
Reports of the Joint Inspection Unit

Report by the Director-General

1. In 2017, the Joint Inspection Unit (JIU) of the United Nations system issued nine reports, two of which were not of direct relevance to or did not call for any specific action from WHO,¹ and one of which had already been included in the 2018 report by the Secretariat.² The following 2017 reports were of relevance to WHO: Review of air travel policies in the United Nations system (document JIU/REP/2017/3); Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations (document JIU/REP/2017/5); Results-based management in the United Nations development system (document JIU/REP/2017/6); Review of donor reporting requirements across the United Nations system (document JIU/REP/2017/7); The United Nations system – private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (document JIU/REP/2017/8); and Review of mechanisms and policies addressing conflict of interest in the United Nations system (document JIU/REP/2017/9).

2. By September 2018, JIU had issued four reports, two of which were not of direct relevance to or did not call for any specific action from WHO at this stage.³ Of relevance are the Review of internship programmes in the United Nations system (document JIU/REP/2018/1) and the Review of whistle-blower policies and practices in United Nations system organizations (document JIU/REP/2018/4).

3. The Secretariat's comments to the United Nations System Chief Executives Board for Coordination (CEB) on the JIU reports are summarized in reports available on the JIU website (www.unjiu.org).

IMPLEMENTATION OF RECOMMENDATIONS IN PREVIOUS REPORTS

4. Paragraphs 5–36 below summarize progress made in implementing the recommendations to executive heads of United Nations Organizations made in JIU reports issued during the period

¹ Review of management and administration in the United Nations Industrial Development Organization (UNIDO) (document JIU/REP/2017/1); and Review of management and administration in the Universal Postal Union (document JIU/REP/2017/4).

² Document EBPBAC28/4 includes the report entitled Donor-led assessments of the United Nations system organizations (document JIU/REP/2017/2).

³ Progress report on the recommendations contained in the review of South–South and triangular cooperation in the United Nations system (document JIU/REP/2018/2); and Review of management and administration in the United Nations Office for Project Services (UNOPS) (document JIU/REP/2018/3).

October 2017 to September 2018 that are of direct relevance to the Organization and call for specific action at this stage.

Review of air travel policies in the United Nations system (document JIU/REP/2017/3)¹

5. With regard to JIU's recommendation 4 on an advance purchase policy, WHO has been implementing such a policy for several years and has recently adopted a much stricter approval process for travel requests that are submitted late. In addition, comprehensive reports monitoring compliance with the policy are available to all staff and regularly discussed in management meetings.

6. Concerning JIU's recommendation 5 on periodic monitoring and assessment to ensure conformity with the Organization's air travel policies and identification of measures for further efficiency gains, WHO considers that its current travel monitoring systems, in addition to frequent external and internal reviews of its travel policy and process, address this requirement sufficiently.

7. As regards JIU's recommendation 6 on the use of online booking tools for air travel, this is mandatory in WHO for all air travel within Europe and a further extension of the usage is under consideration. In addition, WHO has recently implemented an online booking platform for booking hotels in its preferred hotel programme covering the 19 cities most frequently visited by WHO travellers.

Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations (document JIU/REP/2017/5)²

8. With regard to JIU's recommendation 1 on enhancing consideration of JIU reports/recommendations by legislative bodies of United Nations system organizations, the Secretariat continues to improve its reporting to governing bodies on JIU reports and recommendations in order to facilitate their consideration of the same, as evidenced by this report.

9. As regards JIU's recommendation 2 that United Nations system organizations should propose to their legislative bodies a course of action with respect to the JIU recommendations addressed to the aforementioned bodies, in accordance with existing governance practices the Secretariat is not authorized to propose a course of action to its legislative bodies. The Secretariat is obliged to take action on JIU recommendations if, as requested in paragraph 49 of this report, the governing bodies take note of this report and consider the recommendations contained in the JIU reports requiring action by WHO legislative/governing bodies.

10. Concerning JIU's recommendation 5 on information regarding the status of implementation of prior years' accepted JIU recommendations, such information is made available to the Programme, Budget and Administration Committee of the Executive Board in May of each year.

11. On JIU's recommendation 6 that executive heads of organizations, when considering JIU recommendations intended to enhance coordination and cooperation, should propose the inclusion of

¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2017_3_English.pdf (accessed 13 February 2019).

² Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2017_5_English.pdf (accessed 13 February 2019).

the consideration of these recommendations on the programme of work of the CEB and its applicable mechanisms, WHO is ready to support the CEB secretariat in this regard.

12. With regard to JIU's recommendation 7 on the establishment of a direct reporting line from the JIU focal point to top management, this function is currently carried out by the Evaluation Office, which reports directly to the Director-General.

Results-based management in the United Nations development system (document JIU/REP/2017/6)¹

13. Concerning JIU's recommendations 1 and 2 on the development of a strategy to guide the mainstreaming of results-based management within and across organizations and the establishment of a support function to ensure that United Nations system-wide innovations in this regard are captured, supported, assessed for value and shared,² these initiatives are mainstreamed in WHO and are incorporated into the WHO transformation agenda, including its response to United Nations system-wide reform. The Secretariat will also be informed by the results of the planned evaluation of WHO's results-based management framework.

14. On JIU's recommendation 3 with regard to strengthening the development of the culture of results in the Organization, WHO's Thirteenth General Programme of Work, 2019–2023 is highly focused on delivering impact in countries and changing the mindset with regard to measuring these results in countries.

15. In respect of JIU's recommendation 4 that the future development of approaches to staff accountability and human resources management incorporate more consideration of managing for achieving results, a review of performance management is ongoing as part of the WHO transformation agenda, with the aim of linking individual performance management to accountability for results of WHO's strategic plan (Thirteenth General Programme of Work, 2019–2023) and the programme budget.

16. Lastly, as regards JIU's recommendation 5 on the use of information on results, including evidence resulting from evaluation, the planning process was redesigned to ensure that information on results, especially those at country level, is the starting point for developing biennial plans. The development of the programme budget 2020–2021 is based on measurable impact and programmatic targets which form the backbone of the full programme management cycle. With consideration of JIU recommendations and the recent Multilateral Organization Performance Assessment Network review, monitoring and performance will be redesigned for 2020–2021 so that there is much rigorous stocktaking for results in order to improve implementation, decision-making and performance management and therefore reinforce the culture of results.

¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_6_english__0.pdf (accessed 13 February 2019).

² A JIU Note on Results-based management in the United Nations system (document JIU/NOTE/2017/1) (available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_note_2017_1_english_1.pdf, accessed 13 February 2019) also recommends the endorsement by executive heads of the system-wide high-impact model for results-based management and the establishment of an inter-agency task force in this regard.

Review of donor reporting requirements across the United Nations systems (document JIU/REP/2017/7)¹

17. With regard to JIU's recommendation 2 on ensuring that partnership agreements spell out the needs and requirements of the donors and the mutual commitments of the organizations and the donors, with respect to the details of reporting on the use of funds provided, partnership agreements concluded by WHO at corporate level systematically address details of reporting and promote use of corporate reporting. The programme budget web portal is a key results and financial accountability instrument and the impact framework for the Thirteenth General Programme of Work, 2019–2023 is designed to increase confidence in corporate reporting.

18. Concerning JIU's recommendation 3 on access to, and dissemination and exchange of, information concerning donor reporting among the Member States and maintenance of a corporate repository for all contribution agreements and donor reports, WHO currently has such a repository. However, further work is needed to build more effective systems and related processes to better manage donor coordination, pipeline opportunities and donor reporting.

19. As regards JIU's recommendation 4 on capacity-building measures for donor reporting, the resource mobilization transformation stream of the WHO transformation agenda includes as one of five priority areas for improvement the quality and timeliness of donor reports across the Organization through more clearly defined and enforced accountabilities.

20. On JIU's recommendation 5 with regard to the inclusion in donor agreements of the costs associated with preparing donor reports, a detailed mapping of donor reporting costs is under consideration to take forward in future dialogues with contributors.

21. Lastly, as regards JIU's recommendation 6 on the development and adoption of a common system-wide report template, WHO would be pleased to participate in such an initiative and share its experiences.

The United Nations system – private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (document JIU/REP/2017/8)²

22. With regard to JIU's recommendation 3, WHO recognizes the utility of coordinating and streamlining a common, system-wide package of information about the opportunities for partnerships offered to the private sector by the Sustainable Development Goals. However, WHO reviews its engagement with partners on a case-by-case basis, in accordance with the provisions of the Framework of Engagement with Non-State Actors and its policy on WHO engagement with global health partnerships and hosting arrangements.

23. Concerning JIU's recommendation 5 on enhancing the role and responsibilities of the United Nations System Private Sector Focal Points Network, WHO as the directing and coordinating authority on international health work participates in different United Nations coordination mechanisms and

¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_7_english.pdf (accessed 13 February 2019).

² Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_8_english_1.pdf (accessed 13 February 2019).

shares willingly its experience and expertise, lessons learned and innovative solutions to advance and reinforce engagements and partnerships with non-State actors, including private sector entities.

24. As regards JIU's recommendation 6 on the joint creation of a common system-wide database on the profiles of existing or potential partners with the United Nations, WHO has developed a publicly-available register of non-State actors that contains the standard information provided by non-State actors and high-level descriptions of the engagement that WHO has with them. In view of its experience with the development of this database, WHO considers that a system-wide database would have to be very carefully designed in terms of the roles and responsibilities of users/owners and data entry and maintenance requirements.

25. On JIU's recommendation 7 pertaining to common standard procedures and safeguards for due diligence, WHO welcomes this recommendation and is ready to share its extensive experience in the performance of due diligence. In addition to the Framework of Engagement with Non-State Actors, WHO has developed a guide for staff members and a handbook for non-State actors on engagement with WHO.

Review of mechanisms and policies addressing conflict of interest in the United Nations system (document JIU/REP/2017/9)¹

26. With regard to JIU's recommendations 1 and 2 on risk mapping and mandatory conflict of interest disclosure forms, respectively, WHO runs a mandatory annual exercise of declaration of interests targeting specific situations that present a risk of conflict of interest to the Organization. Newly recruited staff members are asked to submit a declaration of interests upon joining the Organization.

27. As regards JIU's recommendation 4 on the introduction of adequate legal clauses in contractual agreements with staff and non-staff with regard to post-employment activities, WHO's Code of Ethics and Professional Conduct contains a specific clause on post-employment activities.

28. On JIU's recommendation 5 with regard to ethics training, WHO runs several ethics training modules, both online and in person through induction training, and tailor-made sessions are designed for specific offices. Further training modules are under development and these courses will be regularly updated and revised.

Review of internship programmes in the United Nations system (document JIU/REP/2018/1)²

29. With regard to JIU's recommendations 2, 3 and 5 on the establishment of more coherent internship programmes for the United Nations system, updating the Organization's internship policies and the establishment of an internship tracking mechanism, respectively, WHO is launching a reform of

¹ Available at https://www.unjui.org/sites/www.unjui.org/files/jiu_rep_2017_9_english.pdf (accessed 13 February 2019).

² Available at https://www.unjui.org/sites/www.unjui.org/files/jiu_rep_2018_1_english.pdf (accessed 13 February 2019).

its global internship programme and policy and a progress report on measures implemented was provided to the 144th session of the Executive Board in January 2019.¹

30. Concerning JIU's recommendation 7 on a collaboration mechanism to facilitate outreach to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, the global internship vacancy announcement is distributed to the permanent representatives of Member States in order to facilitate outreach to capitals on a worldwide basis.

Review of whistle-blower policies and practices in United Nations system organizations (document JIU/REP/2018/4)²

31. With regard to JIU's recommendation 2 on the development of an independent external mechanism for appeals, WHO does not have the critical mass of recommendations that would justify investing in such an appeals mechanism.

32. Concerning JIU's recommendation 3 on the updating of the Organization's whistle-blower policies, this will be implemented. With regard to JIU's recommendation 5 on the development of communication tools for all personnel on reporting misconduct/wrongdoing, this is currently implemented by way of the WHO Integrity Hotline, regular ethics training and communications campaigns.

33. Regarding JIU's recommendations 6 and 7, the Organization has already started to develop standard operating procedures for proactively protecting those who report misconduct/wrongdoing from retaliation and for handling retaliation cases.

34. Concerning recommendation 8, anonymous channels to report misconduct/wrongdoing are in place, available in all the working languages of the Organization, accessible to all personnel, vendors and beneficiaries and widely communicated.

35. As regards JIU's recommendation 9 on the public posting of an annual report on misconduct/wrongdoing and retaliation cases, WHO accepts this recommendation with the caveat that such a report must respect ILO Administrative Tribunal jurisprudence on confidentiality.

36. With regard to JIU's recommendations 10 and 11, training on whistle-blowing policies is conducted for all supervisors and managers and global staff surveys are conducted on a biennial basis.

ACCEPTANCE AND IMPLEMENTATION RATES OF JIU RECOMMENDATIONS

37. WHO continues to ensure that it follows up on all relevant JIU recommendations. The graphics in the Annex to this report show the rates of acceptance and implementation for recommendations made between 2015 and 2018.

¹ See document EB144/47, Human resources update, including on the global internship programme. Available at http://apps.who.int/gb/ebwha/pdf_files/EB144/B144_47-en.pdf (accessed 13 February 2019).

² Available online at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_4_english_0.pdf (accessed 13 February 2019).

ACTION BY LEGISLATIVE/GOVERNING BODIES

38. The following recommendations of JIU reports, issued during the period October 2017 to September 2018, are directed at the legislative/governing bodies.

Review of air travel policies in the United Nations system (document JIU/REP/2017/3)

39. JIU's recommendation 1 proposed that the legislative bodies of the United Nations system organizations should request their executive heads, who have yet to do so, to establish by 2019 a consistent percentage cost threshold below which the most direct route may be selected in lieu of the most economic route, taking into account the time thresholds established in each organization's travel policy for the selection of the most economic routes. The Secretariat notes that WHO has introduced the following threshold: travel takes place on the least expensive route available, provided that the total additional time of the whole journey does not exceed the most direct route by 4 hours, and provided that the savings are at least US\$ 200 versus the most direct route.

Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations (document JIU/REP/2017/5)

40. JIU's recommendation 4 proposed that the legislative bodies of organizations which have not yet done so should request annual follow-up reports on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018. The Secretariat notes that this is current practice in WHO.

Results-based management in the United Nations development system (document JIU/REP/2017/6)

41. JIU's recommendation 6 proposed that legislative bodies may wish to work with heads of organizations to enhance the focus on managing for results beyond the demand for accountability and reporting to give a greater focus on what works, what does not work and why, and do so with due regard to context.

Review of donor reporting requirements across the United Nations systems (document JIU/REP/2017/7)

42. JIU's recommendation 1 proposed that the governing bodies of the United Nations system organizations should encourage the Secretary-General and executive heads of other organizations, in the framework of the CEB, to develop a common position and pursue a high-level strategic dialogue with donors, in order to address the challenges posed by the current funding models and practices and the impact of strict earmarking of voluntary contributions and reporting to donors.

43. JIU's recommendation 7 proposed that the governing bodies of the United Nations system organizations should request the executive heads to task, and adequately support, the internal audit and evaluation offices of their respective organizations with ensuring that the relevant oversight reports provide the required levels of assurance that would help minimize reporting to individual donors on the use of their earmarked contributions.

Review of mechanisms and policies addressing conflict of interest in the United Nations system (document JIU/REP/2017/9)

44. JIU's recommendation 3 proposed that the governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial disclosure programmes and propose any changes to the rationale and scope of those programmes that are needed to increase their effectiveness. The Secretariat notes that it submits an annual report on compliance, risk management and ethics to the Programme, Budget and Administration Committee of the Executive Board containing information on conflict of interest management.

45. JIU's recommendation 6 proposed that the governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms. The Secretariat notes that through the annual report to the Programme, Budget and Administration Committee of the Executive Board on compliance, risk management and ethics, the governing bodies exercise their oversight on such issues, including conflict of interest.

Review of internship programmes in the United Nations system (document JIU/REP/2018/1)

46. JIU's recommendation 6 proposed that legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multidonor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria. The Secretariat notes that WHO accepts voluntary contributions to support the internship programme, as part of its existing funding mechanisms.

Review of whistle-blower policies and practices in United Nations system organizations (document JIU/REP/2018/4)

47. JIU's recommendation 1 proposed that legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues.

48. JIU's recommendation 4 proposed that by 2020, the legislative bodies of the United Nations system organizations should request executive heads to ensure that the independence of the head of ethics, head of oversight and ombudsman/mediator functions is clearly defined, in accordance with recommendations contained in JIU reports (JIU/REP/2006/2, JIU/REP/2010/3, JIU/REP/2011/7, JIU/REP/2015/6 and JIU/REP/2016/8), and that these functions report periodically to the legislative body. The Secretariat notes that WHO's ethics function is considered best practice in the United Nations system and its independence is well established. It reports periodically to WHO's legislative body.

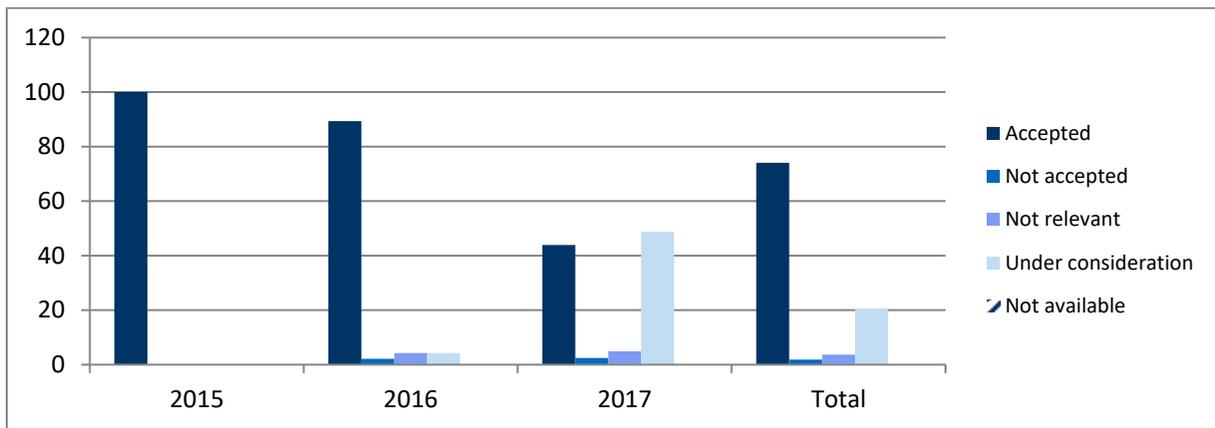
ACTION BY THE PROGRAMME, BUDGET AND ADMINISTRATION COMMITTEE

49. The Committee is invited to take note of this report and to consider the recommendations contained in the JIU reports requiring action by WHO's legislative/governing bodies.

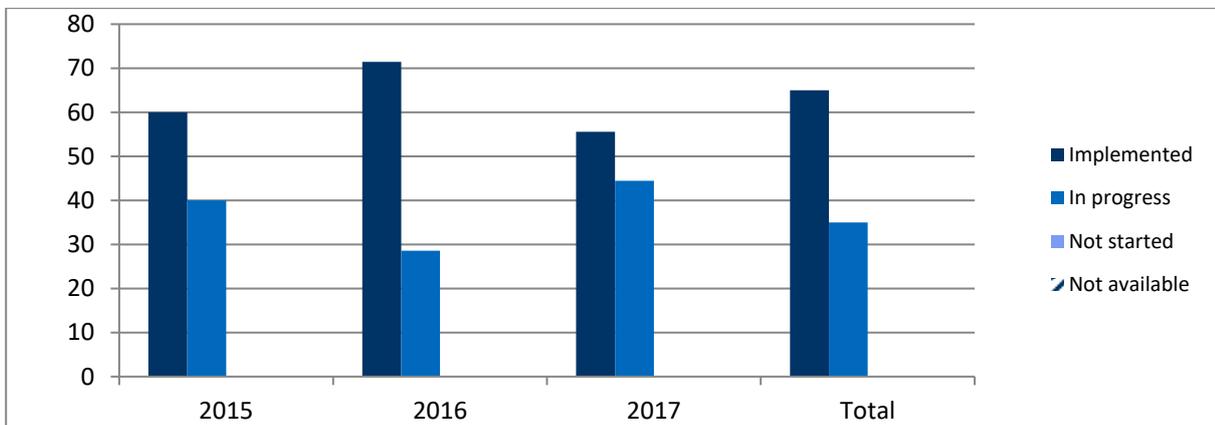
ANNEX

RATES OF ACCEPTANCE AND IMPLEMENTATION OF RECOMMENDATIONS BY PERIOD (PERCENTAGE)¹

Acceptance



Implementation



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¹ Information extracted from the JIU web-based tracking system (30 January 2019), on which date rates of acceptance and implementation for 2018 reports remained to be uploaded.