
Reports of the Joint Inspection Unit

Report by the Secretariat

1. In 2013, the United Nations Joint Inspection Unit (JIU) issued four reports, details of one of which, review of long-term agreements in procurement in the United Nations system (document JIU/REP/2013/1), had already been submitted to the Programme, Budget and Administration Committee of the Executive Board at its nineteenth meeting in January 2014, together with detailed comments by the Secretariat.

2. As at September 2014, JIU had issued five reports and one note. Two reports were not of direct relevance to WHO,¹ or did not call for any specific action by WHO at this stage. The three other reports, in addition to the note, were: an analysis of the resource mobilization function within the United Nations system (document JIU/REP/2014/1); capital/refurbishment/construction projects across the United Nations system organizations (document JIU/REP/2014/3); post-Rio+20 review of environmental governance within the United Nations system (document JIU/REP/2014/4); and use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations (document JIU/NOTE/2014/1). Detailed comments by the Secretariat on the four reports from 2013 and the reports from 2014 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 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 (www.unjiu.org). The comments concern the following reports:

- (i) review of long-term agreements in procurement in the United Nations system (document JIU/REP/2013/1);
- (ii) records and archives management in the United Nations (document JIU/REP/2013/2);
- (iii) selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work (document JIU/REP/2013/3); and

¹ Review of management and administration in the World Intellectual Property Organization (WIPO) (document JIU/REP/2014/2); and follow-up inspection to the 2009 review of management and administration in the World Tourism Organization (document JIU/REP/2014/5).

- (iv) review of the management of implementing partners in United Nations system organizations (report and annexes) (document JIU/REP/2013/4).

IMPLEMENTATION OF RECOMMENDATIONS IN PREVIOUS REPORTS

Review of individual consultancies in the United Nations system (document JIU/REP/2012/5)

4. JIU made 12 recommendations, 11 of which were directed at the executive heads and one at the legislative/governing bodies of the United Nations system organizations. The recommendations are summarized below.

5. The executive heads of the United Nations system organizations,

- (i) taking into account international labour principles, should review their policies regarding the use of non-staff personnel with a view to clarifying the criteria for choosing between staff and non-staff contractual modalities, and should monitor and assess the use of non-staff personnel in their organizations to detect and address risks in a timely manner;

- (ii) that have not yet done so should ensure that a specific consultancy policy, complemented by related guidelines and a dedicated contractual modality, is in place in their organizations;

- (iii) should ensure that consultancy contracts in their respective organizations are complemented by comprehensive general conditions, including conflict of interest and code of conduct provisions;

- (iv) taking into account relevant international labour principles and good practices, should review the consultancy contracts in their respective organizations with a view to introducing contracts with a shorter duration in line with the ad hoc and temporary nature of the consultancy work, and developing a proper social benefits policy which considers the duration and the nature of the work performed;

- (v) should ensure that there is an adequate policy on the use of retirees as consultants in their respective organizations and that compliance with this policy is effectively enforced;

- (vi) should consider appropriate modalities in order to provide consultants and other non-staff personnel with accessible and effective dispute settlement mechanisms and explore ways of listening to them and addressing their concerns;

- (vii) should ensure that roles and responsibilities for the use of consultants are clearly established and proper monitoring and internal control measures are introduced for the effective implementation of relevant policies;

- (viii) should review their roster and competition policy and practices regarding the use of consultants with a view to expanding the available pool of qualified candidates and adopting adequate competition measures, preferably adjusted to the duration and value of contracts;

- (ix) should ensure that geographical diversity and gender balance are addressed in the consultancy policies of their respective organizations and promoted proactively;

(x) should ensure that their respective organization has an up-to-date remuneration policy for the use of consultants supported by adequate guidelines for consistent implementation;

(xi) should strengthen oversight on the use of consultants through effective performance evaluation, audits, monitoring and analytical internal and external reporting, with a view to ensuring proper use of contracts and efficient use of resources; and

(xii) The legislative/governing bodies of the United Nations system organizations should exercise their oversight function on the use of consultants through regular reviews of analytical information provided by the executive heads of the respective organizations.

6. Taking into account the above recommendations, WHO will initiate a complete review of its non-staff contracts, particularly the Consultant contracts, starting in late 2014.

7. The outcome of the review is expected to include an analysis of current non-staff contracts at WHO and recommendations on any policies that WHO should put in place, on the criteria for choosing a specific contract type, on the procedures and accountability scheme for the use of non-staff contracts, on guidance to technical units, on reporting, and on assessment of the risks.

8. As detailed in provision VI.2.4.220 of the WHO e-Manual, consultants are expected to complete a declaration of interest before commencing work to the extent that their assignment involves, or relates to, work that is of a technical or standard setting nature.

9. In Information Note 13/2014, WHO outlined conditions for early retirement and the employment of individuals who have either retired from the organizations of the United Nations common system, or who are aged 62 and above. Its monitoring will be assessed in the context of the upcoming review.

10. As regards the roster and competition policy and practices, WHO can confirm that rosters of consultants are currently established on an ad hoc basis by the technical units, depending on specific technical needs and/or fields of expertise. Further developments regarding rosters of consultants will be assessed and changes will be implemented as necessary.

11. Gender and geographical balances are specifically mentioned in provision VI.2.4.100 of the WHO e-Manual, which requests that “as far as possible, every effort should be made to select consultants from the widest possible geographical base and due regard shall be paid in selection process to the need for gender balance”. The monitoring and enforcement of this provision will soon be assessed and changes will be implemented as necessary.

12. WHO established guidelines, including rates, for the remuneration of consultants in 2012, and these are still in force. The rates will be assessed as part of the overall review.

Review of enterprise resource planning (ERP) systems in United Nations organizations (document JIU/REP/2012/8)

13. JIU made four recommendations, two of which were directed at the executive heads and one at the legislative/governing bodies of the United Nations system organizations, and one at the Secretary-General.

Recommendation 1

14. The executive heads of United Nations system organizations should ensure that staff members receive adequate training for their specific needs throughout the system's life cycle, and that appropriate resources are allocated to training on an ongoing basis.

15. WHO believes that training staff on its enterprise resource planning system (the Global Management System) is essential in order to support its better implementation. Since the system's inception, WHO has run a series of face-to-face training sessions and has developed e-learning courses, which every staff member can access at any time. Ongoing advice and support is also provided to staff on an ad hoc basis.

Recommendation 2

16. The legislative/governing bodies of United Nations system organizations should exercise their monitoring and oversight role on their respective enterprise resource planning projects on an ongoing basis, including implementation, maintenance and upgrade policy, cost-efficiency and achievements of the overall objectives of the projects.

17. WHO has provided documentation on a regular and ongoing basis to the Programme, Budget and Administration Committee throughout the project life cycle in order to enable the governing bodies to exercise their monitoring and oversight role.

Recommendation 3

18. The executive heads of United Nations system organizations should establish regular monitoring and reporting mechanisms for enterprise resource planning projects throughout their life cycle.

19. The Information Technology and Telecommunications department tracks and reports weekly to business owners on operational progress against a variety of metrics, as well as on enhancements and projects. Regular feedback is also provided at meetings of the Business Owners' Committee for the Global Management System.

ACCEPTANCE AND IMPLEMENTATION RATES OF JIU RECOMMENDATIONS

20. WHO continues to ensure that it follows up all relevant JIU recommendations, and the graphics in the Annex to this report show the rates of acceptance and implementation for recommendations made between 2009 and 2013.

ACTION BY THE PROGRAMME, BUDGET AND ADMINISTRATION COMMITTEE

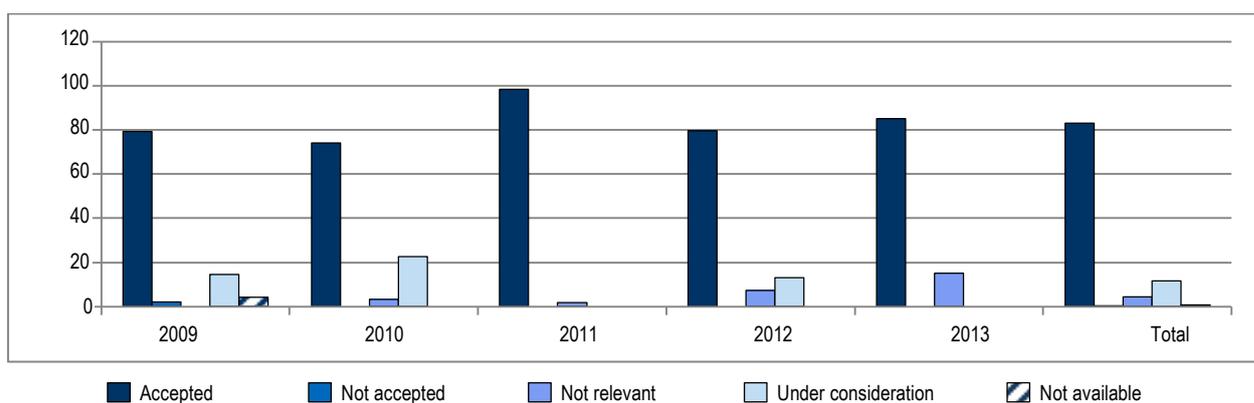
21. The Committee is invited to note the report.

ANNEX

Graphics on acceptance and implementation rate of recommendations by period (percentage)

| Year of publication | Period | Organization | Document type | System type | Document status |
|---------------------|--------|--------------|----------------------|----------------------------------|------------------|
| 2009–2013 | Annual | WHO | Report, note, letter | System wide, single organization | Active, archived |

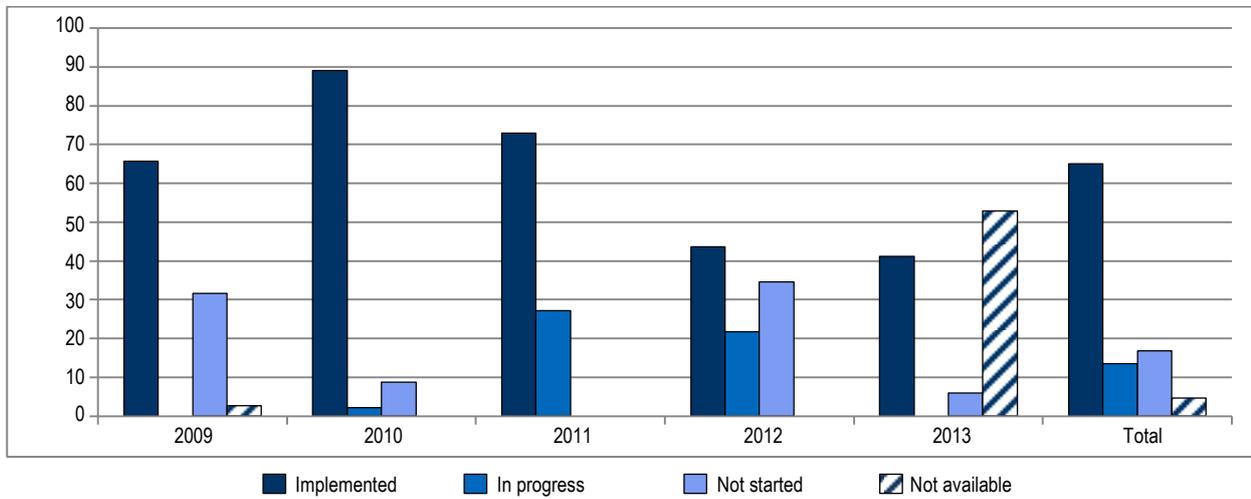
Acceptance



| % | 2009 | 2010 | 2011 | 2012 | 2013 | Total |
|---------------------|-------|-------|-------|-------|-------|-------|
| Accepted | 79.17 | 74.19 | 98.33 | 79.71 | 85.00 | 83.01 |
| Not accepted | 2.08 | 0.00 | 0.00 | 0.00 | 0.00 | 0.39 |
| Not relevant | 0.00 | 3.23 | 1.67 | 7.25 | 15.00 | 4.25 |
| Under consideration | 14.58 | 22.58 | 0.00 | 13.04 | 0.00 | 11.58 |
| Not available | 4.17 | 0.00 | 0.00 | 0.00 | 0.00 | 0.77 |

| Values | 2009 | 2010 | 2011 | 2012 | 2013 | Total |
|---------------------|------|------|------|------|------|-------|
| Accepted | 38 | 46 | 59 | 55 | 17 | 215 |
| Not accepted | 1 | 0 | 0 | 0 | 0 | 1 |
| Not relevant | 0 | 2 | 1 | 5 | 3 | 11 |
| Under consideration | 7 | 14 | 0 | 9 | 0 | 30 |
| Not available | 2 | 0 | 0 | 0 | 0 | 2 |

Implementation



| % | 2009 | 2010 | 2011 | 2012 | 2013 | Total |
|---------------|-------|-------|-------|-------|-------|-------|
| Implemented | 65.79 | 89.13 | 72.88 | 43.64 | 41.18 | 65.12 |
| In progress | 0.00 | 2.17 | 27.12 | 21.82 | 0.00 | 13.49 |
| Not started | 31.58 | 8.70 | 0.00 | 34.55 | 5.88 | 16.74 |
| Not available | 2.63 | 0.00 | 0.00 | 0.00 | 52.94 | 4.65 |

| Values | 2009 | 2010 | 2011 | 2012 | 2013 | Total |
|---------------|------|------|------|------|------|-------|
| Implemented | 25 | 41 | 43 | 24 | 7 | 140 |
| In progress | 0 | 1 | 16 | 12 | 0 | 29 |
| Not started | 12 | 4 | 0 | 19 | 1 | 36 |
| Not available | 1 | 0 | 0 | 0 | 9 | 10 |

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