



WORLD HEALTH ORGANIZATION

EXECUTIVE BOARD
103rd Session
Provisional agenda item 8

EB103/31
27 November 1998

Reports of the Joint Inspection Unit

Report by the Director-General

Five reports formally addressed to the Director-General by the United Nations Joint Inspection Unit (JIU) are submitted herewith for the Board's consideration. Comments on the reports and a summary of the findings are provided in tabular form.

The Director-General recommends that the Board take note of the reports and the comments.

REPORTS OF THE JOINT INSPECTION UNIT

Title	Purpose	Findings	Comments
<p>JIU/REP/97/1: Strengthening field representation of the United Nations system</p>	<p>To promote a more unified, and not necessarily a unitary, United Nations force in support of capacity-building and sustainable development at country level.</p>	<p>Recommendations propose a more unified, effective and efficient presence in the field through: use of existing common representation, especially through the Resident Coordinator; harmonization of the agencies' respective geographical structures; negotiation of a basic government agreement covering all United Nations presence; the empowerment of the Resident Coordinator to speak with full authority on behalf of the whole United Nations family and be fully accountable to it; mandatory interagency information exchange based on new guidelines; strengthened thematic groups with a lead agency; and intensified efforts to establish common premises and services.</p>	<p>Supports the strengthening of thematic groups with a lead agency, intensified exchange of information at the field level, togetherness and greater harmonization of individual agency efforts. Insufficient JIU analysis of individual mandates, constitutions and newly-introduced instruments of field coordination for WHO to accept the unified representation advocated in the report. For example, the Constitution of WHO confers upon it a unique mission in the health field, only limited elements of which could be delegated to other United Nations entities. Its regional arrangements are also prescribed by its Constitution.</p>
<p>JIU/REP/97/3: Execution of humanitarian assistance programmes through implementing partners</p>	<p>To explore ways of strengthening agency accountability, with implementing nongovernmental partners now a key concern regarding effective and efficient use of funds for humanitarian assistance. Speedy delivery and results often take priority in complex emergencies.</p>	<p>Recommendations concern better classification of the many and various implementing partners through: preparation of a handbook of nongovernmental organizations; more selectivity through improved selection procedures, including use of a roster and better information exchange; more "watertight" agreements with stricter monitoring, audit and default provisions; better distinction of short-term versus long-term financial and administrative procedures; strengthened agency monitoring and evaluation mechanisms; and better guidance to implementing partners, e.g., through an organizational handbook.</p>	<p>Takes note of the recommendations, which are already followed by WHO where applicable</p>

Title	Purpose	Findings	Comments
<p>JIU/REP/97/4: Coordination at headquarters and field level between United Nations agencies involved in peace-building: an assessment of possibilities</p>	<p>To highlight the need for effective coordination mechanisms for peace-building in view of the present vacuum in this important area both at the policy level and among agency headquarters.</p>	<p>Agency independence unduly stressed by their headquarters; a lack of generally accepted common ground on coordination and of well-defined working relationships. Coordination at country level more effective in general. Recommendations for: setting up an overarching yet flexible coordination framework; using the agreement ending the conflict as a platform for that framework; ACC leadership to establish clear mandates and guidelines with primacy to United Nations leadership and better coordination between organizations of the United Nations system and Bretton Woods institutions; a clear distinction between peace-keeping and peace-building; and a stronger coordination role for the Economic and Social Council, ACC and the Inter-Agency Standing Committee.</p>	<p>Welcomes the report, which is timely in view of the clear coordination needs. Also welcomes the increasing awareness of this issue, as clearly expressed during the substantive session of the Economic and Social Council in July 1998.</p>
<p>JIU/REP/97/5: The challenge of outsourcing for the United Nations system</p>	<p>To indicate how more intentional and planned use of outsourcing potential would have clear benefits in terms of openness to innovation and concern for cost-effectiveness.</p>	<p>Recommendations on: an agency policy statement on outsourcing with criteria and yardsticks; administrative procedures for implementing outsourcing policy with proper control and cost accounting; designation of a "facilitator" as focal point; better information-sharing; alleviating the potential negative impact on affected staff; use of existing ACC machinery for coordination and a common terminology; and a review of results achieved by legislative organs after three years.</p>	<p>Agrees with many of the observations, but questions the quality, consistency and comprehensiveness of the data used in the report, which tend to underestimate past agency efforts in this area. The new WHO administration will pursue selective outsourcing of administrative functions much more consistently than in the past as an integral part of its extensive restructuring.</p>

Title	Purpose	Findings	Comments
<p>JIU/REP/97/6: Training institutions in the United Nations system: programmes and activities</p>	<p>To take stock of the United Nations system training institutions and to propose, after analysis of their mandates and related aspects, concrete and practical measures to better coordinate their activities.</p>	<p>Against a backdrop of findings such as absence of coherent training strategies, lack of transparency of training institutions' activities, their proliferation and inadequate interaction, proposed recommendations: a better division of labour between the United Nations Institute for Training and Research, the United Nations Staff College and the United Nations University; a better coordination mechanism among them; a further evaluation report by ACC on the training institutions' impact; and consolidation of all training-related items as one United Nations General Assembly agenda item.</p>	<p>Shares the concerns, expressed by ACC about the report, that the primary objective of each specific training activity must be to meet its specific goals and objectives and to produce a demonstrable return on the corresponding resources. Coordination and cooperation, while desirable, can thus only be one of the means towards this. WHO has just developed a new strategic framework and has substantially increased resources for staff development. However, its unique circumstances, particularly the WHO reform agenda and the needs of its staff, will determine the nature of its future training activities.</p>