



WORLD HEALTH ORGANIZATION

EXECUTIVE BOARD
107th Session
Provisional agenda item 8.2

EB107/32
28 November 2000

Reports of the Joint Inspection Unit

Report by the Secretariat

1. Seven reports formally addressed to the Director-General by the United Nations Joint Inspection Unit (JIU) are submitted for consideration to the Executive Board. Four are of relevance to WHO; the other three deal exclusively with matters pertaining to ILO, ICAO, and the United Nations International Research and Training Institute for the Advancement of Women. The latter three are provided for information, without comment. Copies of all seven reports are available, should a Board member require more detail.
2. WHO's review of the JIU reports for 1999 is the first that conforms to the follow-up procedures for JIU reports that were agreed upon by the Unit and WHO, and endorsed by the Board at its 106th session (May 2000).¹
3. The main features of these new procedures are: (a) a clear communication by WHO to the JIU regarding the perceived relevance of each study, upon communication of the draft report; (b) specific comments by WHO on each JIU recommendation, indicating its degree of relevance and the need or otherwise for legislative action for implementation; (c) review of all JIU reports, usually by the Audit Committee of the Executive Board, which transmits its recommendations to the Board; (d) specific decisions by the Board on JIU recommendations requiring legislative action; (e) regular reporting to the Board on status of implementation of approved recommendations.
4. Comments on the four JIU reports for 1999 which are considered of relevance to WHO are contained in the Annex, together with a summary of the reports' findings and recommendations.
5. The JIU has started work on a review entitled "Management and administration in WHO", which follows similar broad-based reviews of ILO, UNESCO (both completed), and ITU (in progress). The full report should be available for consideration by the Board at its 109th session (January 2002).

ACTION BY THE EXECUTIVE BOARD

6. The Board is invited to take note of the reports and to decide on the acceptance or otherwise of those recommendations that require legislative action.

¹ See document EB106/2000/REC/1, summary record of the second meeting, section 3.

ANNEX

REPORTS OF THE JOINT INSPECTION UNIT – 1999

Title	Purpose	Recommendations	WHO's comments
<p>JIU/REP/99/1</p> <p>Review of ACC and its machinery</p>	<p>To contribute to current initiatives to strengthen the effectiveness and impact of ACC, and to improve its interaction with intergovernmental bodies in general and with those having a mandate for system-wide coordination in particular</p>	<p>Most of the JIU's 12 recommendations to strengthen ACC are broadly supported by WHO, but do not require any specific action. Two of them are addressed to WHO's governing bodies:</p> <p><i>C2: Legislative bodies which have not done so may wish to request the executive heads to submit, under a specific agenda item on system-wide coordination, a periodic report focusing on decisions and recommendations by central coordinating bodies or by other governing bodies, which have implications for the organization's programme and budget, and measures taken or envisaged to ensure appropriate coordination and reinforce the unity of purpose of the system as a whole.</i></p> <p><i>C3: Legislative bodies may wish to request from executive heads a more complete and transparent submission of financial implications related to the interagency coordination process, along with cost-saving or efficiency measures taken.</i></p>	<p>Additional legislative action is not required by the governing bodies, since detailed reporting under the agenda item "Collaboration with the United Nations system and with other intergovernmental organizations" is already a long-standing practice in WHO.</p>
<p>JIU/REP/99/3</p> <p>Results-based budgeting: the experience of United Nations system organizations</p>	<p>To learn from the experience of other organizations of the United Nations system with results-based budgeting in order to provide support to Member States in considering the proposal on use of such budgeting in the United Nations</p>	<p>None of the six recommendations for the attention of the Secretary-General, the Fifth Committee, CCAQ, and UNITAR to facilitate the introduction of results-based budgeting in the United Nations system is of direct relevance to WHO, which has already applied the concept in its budgeting process for the biennium 2002-2003.</p>	<p>WHO is assessing the comparison of experiences and lessons learned across the United Nations system with results-based budgeting in order to fine-tune its budgeting system on a continuing basis.</p>

Title	Purpose	Recommendations	WHO's comments
<p>JIU/REP/99/6</p> <p>Private sector involvement and cooperation with the United Nations system</p>	<p>To analyse the lines along which a new partnership between organizations of the United Nations system and the private sector could be developed, and ways in which areas of mutual interest and benefit could be translated into actions that promote better understanding, and serve the goals of the system as a whole.</p>	<p>Of the eight recommendations, four require action on the part of the secretariats of individual agencies, but none need specific legislative action:</p> <p>1 calls for the adoption of a strategic document setting realistic objectives and expectations for collaboration.</p> <p>2 proposes the implementation of an outreach programme targeting the private sector and designation of a focal point.</p> <p>5 advocates adoption of a set of guidelines drawing on internal work and that of the working group established by the Secretary-General's senior management group.</p> <p>6 suggests a tightening of rules for financial disclosure so as to guarantee that staff do not hold conflicting financial interests.</p> <p>The other four recommendations relate to "due diligence":</p> <p>7 – the speeding up of internal processes so as not to discourage initiatives from the private sector;</p> <p>8 – suitable mechanisms for sharing of information and best practices, including full use of the ACC structure;</p> <p>3 – enhanced mutual presence at relevant business events or activities of United Nations organizations;</p> <p>4 – the drafting and dissemination of appropriate guidelines by the above-mentioned high-level working group.</p>	<p>WHO has a long-standing and successful record of private-sector collaboration for the benefit of major health programmes, such as those for control or elimination of major tropical, infectious, or childhood diseases.</p> <p>Essentially, WHO has already implemented both the four specific recommendations, and the remaining, more general, "due diligence" recommendations. Tight financial disclosure rules for senior staff have been adopted. WHO's overall strategy on enhanced private-sector collaboration includes an outreach programme. Comprehensive guidelines on such collaboration are being submitted to the Board.¹</p>

¹ Document EB107/20.

Title	Purpose	Recommendations	WHO's comments
<p>JIU/REP/99/7</p> <p>Policies and practices in the use of the services of private management consultancy firms in the organizations of the United Nations system</p>	<p>To examine policies and practices governing the use of private management consulting firms; to determine the advantages and disadvantages of their use; to analyse the extent of and further need for system-wide standards, guidelines and procedures; to propose improved policies and practices for the use of such consultants, bearing in mind the need to economize.</p>	<p>Of the eight recommendations, one would require legislative action:</p> <p>1: <i>The participating organizations should elaborate policies, standards and procedures, concerning the utilization of management consulting firms, together with explicit and rational assessment criteria, for submission to their legislative organs.</i></p> <p>1(c): <i>the need for case-by-case legislative authority for hiring management consulting firms should be ascertained.</i></p> <p>Consideration should also be given to alternatives to management consultant firms, evaluation of the cost-benefit of engaging such firms; and the drafting of strict terms of reference.</p> <p>4 seeks to reinforce system-wide cooperation and coordination, 2 and 3 address monitoring and evaluation; 5 deals with conflicts of interest; 6, 7 and 8 call for a use of a variety of firms, international tenders and preferential treatment for regionally based firms.</p>	<p>WHO's policies and guidelines for use of management consultancies follow the procedures applicable to all outside contractors and service providers. In view of the difficulty of delineating managerial consultancy from technical consultancy, definition of policies, standards and procedures for management consultants would be neither feasible nor desirable. Seeking legislative authority on a case-by-case basis would hinder the ability of the organization to respond quickly to needs, and would delay the introduction of efficiency measures.</p> <p>WHO will continue to improve the existing monitoring and evaluation framework, which examines the use of management consultants in the context of the programme concerned, and will strengthen current contracting practices.</p>