
Reports of the Joint Inspection Unit

Report by the Director-General

1. In 2019, 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 four of which had already been included in the 2020 report by the Secretariat.² The following 2019 reports were of relevance to WHO: Managing cloud computing services in the United Nations system (document JIU/REP/2019/5); Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations (document JIU/REP/2019/8); and Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations (document JIU/REP/2019/9).
2. By the end of September 2020, JIU had issued five reports, one of which was not of direct relevance to WHO.³ Of relevance are: Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function (document JIU/REP/2020/1); Policies and platforms in support of learning: towards more coherence, coordination and convergence (document JIU/REP/2020/2); United Nations common premises: current practices and future prospects (document JIU/REP/2020/3); and Enterprise risk management: approaches and uses in United Nations system organizations (document JIU/REP/2020/5).
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 5–33 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 International Civil Aviation Organization (ICAO) (document JIU/REP/2019/1); and Review of the management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS) (document JIU/REP/2019/7).

² Document EBPBAC32/5 includes the reports entitled Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (document JIU/REP/2019/2); Review of the integration of disaster risk reduction in the work of United Nations system in the context of the 2030 Agenda for Sustainable Development (document JIU/REP/2019/3); Review of change management in United Nations system organizations (document JIU/REP/2019/4); and Review of audit and oversight committees in the United Nations system (document JIU/REP/2019/6).

³ Review of management and administration in the Economic Commission for Latin America and the Caribbean (document JIU/REP/2020/4).

October 2019 to September 2020 that are of direct relevance to the Organization and call for specific action at this stage.

**Managing cloud computing services in the United Nations system
(document JIU/REP/2019/5)¹**

5. With regard to JIU's recommendation 1 on ensuring that business continuity planning includes strategies and measures to mitigate the risk of failure by cloud service providers to deliver the contracted cloud computing services, the Secretariat has incorporated business continuity needs for technology solutions into information technology policies and practices. During the tendering process for acquisition of cloud services, requirements for service continuity are built into the overall requirements and form an integral part of the selection process.

6. As regards JIU's recommendation 3, to put in place periodic procedures to ensure that corporate information and communications technology strategies, including those for cloud computing services, are aligned with business needs and priorities, and yield value for the investment, WHO has an information management and technology governance framework that includes provisions to this effect. The framework ensures the development and management of a portfolio of initiatives that is aligned and consistent with the strategy of the Organization. The Secretariat, in its update on information management and technology during the thirty-first meeting of the Executive Board's Programme, Budget and Administration Committee, reported on the governance structure and strategy,² also noting the increasing move towards cloud-based applications to allow for scaling up and easy access from anywhere in the world. Noting the report, the Committee provided guidance to the Secretariat to continue its development of cloud-based technology and ensure that it was fit for purpose at all levels of the Organization. The latest update on information management and technology for the Seventy-fourth World Health Assembly provides a progress report on the implementation of the strategy, including the adoption of cloud services.³

7. Lastly, as regards JIU recommendation 4, to ensure that comprehensive risk and benefit analyses are undertaken before contracting information and communications technology services, including cloud-based services, WHO has incorporated generally accepted best practices and standards into the Organization's information technology policies and practices, aligning them with the Organization's risk management framework. All new initiatives are accompanied by business cases, which include risk analysis. Security of cloud services is analysed using a best practice framework. Execution of technology projects uses the Organization's project management methodology, which incorporates risk management based on the organizational risk management framework.

¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_5_final.pdf (accessed 15 February 2021).

² See document EB/146/40 http://apps.who.int/gb/ebwha/pdf_files/EB146/B146_40-en.pdf, and document EB146/3 available at https://apps.who.int/gb/ebwha/pdf_files/EB146/B146_3-en.pdf (accessed 15 February 2021).

³ Document A74/23 (https://apps.who.int/gb/ebwha/pdf_files/WHA74/A74_23-en.pdf, accessed 27 April 2021).

Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations (document JIU/REP/2019/8)¹

8. Concerning JIU's recommendation 2, to review administrative issuances to clarify how inter-agency mobility is treated in each context, WHO notes that such action cannot be undertaken by one agency alone. To date, the United Nations High-Level Committee on Management has not yet acted on this issue.

9. In respect of JIU's recommendation 3 on ceasing asking incoming staff to resign instead of agreeing to transfers, and deciding to accept benefits and entitlements per the 2012 Agreement, WHO notes it never requests staff to resign on joining from another United Nations agency, and it was WHO that had originally raised concerns about the existence of this practice in some organizations.

10. On JIU's recommendation 4, revising the 2012 Agreement to specify procedures for the handling of allegations of misconduct by staff who have moved to another organization under the terms of the Agreement, WHO notes that there has not yet been such a joint initiative to review the Agreement. However, WHO would support and participate in such an initiative.

11. Actions to implement the JIU recommendations 6 and 7, respectively, for the High-Level Committee on Management to articulate business cases for inter-agency mobility; and to assess the impact of a United Nations system leadership framework on developing a common management culture supportive of a One United Nations mindset (including for a pool of managers) reporting to the 2022 session of the United Nations Economic and Social Council, are not within the remit of WHO.

12. As regards JIU's recommendation 8 on enabling all United Nations system staff members to compete for vacant posts on a basis equal to that established for their own staff, WHO already advertises all vacancies to internal and external candidates and applies the same policies and procedures to internal and external candidates, including staff from other United Nations organizations.

13. Lastly, JIU's recommendation 9 on defining how mutual recognition of rules and procedures will be applied to overcome regulatory and procedural barriers to inter-agency mobility (by the United Nations Chief Executives Board for Coordination), WHO cannot act on this alone and the United Nations High-Level Committee on Management has not taken any such initiative to harmonize rules and procedures. WHO is ready to participate in such an initiative.

Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations (document JIU/REP/2019/9)²

14. As regards the stated target to implement all of the recommendations of this report, WHO and other United Nations agencies noted that although it welcomes them, due to the involvement of all three levels of the organization in responding to the pandemic of coronavirus disease (COVID-19), it will be challenging to fully implement the recommendations, and proposed an implementation date of 2023.

¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_8_english.pdf (accessed 21 February 2021).

² Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_9_english.pdf (accessed 15 February 2021).

15. Regarding JIU's recommendation 1 for developing common organization-wide definition approaches and procedural guidelines on outsourcing, WHO is proceeding with this process, including experiences and lessons learned by regional and country offices.

16. Concerning JIU's recommendation 3, to assess the use of supply sources from vendors in developing countries and economies in transition, and increase it, as applicable, without contravening organizational policies for effective competition, while WHO agrees with this recommendation, it also supports the views voiced by other United Nations organizations that the origin of the vendor should not be the only or primary criterion to be observed in a process that should also guarantee value for money, sustainability and risk mitigation, among others.

17. On JIU's recommendation 4, that clearly-documented, reviewed and approved strategic analysis (including short- and long-term considerations and costs) should occur prior to formal decisions on sourcing of any strategic, sensitive or high-value service and related goods from a commercial service provider, WHO will include this in its future outsourcing policy. However, in view of the highly decentralized nature of services procurement in WHO, the implementation of this recommendation will require significant change management efforts, essentially in the development of standard operating procedures, and the enhancement of the internal capacity of responsible officers and contract managers in the country and regional offices, as well as in the technical units.

18. In respect of JIU's recommendation 5, to ensure that strategic, sensitive and high-value commercially outsourced services are periodically reviewed, including risk assessments, to ascertain whether appropriate risk management measures were developed by the relevant functions, WHO agrees and is institutionalizing periodic risk assessments in alignment with WHO's efforts to undertake systematic risk assessments for all WHO high-risk operations, which is an integral part of WHO's enhanced risk management approach.

19. Concerning JIU's recommendation 6 on developing criteria for considering extensions of outsourced service contracts beyond standard timeframes, and for deciding on their adoption and incorporation into policy documents, WHO agrees and will include these in the development of its outsourcing policy.

20. Lastly, as regards JIU's recommendation 7 ensuring that clearly detailed guidelines for managing vendor transition – including corresponding back-up arrangements – are developed for strategic, sensitive or high-value commercially outsourced services, and that solicitation documents outline vendor responsibility regarding transitional assistance and knowledge transfer to the organization and incoming vendor, WHO will include these elements in its general and contractual conditions which are displayed in tender documents (specifically for high-value services).

Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function (document JIU/REP/2020/1)¹

21. With regard to JIU's recommendation 2 on ensuring that the heads of internal oversight offices periodically review and, where necessary, update their investigation policies and guidance on the basis of new developments, the jurisdiction of the administrative tribunals, lessons learned and good practices, as well as giving due attention to ensuring coherence with applicable provisions of other existing

¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_1_english_0.pdf (accessed 15 February 2021).

relevant rules, regulations and policies, WHO is updating its investigations policy and continuously reviews its relevant policies, procedures and guidance.

Policies and platforms in support of learning: towards more coherence, coordination and convergence (document JIU/REP/2020/2)¹

22. With regard to JIU's recommendation 1 on establishing minimum key performance indicators and associated targets for efficient learning programmes and their effectiveness in support of business outcomes, which should be monitored and reported upon to the governing bodies, WHO has implemented a coherent and global approach to mandatory trainings, implemented via iLearn in May 2018, allowing managers and programme owners to track compliance with mandatory training requirements. In addition, the new WHO Academy is creating "learner personas" along with a scorecard and learning analytics to be implemented by the end of 2021. These will provide intelligence to follow up on key performance indicators highlighting learner needs, level of engagement, competency development, as well as performance and impact of learning activities.

23. As regards JIU's recommendation 2 on integrating evaluation findings on learning into learning management systems and using them effectively to inform decision-making processes on future learning activities, WHO has implemented this recommendation in the development of the WHO Learning Strategy and is further informing WHO's detailed operational plans for learning activities in 2021–2022 and beyond. A monitoring and evaluation system has been implemented in WHO's Learning Management System (iLearn) for all staff development and learning activities financed by the Global Learning and Development Committee.

24. On JIU's recommendation 3 with regard to examining existing options, in consultation with the United Nations Sustainable Development Group, for a comprehensive joint curriculum or at least system-wide quality assurance of courses related to the 2030 Agenda for Sustainable Development, WHO welcomes broader United Nations engagement to review its quality standards and exchange ideas on options for system-wide quality frameworks. WHO has participated in joint United Nations efforts to create common learning programmes and joint curriculums in training, for example, the EMERGE programme for emerging women leaders. The new WHO Academy's quality standards framework was benchmarked against international standards, guidelines and good practices on adult learning and certification. An internal consultation was held for the framework in October 2020, with a public consultation to take place in 2021.

25. With regard to JIU's recommendation 4 on taking appropriate actions to better integrate staff learning plans into respective staff performance assessments and ensuring that managers are also held accountable for implementation, a coherent and global approach to mandatory trainings was implemented via iLearn in May 2018, allowing managers and programme owners to track compliance with mandatory training requirements. Staff learning plans are integrated into electronic performance development and management systems (ePMDS), inclusive of a specific section for learning objectives. Supervisors are able to assign specific trainings to supervisees via iLearn. As one example, WHO's compliance rate for staff remains above 90% for both the United Nations training course on the prevention of harassment, sexual harassment and abuse of authority, and the United Nations training course "To serve with pride – zero tolerance for sexual exploitation and abuse by our own staff".

¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_2_english_0.pdf (accessed 15 February 2021).

26. As regards JIU's recommendation 6 on establishing criteria for more systematic use of external platforms, based on judicious curating of agency course offerings and realistic learning objectives, WHO is actively planning to define key expectations for digital learning platforms and effective learner-centred and competency-based learning design, as well as to implement an open-source multilingual digital learning experience platform by end 2021, and to progressively streamline over 20 different digital learning platforms currently used by WHO into a single platform.

27. Lastly, concerning JIU's recommendation 7 on recognizing, through inter-agency agreements, relevant learning programmes pursued on external platforms, for which appropriate credentials are presented, and their inclusion in learning management systems, WHO agreed on the importance of shifting to recognizing learner achievement to facilitate recognition and to generate greater trust and adoption of credentials that are linked to competencies gained through learning (rather than completion alone). WHO and UNESCO have formed a working group to steer the application of UNESCO's World Reference Levels as a system for codifying learning achievement and the metadata for blockchain digital credentials awarded to learners by the WHO Academy. WHO has actively collaborated with other United Nations agencies and entities, such as for "Be safe" training with the United Nations Department of Safety and Security, integration of the LinkedIn Learning catalogue, and United Nations System Staff College courses. It also implemented additional innovations including, working with LinkedIn Learning in 2019 under a United Nations-wide umbrella agreement that integrates content into iLearn, enabling the entire WHO workforce to have access, with the courses available in seven languages and with 70 new courses added each week (about 50% in English and remaining 50% shared between other languages).

United Nations common premises: current practices and future prospects (document JIU/REP/2020/3)¹

28. With regard to JIU's recommendations, WHO has been actively engaged in United Nations system reform, inclusive of common business operations and common premises, as part of the United Nations Sustainable Development Group, its Development Coordination Office and Business Innovations Strategic Results Group. Progress has been previously reported to the Health Assembly.² WHO supports the coherent and rational long-term objective of common premises across the United Nations, provided it is cost-effective and where this is in line with the technical and operational mandate of the Organization and the country-specific priorities of its Member States. WHO further notes that timeframes set out in JIU recommendations are ambitious and there will be a need to revise some in the light of the impact of the COVID-19 pandemic.

29. Regarding JIU's recommendations 2, 3 and 7, respectively, for amplifying (by end-2022) the objectives of common premises (including programmatic, public image, efficiency gains and environmental sustainability considerations); re-examining targets (50% common premises) by mid-2021; and studying the feasibility of a unified field real estate management mechanism, WHO continues to engage with the United Nations Sustainable Development Group in all aspects of assessing, piloting, sharing lessons and further development of the approach. WHO further notes there is no one-size-fits-all response across countries, as well as the need to consider context along with several

¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_3_english_0.pdf (accessed 15 February 2021).

² See document A73/30 available at https://apps.who.int/gb/ebwha/pdf_files/WHA73/A73_30-en.pdf and document A72/49 available at https://apps.who.int/gb/ebwha/pdf_files/WHA72/A72_49-en.pdf (accessed 15 February 2021).

parameters (including strategic partnership, programmatic delivery, host government needs and relationships, and cost-effectiveness).

30. On JIU's recommendations 4 and 5, respectively, on expediting compilation of a database component of the envisaged common premises platform (by mid-2021); and reviewing lessons learned from public-private partnerships for common premises and formulating (by end-2022) measures addressing capital financing requirements of common premises initiatives, for consideration by the United Nations General Assembly, WHO continues, if required, to engage with the United Nations Sustainable Development Group in sharing lessons and perspectives.

31. Lastly, as regards JIU recommendation 8 that United Nations system organizations work together in the framework of the United Nations Sustainable Development Group to improve, by the end of 2021, interorganizational arrangements supporting common premises by strengthening oversight by the United Nations Sustainable Development Group, clarifying the role and authority of its inter-agency Task Team on Common Premises and Facility Services, and directing an appropriately capacitated Development Coordination Office to support them in carrying out the common premises workstream, WHO notes this recommendation rests with the United Nations Sustainable Development Group.

Enterprise risk management (ERM): approaches and uses in United Nations system organizations (document JIU/REP/2020/5)¹

32. Regarding JIU's recommendation 2 on undertaking a comprehensive review of the implementation of enterprise risk management against nine of 10 suggested JIU benchmarks outlined in the report, by the end of 2021, WHO reports annually to the Programme, Budget and Administration Committee on the progress made in enterprise risk management using the United Nations maturity model, which encompasses all components of JIU benchmarks. Where areas of improvement are needed, WHO conducts fit-for-purpose activities to advance the overall enterprise risk management maturity level in the Organization. For example, WHO is currently developing a risk appetite framework to enhance the Organization's risk culture.²

33. Concerning JIU's recommendation 3 on ensuring that the Cross-Functional Task Force on Risk Management of the High-level Committee on Management of the Chief Executives Board for Coordination continues as a viable mechanism to further promote and facilitate inter-agency cooperation, coordination, and knowledge-sharing, and to explore shared risks associated with United Nations reform efforts, WHO is an active member of this Task Force and fully shares its experiences and lessons.

ACCEPTANCE AND IMPLEMENTATION RATES OF JIU RECOMMENDATIONS

34. 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

¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_5_english.pdf (accessed 15 February 2021).

² See document EB147/2, paragraphs 21–22, available at https://apps.who.int/gb/ebwha/pdf_files/EB147/B147_2-en.pdf and document EBPBAC32/4 available at https://apps.who.int/gb/pbac/pdf_files/pbac32/pbac32_4-en.pdf (accessed 15 February 2021).

between 2016 and 2019.¹ In addition, WHO annually posts a document on the Organization's Evaluation web page with implementation updates for all JIU reviews issued in the past five years.²

35. At the thirty-second meeting of the Programme, Budget and Administration Committee, the Committee proposed that the Secretariat should add further details on progress made in implementation of recommendations made in previous JIU reports.³ In the past year, WHO has made significant progress in implementing recommendations in JIU reports issued between 2016 and 2019, with the overall implementation percentage increasing from 49% to 70%.⁴ The latter is slightly above the overall implementation rate of 67.5% for all United Nations agencies. During the same time period, WHO's acceptance of JIU recommendations increased to 87.7% as compared to a United Nations agency average of 65%. In addition, WHO has fully implemented and closed eight JIU reports issued between 2014 and 2017.

36. During the thirty-second meeting of the Programme, Budget and Administration Committee and the 148th session of the Executive Board, referring to the 2019 JIU report on review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women,⁵ Member States requested the Secretariat to share the UN-Women annual letter and actions to further implement gender empowerment.⁶ The Secretariat provided its first such update at the 148th session of the Executive Board.⁷

ACTION BY LEGISLATIVE/GOVERNING BODIES

37. The following recommendations of JIU reports, issued during the period October 2019 to December 2020, are directed at the legislative/governing bodies.

Managing cloud computing services in the United Nations system (document JIU/REP/2019/5)

38. JIU's recommendation 2 proposed that the governing bodies of the United Nations organizations should request the heads of their respective organizations to include provisions in their financial strategies that facilitate the adaptation, responsiveness and efficient use of operational expenditures and capital investments related to new technologies. The Secretariat did not consider this to be applicable to

¹ As the JIU has not yet uploaded its 2020 reports to its internal Web-Tracking Service, summary acceptance and implementation statistics are not available for these reports.

² Available at <https://www.who.int/about/what-we-do/evaluation/resources/facilitation-of-external-reviews-and-assessments> (accessed 15 February 2021).

³ See document EB147/2, paragraph 24 available at https://apps.who.int/gb/ebwha/pdf_files/EB147/B147_2-en.pdf (accessed 15 February 2021).

⁴ Percentage implemented in the past year for 2016 JIU reports increased from 76% to 91%; for 2017 reports from 52% to 92%; for 2018 reports from 38% to 54%; and for 2019 reports from 10% to 45%.

⁵ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_2_english_0.pdf (accessed 15 February 2021).

⁶ See document EB147/2 available at https://apps.who.int/gb/ebwha/pdf_files/EB147/B147_2-en.pdf and EB147 summary records available at <https://apps.who.int/gb/or/>, and document EB148/5, paragraph 14 available at https://apps.who.int/gb/ebwha/pdf_files/EB148/B148_5-en.pdf (accessed 15 February 2021).

⁷ See document EB148/25 Add.1 Progress towards achieving the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women available at https://apps.who.int/gb/ebwha/pdf_files/EB148/B148_25Add1-en.pdf (accessed 15 February 2021).

the Organization. WHO has taken note of the shift from capital investments to operational expenditures and, based on the Organization's budgeting and reporting processes, does not see any obstacles to WHO's proceeding with cloud solutions. Further, WHO already has an overall information technology strategy, fund to finance technology initiatives and strong governance that is endorsed and reported to its Executive Board.¹

Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations (document JIU/REP/2019/9)

39. JIU's recommendation 2 proposed that legislative bodies of the United Nations system organizations should request their executive heads to ensure that, by the end of 2022, annual reports on procurement include a subsection on expenditures on services sourced from commercial service providers. WHO is actively engaged in the High-Level Committee on Management Procurement Network and will work with the Network on a common definition of commercial services, and will also take this into account in the development of its new enterprise resource planning system over the coming years to facilitate reporting on this topic.

Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function (document JIU/REP/2020/1)

40. JIU's recommendation 1 proposed that legislative bodies of United Nations system organizations should request that organizations that have not yet done so include in their internal oversight charters a provision for the periodic revision and, where necessary, update of the charters, and a requirement for their endorsement by the legislative bodies. The updated charters should be submitted for endorsement by the legislative bodies by the end of 2021. The Secretariat notes that the Internal Oversight Services Charter was approved by the Director-General in June 2019.

41. JIU's recommendation 3 proposed that the legislative bodies of United Nations system organizations should request that organizations that have not yet done so consolidate by the end of 2022 all investigations and related activities (namely intake, preliminary assessment and the decision to open an investigation), irrespective of the type of misconduct, in the internal oversight office of each organization. The Secretariat notes that, as communicated to the Executive Board at its 148th session,² the Office of Internal Oversight Services is committed to updating its Investigation Policy to reinforce the respective roles and responsibilities for investigations, as well as the respective rights and obligations of participants to investigations.

42. JIU's recommendation 5 proposed that the legislative bodies of the United Nations system organizations should request that organizations that have not yet done so include in their oversight charters by the end of 2021 provisions that: (a) make the appointment and dismissal or removal of the heads of their internal oversight offices subject to consultation with, and approval of, the legislative bodies; (b) establish term limits from five to seven years for the heads of internal oversight offices, preferably making the term non-renewable, with a post-employment restriction within the same organization; and (c) allow for unrestricted access of their heads of internal oversight offices to the

¹ See document EB146/40, available at http://apps.who.int/gb/ebwha/pdf_files/EB146/B146_40-en.pdf (accessed 15 February 2021).

² See document EB148/5, paragraph 9 available at https://www.who.int/docs/default-source/documents/about-us/accountability/charter-of-the-office-of-internal-oversight-services-who.pdf?sfvrsn=59f888a8_2 (accessed 15 February 2021).

legislative bodies and to the respective audit and oversight committees. The Secretariat notes that provisions (a) and (c) are already included in WHO Financial Rules.¹ Further considerations of provision (b) would need to be approved and could be incorporated into the Charter of the Office of Internal Oversight Services.²

43. JIU's recommendation 6 proposed that the legislative bodies of the United Nations system organizations that have not yet done so should request that organizations update the terms of reference of their respective audit and oversight committees by the end of 2021 to include, where necessary, appropriate provisions to: (a) review the independence and mandate of the internal oversight office/investigation function; (b) review its budget and staffing requirements; (c) review its overall performance; and (d) issue related recommendations. The Secretariat notes that section 2(c) of the terms of reference of the Independent Expert Oversight Advisory Committee already include review of the aforementioned provisions.³ The Committee periodically reviews and may propose amendments to its terms of reference for consideration by the Executive Board, through the Programme, Budget and Administration Committee.

44. JIU's recommendation 7 proposed that the legislative bodies of United Nations system organizations that have not yet done so should develop and adopt appropriate formal procedures for the investigation of complaints of misconduct by executive heads and adopt appropriate policies by the end of 2021. The Secretariat notes that it is updating its investigation policy to reinforce the respective roles and responsibilities for investigations (including with respect to allegations against the executive head) as well as the respective rights and obligations of participants to investigations.⁴ Action on this recommendation is linked to progress on recommendation 1 of the JIU whistle-blower report noted in paragraph 36 above.

45. JIU's recommendation 8 proposed that the legislative bodies of United Nations system organizations that have not yet done so should request that organizations establish by the end of 2021 formal procedures for handling allegations of misconduct against heads and personnel of their internal oversight offices in order to avoid situations of conflict of interest. The Secretariat notes that this is already part of the Charter of the Office of Internal Oversight Services.⁵

46. JIU's recommendation 9 proposed that the legislative bodies of United Nations system organizations that have not yet done so should request that the respective organizations' annual internal oversight activity reports contain information on both complaints and investigations, including details on the number, type and nature of the complaints and investigations and trends in this regard. The Secretariat notes that this has been implemented and is current practice.⁶

¹ See Rule XII available at <https://www.who.int/about/finances-accountability/accountability/who-financial-regulations-and-rules.pdf> (accessed 15 February 2021).

² Available at https://www.who.int/docs/default-source/documents/about-us/accountability/charter-of-the-office-of-internal-oversight-services-who.pdf?sfvrsn=59f888a8_2 (accessed 15 February 2021).

³ See paragraph 2(c) of the Independent Expert Oversight Advisory Committee Terms of Reference, available at https://apps.who.int/gb/ieoac/PDF/TORB132_R12-en.pdf (accessed 15 February 2021).

⁴ See document EB148/5, paragraph 9 of the Charter of the Office of Internal Oversight Services available at https://www.who.int/docs/default-source/documents/about-us/accountability/charter-of-the-office-of-internal-oversight-services-who.pdf?sfvrsn=59f888a8_2 (accessed 15 February 2021).

⁵ Paragraph 22 of the Charter of the Office of Internal Oversight Services.

⁶ See document A73/28 available at https://apps.who.int/gb/ebwha/pdf_files/WHA73/A73_28-en.pdf and document A73/29 available at https://apps.who.int/gb/ebwha/pdf_files/WHA73/A73_29-en.pdf (accessed 15 February 2021).

47. JIU's recommendation 10 proposed that the legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function, taking into consideration the recommendations of the respective audit and oversight committees, where available. The Secretariat is committed to reinforcing resources for the Office of Internal Oversight, along with offices and departments fulfilling WHO accountability functions, including with respect to investigations.¹

Policies and platforms in support of learning: towards more coherence, coordination and convergence (document JIU/REP/2020/2)

48. JIU's recommendation 8 proposed that the governing bodies of United Nations system organizations should, by the end of 2023, approve a common United Nations Organizational Learning Framework, agreed through relevant inter-agency mechanisms, which should contain a set of principles and a plan of action for gradual implementation. The Secretariat notes it will continue to actively engage with inter-agency networks (18 United Nations agencies) sharing experiences from implementing the new WHO Learning Strategy and contributing to system-wide efforts to strengthen learning approaches.

United Nations common premises: current practices and future prospects (document JIU/REP/2020/3)

49. JIU's recommendation 1 proposed that governing bodies of United Nations system organizations that have not yet done so should, by the end of 2021, give direction to the executive heads on the parameters of participation of their organizations in common premises and request periodic reporting on the results achieved. The Secretariat notes that it routinely provides updates on United Nations reform to the Health Assembly, including on common business operations and common premises.² In its measurement of progress and accountability for results, and reported to Member States through the WHO Results Report, facility management, and hence common premises, is reviewed on an annual basis under Output 4.3.4 ("Safe and secure environment, with efficient infrastructure maintenance, cost-effective support services and responsive supply chain, including duty of care").

Enterprise risk management: approaches and uses in United Nations system organizations (document JIU/REP/2020/5)

50. JIU's recommendation 1 proposed that in order to fulfil their oversight roles and responsibilities, legislative/governing bodies should incorporate enterprise risk management into their meetings at least annually, with substantive coverage determined by the organization's mandate, field network and risk exposure. The Secretariat notes that enterprise resource management is already included in the terms of reference of the Independent Expert Oversight Advisory Committee, and the topic is regularly included in reports to the Programme, Budget and Administration Committee.

51. JIU's recommendation 4 proposed that by the end of 2022, legislative/governing bodies of participating organizations should request executive heads to report on the outcomes of a comprehensive review of the organization's implementation of enterprise risk management against JIU benchmarks 1 to 9, as outlined in the present report. The Secretariat notes that enterprise risk

¹ See document EB148/CONF./6 available at https://apps.who.int/gb/ebwha/pdf_files/EB148/B148_CONF6-en.pdf (accessed 15 February 2021).

² See document A73/30 available at https://apps.who.int/gb/ebwha/pdf_files/WHA73/A73_30-en.pdf and document A72/49 available at https://apps.who.int/gb/ebwha/pdf_files/WHA72/A72_49-en.pdf (accessed 15 February 2021).

management is routinely included in reports to and from the Programme, Budget and Administration Committee and discussed at meetings of the Independent Expert Oversight Advisory Committee and the Programme, Budget and Administration Committee.¹

ACTION BY THE PROGRAMME, BUDGET AND ADMINISTRATION COMMITTEE

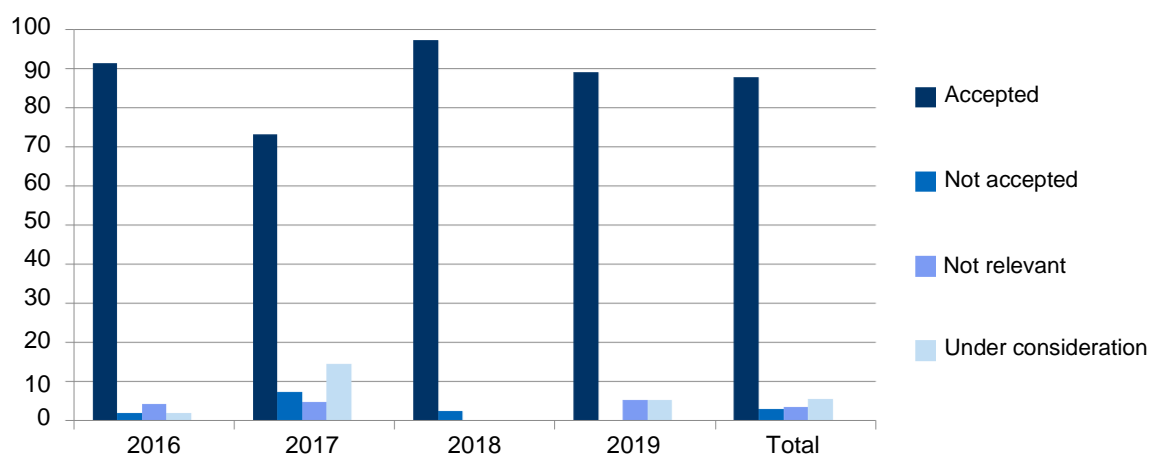
52. The Committee is invited to take note of this report and to consider the recommendations contained in the JIU reports requiring action by WHO's legislative/governing bodies.

¹ See document EBPBAC32/4 available at https://apps.who.int/gb/pbac/pdf_files/pbac32/pbac32_4-en.pdf, and EBPBAC32/2 available at https://apps.who.int/gb/pbac/pdf_files/pbac32/pbac32_2-en.pdf, and EB147/2 available at https://apps.who.int/gb/ebwha/pdf_files/EB147/B147_2-en.pdf (accessed 15 February 2021).

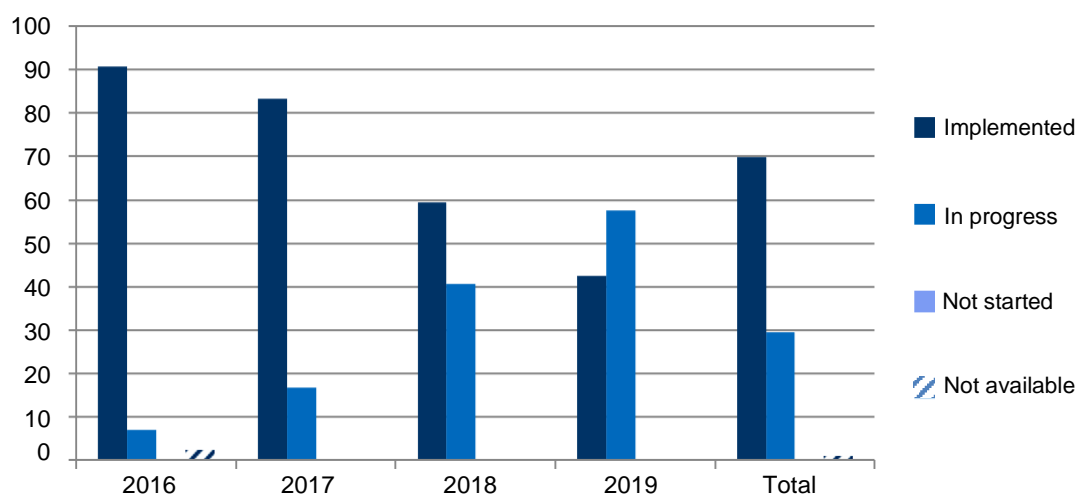
ANNEX

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 (17 February 2021).