



WORLD HEALTH ORGANIZATION

EXECUTIVE BOARD
113th Session
Provisional agenda item 7.5

EB113/25
4 December 2003

Reports of the Joint Inspection Unit

Recent JIU reports

Report by the Secretariat

1. In 2002, the United Nations Joint Inspection Unit (JIU) issued 12 reports. Five were not of direct relevance to WHO.¹
2. Comments on four of the remaining seven reports – Involvement of civil society organizations other than nongovernmental organizations (NGOs) and the private sector in technical cooperation activities: experiences and prospects of the United Nations system (document JIU/REP/2002/1); Support costs related to extrabudgetary activities in organizations of the United Nations system (document JIU/REP/2002/3); Reform of the administration of justice in the United Nations system: options for higher recourse instances (document JIU/REP/2002/5); and United Nations system revenue-producing activities (document JIU/REP/2002/6) – were submitted to the seventh meeting of the Audit Committee prior to the 111th session of the Executive Board in January 2003 and subsequently presented to the Board.
3. Comments on the remaining three reports of relevance to WHO – Managing information in the United Nations system organizations: management information systems (document JIU/REP/2002/9); Evaluation of United Nations system response in East Timor: coordination and effectiveness (document JIU/REP/2002/10); and Implementation of multilingualism in the United Nations system (document JIU/REP/2002/11) – together with JIU's main findings and recommendations, are contained in the Annex to this document.

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- JIU/REP/2002/2: The results approach in the United Nations: Implementing the United Nations Millennium Declaration;
- JIU/REP/2002/4: Extension of water-related technical cooperation projects to end-beneficiaries: bridging the gap between the normative and the operational in the United Nations system (case studies in two African countries);
- JIU/REP/2002/7: Management audit review of outsourcing in the United Nations and United Nations funds and programmes;
- JIU/REP/2002/8: Review of management and administration in the Food and Agriculture Organization of the United Nations (FAO);
- JIU/REP/2002/12: Common and Joint Services of United Nations system organizations at Vienna.

4. In 2003, JIU has so far issued three reports, two of which were not considered to be of direct relevance to WHO.¹ The third – Review of the United Nations budgetary process (document JIU/REP/2003/2) – is directed at the United Nations rather than the specialized agencies. Reference to the latter, including WHO, is indirect inasmuch as their experiences with setting up a strategic budgeting framework and related processes have also been taken into account in the JIU analysis.

ACTION BY THE EXECUTIVE BOARD

5. The Executive Board is invited to take note of the reports and the accompanying report by the Audit Committee.

¹ • JIU/REP/2003/1: Review of management and administration in the United Nations Industrial Development Organization (UNIDO);

• JIU/REP/2003/3: From the Optical Disc System to the Official Document System (ODS): status of implementation and evaluation.

ANNEX

REPORTS OF THE JOINT INSPECTION UNIT – 2002

Title	Purpose	Recommendations	Position of the WHO Secretariat
<p>JIU/REP/2002/9</p> <p>Managing information in the United Nations system organizations: management information systems</p>	<p>(1) To review the experience on MI [management information] systems in the United Nations system organizations and draw lessons therefrom; and</p> <p>(2) To provide a set of guidelines aiming at</p> <p>(a) strengthening information management and</p> <p>(b) improving design and implementation of MI systems as effective tools for better management in the United Nations system organizations.</p>	<p>Rec.1: Legislative organs should request the executive heads of the respective United Nations system organizations that have not yet done so to prepare and submit, for review and appropriate action, a comprehensive strategy for information management/MI systems (including indication of required resources for development and implementation), with due regard to a full introduction of the results-based management approach (paragraphs 12, 14, 15, 17, 23, 24, 27, 28, 30, 31).</p> <p>Rec.2: Legislative organs should request the executive heads of the respective United Nations system organizations that have not yet done so to take the following measures (paragraphs 17, 18):</p> <p>(1) Designate/appoint a senior official to serve as Chief Information Officer (CIO) who would have the functions indicated in (a), (b), (c), (d) and (e) below. Depending upon organization-specific circumstances, however, the CIO functions could be performed by an appropriate unit or, in the case of small organizations that cannot afford a CIO, by a senior official with organization-wide coordinating responsibilities as well as some IT [Information Technology] knowledge; (a) keep the organization's information management strategy and IT in alignment with its corporate business plan; (b) ensure that information management policies and standards are strictly followed and the IT infrastructure is well managed; (c) ensure that key decision-makers on both substantive and administrative matters have proper and timely information; (d) facilitate developing and maintaining a culture for improving information management in the organization by exploring new technological possibilities as required; and (e) seek compatibility, to the extent possible, in MI systems-related policies and practices with other organizations in the United Nations system, and represent the organization in interagency meetings and consultations (see Rec.5(1)).</p>	<p>Rec.1: Under the new Director-General, a Director of Information Technology (IT) will be appointed in the next few months and an effective information technology governance mechanism will be established for strategic oversight of the whole of WHO's information technology strategy.</p> <p>Rec.2: A Director IT is to be appointed whose duties will be similar to those recommended by the JIU for the Chief Information Officer (details available in vacancy notice HQ/03/GMG/FT/414). With specific regard to management information systems, Director, Global Management System, will ensure the design and implementation of a global management information system.</p>

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		<p>(2) In the context of (1) above, the CIO or the official (including the chief of “an appropriate unit”) who has CIO functions should report directly to the executive head or, if so warranted in view of the size of an organization, to the deputy executive head in charge of programmes.</p> <p>Rec.3: Legislative organs should request the executive heads:</p> <p>Rec.3(1): To take, as far as they have not yet done so, the following steps prior to introducing and/or developing a new MI system (paragraphs 16, 22, 24, 26, 28-31, 34, 37, 40, 41):</p> <p>Rec.3(1)(a): Streamline existing work processes, procedures and practices in such a way as to support results-based management, and identify functional requirements to meet their mission-critical objectives on the basis of streamlined work processes/procedures/practices, with due consideration of a possible outsourcing of support functions such as payroll, accounting (see Rec.5(1)(c));</p> <p>Rec.3(1)(b): Establish a plan for integrating various management systems (like financial and human resources management systems) with a view to introducing/developing an integrated and organization-wide management information system such as ERP [enterprise resource planning software];</p> <p>Rec.3(1)(c): Carry out an in-depth review of the functionality that ERP applications can provide, and make a cost-benefit analysis of various options available to each organization (such as developing in house; sharing services with other United Nations entities; buying a commercial package, including the possibility of changing procedures to adapt to the best industry practices rather than “customizing” commercial products to adapt to the requirements of the organizations), bearing in mind the need, to the extent possible, for interagency cooperation and coordination (see Rec.5).</p>	<p>Rec.3: In this recommendation and various other places, the report suggests conforming to approaches which are less particular to the United Nations in order to obtain a more “mainstream” functionality; one that more closely resembles the functionality delivered by commercial systems. WHO is in general agreement with the aim of this recommendation; the Organization is presently in the process of devising a new Global Management System, and here it can certainly benefit from the guidance thus provided. The Secretariat notes, however, that little mention is made of standardizing procedures across offices and the challenges this poses in an organization such as WHO.</p> <p>Rec.3 (1)(b): The Global Management System department is planning for this integration.</p> <p>Rec.3(1)(c): Advocates an in-depth review of the costs and benefits of various options for ERP applications, such as developing in-house; intra-United Nations sharing of services; buying a commercial package; changing internal procedures to adapt to the best packages rather than performing excessive “customizing”. WHO will be replacing the core of its ageing Administration and Finance Information System. The new system will become the foundation of the Organization’s planned Global</p>

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		<p>Rec.3(2): To report, for review and appropriate action, on the measures taken on the above, and, on a regular basis, on the progress made in MI system project implementation.</p> <p>Rec.4: With a view to enhancing transparency and comparability of the financial implications of MI system projects, the United Nations Secretary-General, in his capacity as the Chairman of CEB [United Nations System Chief Executives Board for Coordination], should request the CEB/HLCM [High Level Committee on Management] to establish a standardized cost classification, to be used for cost estimates of MI system projects implemented by the United Nations system organizations and to report thereon to the competent legislative organs of these organizations through the executive heads of the respective organizations (paragraphs 42-44).</p>	<p>Management System. In making this replacement, WHO will be considering whether or not the Organization should move towards an ERP-type system. At the same time it has been noted that the available commercial products are now being adapted to the needs of the United Nations and the companies responsible are competing in earnest for WHO's business.</p> <p>The Organization is gaining a better understanding of results-based management and as a result is going to have a clearer notion of how this must be supported by such new systems. Mistakes made by other agencies can thus hopefully be avoided. In the meantime, WHO is continuing to consider how it can improve the coherence of its information for planning, budgeting and monitoring; how it can tie this to its financial and administrative systems, and how the Organization can better meet the needs of decision-makers for the information that is of relevance to them.</p> <p>Rec.4: WHO agrees with this recommendation. A standardized approach to classifying costs would be useful and would indeed be a measure of the shared determination of the CEB/HLCM. However, the fact that MI system projects are competing with other, usually health-related technical projects, for limited funds, means that <i>all</i> projects within an agency (and ultimately within all agencies of the United Nations family) should be costed using a standardized methodology. Cost classification is just one aspect of this methodology.</p>

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		<p>Rec.5: In order to enhance cooperation and coordination in respect of designing and implementing MI systems in the United Nations system organizations by avoiding duplicated efforts and investments, United Nations Secretary-General, in his capacity as the Chairman of CEB, should request the CEB/HLCM (paragraphs.4, 40, 41, 45-47):</p> <p>(1) To intensify consultations on this matter, by taking into account the following options: (a) joint designing and/or joint implementation of MI systems among organizations having commonality in the nature of their mandates¹ and/or similar requirements with respect to support functions (e.g., payroll processing, accounting, human resources management, general services); (b) sharing services with other organizations in the United Nations system; (c) outsourcing common support functions to other organizations; (d) application hosting for other United Nations system organizations by those which have developed the ERP system; and/or (e) possible enhanced use of ICC [International Computing Centre].</p> <p>(2) To report thereon to the competent legislative organs, for review and appropriate action, through the executive heads of the respective organizations.</p>	<p>Rec.5: WHO agrees that major benefits can be realized by taking action in the areas indicated in this recommendation (namely, joint design or implementation of MI systems; sharing services; outsourcing common support functions; application hosting for others; enhanced use of ICC). The report thus suggests realistic approaches to minimizing duplication; it stops appropriately short of calling for a single system for all. As such, it reflects the emerging best practices of the agencies. WHO has engaged in dialogue with many other agencies in order to understand how it might take advantage of these options in implementing its Global Management System.</p> <p>Document A56/6 sets out the overview plan for the Global Management System. Progress reports will be made available to the governing bodies through the reports on the implementation of the relevant programme budgets.</p>

¹Based on discussions with officials in a number of organizations in the United Nations system, it is considered that the United Nations system organizations could broadly be grouped into, for instance: the United Nations itself, the United Nations funds and programmes, and the specialized agencies, which could also be classified into a number of subgroups such as field or headquarters-oriented, big or small organizations.

Title	Purpose	Recommendations	Position of the WHO Secretariat
<p>JIU/REP/2002/10</p> <p>Evaluation of United Nations system response in East Timor: coordination and effectiveness</p>	<p>To evaluate the United Nations system response in East Timor, including arrangements, processes and mechanisms applied, so as to highlight lessons from the experience with a view to improving coordination among United Nations organizations and maximizing the impact and effectiveness of their operations in emergency and post-conflict situations.</p>	<p>Rec.1: The Secretary-General should request the Emergency Relief Coordinator (ERC), as chairman of IASC [Inter-Agency Standing Committee], to produce a United Nations “Who Does What” manual on emergency situations. To achieve this mandate, IASC should work to identify a clear division of labour in emergency situations among United Nations agencies, funds and programmes, which should be based on the comparative advantage and the value to be added by each organization in such situations. It should also ensure that the division of labour would be commensurate with the emergency capabilities of the organizations to undertake the specific activities assigned to each. In this context, IASC should serve as a forum to exchange and share information about best institutional practices for emergency response available within its members.</p> <p>Rec.2: The Secretary-General should request the ERC, as chairman of IASC, to strengthen the IASC functions of early warning and contingency planning. In this context, IASC, through its current Reference Group on Contingency Planning, should consider measures to improve networking and communication among IASC members and ensure a systematic exchange of contingency assessment among its members. Individual organizations should also enhance their own capacities for contingency assessment and planning in their respective areas of activities. In this regard, OCHA [United Nations Office for Coordination of Humanitarian Affairs] should give particular attention to enhancing its analytical capacity in order to exercise appropriate leadership in the timely formulation of integrated contingency plans.</p>	<p>Rec.1: WHO welcomes this recommendation, for which there is an obvious need. However, it is important that the manual should not describe responsibilities and capacities in a rigid way given the existence of contextual variations. WHO should strive to strengthen its capacities for supporting health coordination. The changes within WHO regarding the health action in crises and the strategy that is being formulated should ensure that capacities are reinforced.</p> <p>Rec.2: WHO, as an active participant in the IASC Reference Group on Contingency Planning, considers that a marked improvement has taken place, especially with the contingency planning for Iraq.</p>

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		<p>Rec.3: The Secretary-General should request the ERC, as chairman of IASC, to produce a template for coordination structures among the organizations. The template should be guided by the “Who Does What” manual recommended above, and should be activated and formalized during the emergencies.</p> <p>Rec.4: The Secretary-General should explore measures to expand the pool of reliable and trained staff, including at the senior levels, to meet OCHA’s needs in large-scale or complex emergencies. This could include arrangements between OCHA and the Office of Human Resources Management (OHRM) to develop a policy of “multi-tier-approach” for staff resources, whereby OCHA can draw on stand-by United Nations staff, including at senior levels, if it needs to go beyond its own staff resources.</p> <p>Rec.5: The legislative organs of participating organizations may wish to encourage the executive heads of their respective organizations to make more use of CAP [the interagency Consolidated Appeals Process] as a planning and programming tool, and to enhance their organizations’ capacities to achieve this, in the framework of the ongoing efforts within IASC to strengthen CAP as a tool for strategic planning and coordination.</p>	<p>Rec.3: WHO agrees on the need for this and is ready to support ERC and OCHA on health issues. Health coordination should be the focus of WHO’s support to ministries of health and partners.</p> <p>Rec.4: WHO is in the process of strengthening internally its pool of experts – trained and experienced staff who will be readily available when needed. WHO could link to OCHA and support the fielding of health specialists, although seconding modalities and operational issues will need to be discussed.</p> <p>Rec.5: A strategy for health action in crises is being finalized and CAP is a major area for improvement. Work with technical departments and regional offices for improving the input and scope of action for WHO within CAP is ongoing. In addition to work already done in this area, WHO is committed to further improving the use of CAP as a planning and programming tool both in general and for health in particular. WHO together with UNICEF have commissioned a study to improve needs assessment in CAP. WHO has contested the view expressed in the report that Integrated Management of Childhood Illness does not fall within the scope of urgent humanitarian needs and efforts. Projects included in CAP derive from an analysis of problems and needs and, as far as health is concerned, require appropriate programming and prioritized targeting.</p>

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		<p>Rec.6: The legislative organs of those participating organizations which have not yet done so, may wish to support the establishment of an emergency revolving fund in their respective organizations.</p> <p>Rec.7: The General Assembly and the Economic and Social Council may wish to request the Secretary-General to submit proposals on how to enhance the United Nations system's capacity to manage the immediate transition from relief to development including by: (a) enhancing UNDP capacity to coordinate such a transition; (b) exploring joint arrangements between OCHA and UNDP to ensure a smooth transition; (c) establishing linkages between CAP, CCA [Common Country Assessment] and UNDAF [United Nations Development Assistance Framework] processes; and (d) focusing the arrangements for transition on coordination and planning, rather than on fund-raising.</p> <p>Rec.8: The General Assembly and the Economic and Social Council may wish to request the Secretary-General to ensure that CCA and UNDAF processes are able to reflect as soon as possible the impact of crises so that the United Nations organizations may adjust their development programmes and activities in the country accordingly.</p> <p>Rec.9: The Secretary-General should undertake an evaluation of the new processes and mechanisms applied in the planning of recently established complex peace operations, such as the United Nations mission in Afghanistan, in order to assess to what extent inputs from United Nations agencies, funds and programmes as well as from various departments of the United Nations Secretariat were integrated.</p> <p>Rec.10: The Secretary-General should ensure that inputs from agencies are properly incorporated in the staffing strategy currently being developed for peace operations.</p>	<p>Rec.6: WHO has two funds, one for response and one for supplies.</p> <p>Rec.7: WHO believes that health and survival are of fundamental importance and WHO is and must be active along the entire spectrum of health work. As a technical agency, WHO needs to specify priorities for emergency activities for the health sector and ensure that linkages between emergency activities and typical developmental ones are always made.</p> <p>Rec.8: WHO supports the process of ensuring that CCA and UNDAF processes reflect the impact of crises, particularly with regard to health. The goal is to ensure that development programmes and activities are adjusted accordingly.</p> <p>Rec.9 and Rec.10: WHO insists on the importance of including health at a senior level in a clearly defined United Nations administration. This should be the case both when the United Nations presence is strictly administrative and when its work has a political dimension. WHO is ready to provide inputs to staffing strategy and to second staff and experts.</p>

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		<p>Rec.11: The Secretary-General, in his capacity as chairman of CEB, should explore with the World Bank ways and means to increase opportunities for the involvement of United Nations agencies, funds and programmes in the implementation of Bank-funded/managed projects. This could be achieved, <i>inter alia</i>, by holding joint technical seminars to promote better understanding of the procedures, constraints and capabilities of the World Bank and those of the United Nations organizations in relation to project implementation.</p> <p>Rec.12: The Secretary-General should request UNDP to engage in discussions with the World Bank with a view to developing arrangements to be applied in cases of major emergency situations where the Bank decides to intervene, so as to ensure a role for UNDP in the channelling of funds allocated to finance specific rehabilitation and development activities, especially in sectors where the expertise of the United Nations agencies, funds and programmes should be sought.</p>	<p>Rec.11: WHO's collaboration and partnership with the World Bank with respect to health sector needs assessment together with planning for rehabilitation and reconstruction is being strengthened; this was particularly true recently in Iraq.</p>
<p>JIU/REP/2002/11</p> <p>Implementation of multilingualism in the United Nations system</p>	<p>To assist legislative bodies and secretariats in their efforts to address the challenges of maintaining and improving the multilingual content of services required by the universal character of United Nations system organizations.</p>	<p>Rec.1: On the basis of data to be submitted by secretariats indicating for each language the level of language services being currently provided in relation to meetings and for the dissemination of information, legislative bodies may wish to review and clarify the status of the different languages used in their organization so as to provide further guidance on Member States' expectations thereof, along the following principles:</p> <p>Rec.1(a): Within the framework of applicable rules governing the use of languages, the prime objective of language arrangements for any meeting should be to provide to all participants an equal opportunity to contribute to the legislative process or to the formulation of the meeting's outputs as the case may be;</p>	<p>Rec.1: Within WHO, the use of the six official languages is mandatory for meetings of the governing bodies; there is automatic protection and promotion of their use. In consequence, there is no need to clarify the status of the six official languages within WHO.</p> <p>Rec.1(a): This principle is very well accepted within WHO.</p>

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		<p>Rec.1(b): For meetings of governing bodies and other intergovernmental meetings, language arrangements as called for in the rules of procedure should be strictly adhered to, unless otherwise decided by the membership; when secretariats are unable to provide pre-session documents in all prescribed languages for reasons beyond their control, they should exceptionally submit such documents temporarily in abridged format or executive summary in the languages concerned within the established deadlines;</p> <p>Rec.1(c): Other categories of meetings such as expert group meetings or seminars should be organized taking into account the language proficiency of those called upon to attend; and</p> <p>Rec.1(d): While languages used for the dissemination of information should aim at outreaching, to the largest extent possible, targeted audiences in the framework of the mandate of each organization, their scope should include all languages normally used by each organization, due regard being given to those applicable at field level.</p> <p>Rec.2: As part of their reporting on the use of languages, executive heads should submit to their governing bodies information on the status of languages used for work within the secretariat and in that connection, they should indicate:</p>	<p>Rec.1(b): This recommendation is adhered to for meetings of WHO's governing bodies, including the Intergovernmental Negotiating Body on the Framework Convention on Tobacco Control. The recommendation is also fully implemented at WHO's meetings on the revision of the International Health Regulations, which are conducted in multiple languages. Information documents placed at the disposal of delegates at meetings of WHO's governing bodies are required in <i>at least</i> two official languages, and never prepared in only one.</p> <p>Rec.1(c): Interpretation is provided for expert group meetings, whenever the language proficiency of those invited requires this (e.g., interpretation into Russian was provided at a meeting on biological weapons, health and security).</p> <p>Rec.1(d): WHO's regional offices promote translation into a variety of languages which, although not official languages, are used in their geographical areas (e.g., the Indonesian and Indian languages in the South-East Asia Region). Italian and Japanese translation is organized through subcontracts to WHO collaborating centres.</p>

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		<p>Rec.2(a): The requirements for establishing an enabling environment to foster the strict application of rules concerning the use of mandated working languages, including the availability of databases and research tools;</p> <p>Rec.2(b): The implications of using or not being proficient in a <i>de facto</i> working language in terms of recruitment policies and career development;</p> <p>Rec.2(c): The extent to which other languages are used by staff from all duty stations to perform their official functions and incentives which may be provided to that effect.</p> <p>Rec.3: For the sake of transparency and to give every candidate as fair a chance as possible of winning a post, heads of secretariats should ensure:</p> <p>Rec.3(a): That the rules as to the languages which it will be considered essential or advantageous for candidates to know are uniform and take into account the linguistic requirements of the post in question;</p> <p>Rec.3(b): That the mother-tongue requirement is, where appropriate, replaced by a principal-language-of-education requirement;</p>	<p>Rec.2(a): The WHO Secretariat is a decentralized structure and the flexible use of languages is evidence of this fact. At headquarters, administrative information is normally provided in English and French. In the regions, it is the regional directors who determine the languages to be used for such information. If the Organization is considered as a whole, the use of official languages is very widespread throughout the Secretariat. However, the current flexible approach makes it possible for the Secretariat to reflect more closely the language mix at its various locations. Language courses are offered to staff members to promote language competency.</p> <p>Rec.2(b): Strict rules apply for recruitment policies. Vacancy notices always stipulate proficiency in a second official language and multilingualism earns additional points in the scoring system.</p> <p>Rec.3(a): With the exception of regional offices and countries with specific working language requirements, all posts require a very good knowledge of either English or French and a working knowledge of the other.</p>

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		<p>Rec.3(c): That posts in the professional category and above are classified by the language requirements they entail and that the classification is reflected in the periodic reports on human resources management or the composition of their Secretariat that they submit to their governing bodies;</p> <p>Rec.3(d): That, in accordance with the rules on the use of languages within the secretariats, the possibility of early access to vacancy announcements via the Internet does not give any language group an unfair advantage; to that end, and save in exceptional circumstances to be justified by the recruitment unit, all vacancy announcements should be issued simultaneously in, as appropriate, at least two of the Secretariat's working languages or two of the organization's languages;</p> <p>Rec.3(e): That candidates who do not have access to the Internet are able to consult vacancy announcements and submit job applications online at the organization's local office or the office of the United Nations system's Resident Coordinator.</p> <p>Rec.4: Heads of secretariats are invited to ask evaluation and/or internal monitoring bodies to include in their programmes of work for 2004:</p> <p>Rec.4(a): A comprehensive inventory of staff's language skills, an evaluation of language-training programmes in terms of their contribution towards their stated aims and a report in the most appropriate form to governing bodies on those activities;</p>	<p>Rec.3(d): Vacancy notices are always issued in the two working languages.</p> <p>Rec.3(e): Experience to date shows that candidates from 185 Member States have applied online. Candidates can apply using personal computers or available public facilities (e.g., Internet cafés, libraries and employment offices). Security concerns may, however, preclude the use of the office of the WHO Representative as a focal point for the submission of online applications by external candidates. For off-line applications, the WHO Personal History Form can be downloaded and submitted by mail.</p> <p>Rec.4(a): In WHO, this type of work is not really within the remit of the Office of Internal Audit and Oversight, whose work programme is based on risk assessment.</p>

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		<p>Rec.4(b): A survey both internally and among the beneficiary countries most directly concerned in order to check, particularly when a beneficiary country's official language is not the secretariat's usual working language or a language known to project implementation officers, that the level of language skills in relevant departments does not delay the approval and efficient implementation of projects.</p> <p>Rec.5: As appropriate, executive heads should undertake a survey to better assess user satisfaction with the services provided in different languages in the context of meetings and for the dissemination of information; targeted groups for such a survey should include not only linguistic groups of Member States, but also representative groups of NGOs and accredited representatives of news media.</p> <p>Rec.6: In order to maintain or improve the quality and multilingual content of outputs provided in the different languages of the organizations:</p> <p>Rec.6(a): Executive heads should keep under constant review the workloads and other working conditions of language units and take required corrective measures within their prerogative, while submitting to their governing bodies other issues requiring their consideration, guidance or decision;</p>	<p>Rec.4(b): Internal investigations regarding the level of linguistic knowledge required within WHO and its impact on the delivery of the Organization's work programme are already an integral part of WHO's managerial process (appropriate linguistic skills form part of the minimum competencies required when a position is formally advertised). A more in-depth evaluation of the adequacy of the linguistic capacities of WHO staff in relation to their project execution responsibilities could indeed be arranged, provided that the governing bodies of WHO or the steering committees of its major health programmes consider this a priority, and within the constraints of the limited available programme evaluation capacity.</p> <p>Rec.5: This is a very interesting recommendation, and one which WHO will consider implementing.</p> <p>Rec.6(a): The Director-General has appointed a Special Coordinator for the promotion of WHO's multilingualism to monitor and report on the use of languages within WHO and to propose appropriate measures;</p>

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		<p>Rec.6(b): Governing bodies may wish to reassess their needs for recurring documentation and to reconsider current provisions related to the submission of documents originating from Member States in order to supplement efforts made by secretariats towards the overall reduction of documentation and its timely submission.</p> <p>Rec.7: Legislative bodies may wish to:</p> <p>Rec.7(a): Decide that, as a matter of policy, the regular budget should be the prime source of funding to support efforts aimed at reducing current imbalances in the use of languages, in conformity with approved resolutions and decisions;</p> <p>Rec.7(b): Request that, for future budget cycles and through appropriate consultations with Member States, executive heads should submit in the proposed programme budget predefined objectives for improved multilingualism and expected results derived from phased priorities, due regard being paid to all opportunities for partnerships and from extrabudgetary sources of funding;</p> <p>Rec.7(c): Request executive heads to indicate in particular in their budget proposals the languages in which planned publications will be issued as well as languages in which information materials will be posted on the different web sites; in that connection, they should demonstrate that languages and related resources used for these outputs are linked to the attainment of expected accomplishments;</p> <p>Rec.7(d): To monitor progress made when considering either specific reports on multilingualism, or reports on programme performance in which pertinent indicators should be included.</p>	<p>Rec.6(b): WHO's governing bodies regularly review the use of languages within the Health Assembly and the Executive Board. There have been a number of resolutions on the use of languages (WHA31.13, WHA50.32, WHA51.30), relating to equality of respect for official and working languages.</p> <p>Rec.7 (a): WHO's regular budget is used exclusively for the production of official documents, with use made of extrabudgetary resources for technical and scientific documents.</p> <p>Rec.7(b): This recommendation has been noted.</p> <p>Rec.7(c): The Director-General has pledged to improve the use of multiple languages on the WHO web site as an important tool for the dissemination of state-of-the-art information on health and development.</p> <p>Rec.7(d): The Director-General has appointed a Special Coordinator for the promotion of WHO's multilingualism.</p>

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		<p>Rec.8: Executive heads should encourage or continue to encourage their staff and particularly their senior staff to foster a cultural change within secretariats by making fuller use of their linguistic capabilities which should be translated into more visible indicators in the workplace.</p> <p>Rec.9: In his capacity as chairman of CEB and in the framework of the annual reports of CEB to the Economic and Social Council, the Secretary-General of the United Nations should indicate the extent to which CEB machinery is contributing to enhance the multilingual content of its own web sites and to foster for all its stakeholders improved access to information on global issues from the web sites of its members.</p>	<p>Rec.8: The principle of this recommendation is well recognized and implemented to the greatest extent possible.</p> <p>Rec.9: (For comment by the Secretary-General).</p>