/2012/9);
- (iv) staff–management relations in the United Nations system specialized agencies and common system (JIU/REP/2012/10);
- (v) financing for humanitarian operations in the United Nations system (JIU/REP/2012/11);
- (vi) strategic planning in the United Nations system (JIU/REP/2012/12);
- (vii) review of long-term agreements in procurement in the United Nations system (JIU/REP/2013/1).

IMPLEMENTATION OF RECOMMENDATIONS IN PREVIOUS REPORTS

4. Regarding implementation of the JIU reports considered by the Programme, Budget and Administration Committee at its seventeenth meeting in January 2013, and with respect to the report on accountability frameworks in the United Nations system (JIU/REP/2011/5), the JIU made seven recommendations. Five of them were directed at the executive heads and two at the legislative organs of the United Nations system organizations.

Recommendation 1

5. 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 the report.

6. The Secretariat confirms that a stand-alone accountability framework is important and required for all organizations. An accountability framework is being developed at WHO as part of the programme of management reforms.

Recommendation 2

7. The legislative bodies of United Nations system organizations, which have not yet done so, should take decisions based on a results-based management approach and ensure that the necessary resources are allocated to implement the organizations' strategic plans and results-based management.

8. The Twelfth General Programme of Work, 2014–2019 and the Programme budget 2014–2015 will offer a new results chain that links the delivery of products and services by the Secretariat to health and development outcomes nationally, regionally and globally. The Twelfth General Programme of Work provides a high-level strategic vision for the work of the Organization, and the Programme budget 2014–2015 aims to facilitate approval and oversight by WHO's governing bodies of the full scope of the Organization's resources.

Recommendation 3

9. Executive heads should incorporate evaluation, including self-evaluation results, in their annual reporting to legislative bodies.

10. The Secretariat has developed a new internal management control framework, which is currently being reviewed internally. The framework sets out five interrelated components and 17 principles that will guide the development, implementation and monitoring of compliance in key control areas. One of the vital components of this framework is the need to conduct regular evaluations and to communicate any deficiencies highlighted by such evaluations. The framework will be supplemented by a manager's guide and a checklist for managers to carry out self-assessment. The results of this exercise will then be consolidated and reported to management and governing bodies through formal mechanisms, which include internal quality control procedures.

Recommendation 4

11. Executive heads of organizations that have not yet done so should inform their staff members of their decisions on disciplinary measures imposed on staff by publishing lists (in annexes to the annual reports and on a website) describing the offence and measures taken, while ensuring anonymity of the staff member concerned.

12. The Office of Internal Oversight Services includes in its annual report to the governing bodies a summary of the findings of each investigation of alleged misconduct as well as the outcomes in terms of sanctions implemented by management.

Recommendation 5

13. Executive heads should instruct their human resources divisions to put mechanisms in place for recognizing outstanding performance by developing creative ways to motivate staff through awards, rewards, and other incentives.

14. In the context of WHO's managerial and human resources reforms, the new policy on recognition and rewarding excellence is planned to enter into force in July 2014. With a view to building staff engagement, the policy provides for rewards linked to learning and development.

15. The policy is based on qualitative research carried out across the Organization by the Global Working Group on Performance Management and Development and consultations with the Global Staff/Management Council in 2012, and is in line with good practice and the position of the International Civil Service Commission on performance reward and recognition.¹

Recommendation 6

16. Executive heads should develop and implement an information disclosure policy to heighten transparency and accountability in their respective organizations as a matter of urgency in the event that they have not already done so, and should report to the legislative bodies accordingly.

17. The Secretariat has made a commitment to develop a new information disclosure policy as part of WHO reform. A working group has been established to draft the new policy.

¹ See document ICSC/74/R.3.

Recommendation 7

18. The General Assembly and other legislative bodies should request their executive heads to undertake a follow-up evaluation on the implementation of the relevant accountability frameworks/systems for their consideration in 2015.

19. This timeline is too short for WHO, given that the initiative to develop an improved accountability framework is still in the design phase.

20. With respect to the report on information and communication technology governance in the United Nations system organizations (JIU/REP/2011/9), the JIU made 11 recommendations. Nine of them were directed to the executive heads of the United Nations system organizations, one to the legislative bodies of the United Nations system organizations and one to the Secretary-General in his capacity as Chairman of the Chief Executives Board for Coordination. The JIU recommendations are summarized below.

21. The executive heads of the United Nations system organizations should ensure:

(a) that the information and communication technology governance committee, or equivalent, is composed of the most senior business managers representing all major services of the organization, is chaired by an executive manager, preferably at the level of deputy head of the organization or equivalent, and is convened, reviewed and evaluated regularly;

(b) that the chief information officer, or equivalent, is placed at a suitably senior level with the appropriate responsibilities and authority, and has access to executive management;

(c) that corporate information and communication technology strategies are prepared, endorsed and periodically reviewed and updated;

(d) that information and communication technology strategies are closely aligned with the organization's medium- and long-term strategic plans;

(e) that monitoring mechanisms for the implementation of information and communication technology strategies are established, to ensure that the strategies and their implementation road maps, deliverables and performance indicators are continuously monitored and regularly reported;

(f) that efforts to keep track of the information and communication technology costs in their organizations, including the total annual recurring and ad hoc costs, as well as details of the main cost elements, are strengthened;

(g) that post-implementation reviews of major information and communication technology investments and projects are conducted in line with the organization's methodologies and policies.

22. Based on above recommendations, the Secretariat confirms that there are several relevant governance committees in WHO.

- The Global ICT Governance Committee, which examines information technology matters in WHO globally, and which includes heads of business both in headquarters and in the regions, with representation from health technical units and administration.
- The Business Owners' Committee for the Global Management System, which is made up of heads of business (finance, human resources, facilities, planning, and information technology and telecommunications) and directors of administration and finance in the regional offices. The Committee meets regularly to discuss the road map of the Global Management System.

23. WHO confirms that the position of Director, Information Technology and Telecommunications in WHO headquarters is at the appropriate senior management level and has access to the Assistant Director-General for General Management, the directors of administration and finance in the regional offices, and directors in other business areas. There are occasions when the Director, Information Technology and Telecommunications has discussions directly with the Director-General.

24. In 2012, the information technology strategy of 2006 was revised in order to bring it into line with business needs to ensure that the Organization is operating optimally. Furthermore, in 2013, Secretariat information technology staff have been working towards harmonizing the relevant programmes, budget, and structure to ensure that goals, objectives, and methodology are unified and consistent.

25. The Director, Information Technology and Telecommunications will be presenting the revised information technology strategy, and the progress made so far on implementation, to the Programme, Budget and Administration Committee at its nineteenth meeting in January 2014.¹ A global annual report on information technology has been prepared and is currently being reviewed before publication.

26. WHO is implementing several initiatives to help manage performance in information technology. For example, WHO has introduced:

- a project management dashboard to promote visibility and to facilitate the monitoring of initiatives through a common platform for reporting on information technology projects across WHO;
- a catalogue of global and local information technology services that will inform end-users of products, tools, and services;
- service level management of the performance of information technology services through definition of service level agreements and related indicators, as well as monitoring against them;
- change management to manage, control, and communicate changes in information technology infrastructure and solutions, in order to avoid unnecessary risks and service impact in a complex and tightly integrated information technology environment;
- an information technology knowledge base, which is a single, self-service point of reference for frequently asked questions and information on global services.

¹ See document EBPBAC19/4.

27. Every information technology manager in WHO is responsible for managing his or her costs. For the biennium 2014–2015, the Department of Information Technology and Telecommunications has also designed mechanisms to facilitate reporting and tracking of both local and global costs. Currently, information and communication technology costs incurred in technical units are insufficiently visible: central information technology teams, both in headquarters and in the regions, are often not consulted fully before technical units spend funds on staff and activities.

28. A review of post-implementation status of major information and communication technology investments and projects is already conducted as part of the standard follow-up process, particularly for large investments. However, the recommendation is noted and will be reinforced by project managers for medium- to small-scale initiatives.

ACTION BY THE PROGRAMME, BUDGET AND ADMINISTRATION COMMITTEE

29. The Committee is invited to take note of this report.

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