

EVL/May 2018

English only

JIU Reviews 2014-2017 Status of Implementation of Recommendations

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1. Introduction

1. This document provides details of the progress made in implementing the recommendations to executive heads of United Nations system organizations of reviews of the Joint Inspection Unit of the United Nations System (JIU) issued during the period January 2014 to September 2017 that are of direct relevance to the Organization and call for specific action at this stage.

1.1. The Secretariat has specific responsibilities with regard to tracking the actions taken on the JIU recommendations addressed to the executive heads and the legislative/governing bodies.

1.2. The Secretariat uses the web-based tracking system of the JIU to track the implementation of recommendations from the reviews, which is updated every six months. This template includes the recommendations copied verbatim from each JIU review report and details of the action taken and the status of implementation as extracted from the web-based tracking system in April 2018.

2. Update on progress in the implementation of recommendations from recent JIU reviews issued during the period October 2016 to September 2017 that are of relevance to WHO¹

2.1 Donor-led assessments of the United Nations system organizations (document JIU/REP/2017/2)²

The objectives of this review were to: (a) map and assess the types and defining characteristics of donor-based assessments; (b) examine the reasons and rationale for requiring such assessments; (c) ascertain the degree to which donor requirements are different from, or could be satisfied by, existing oversight processes; (d) examine the issue of transaction costs for the United Nations system organizations; and (e) explore how reviews by donors could be more effectively planned, coordinated and budgeted to achieve the objectives of all stakeholders.

The report has six recommendations, of which two are addressed to executive heads of United Nations system organizations, two to their legislative/governing bodies, one to the members of the Multilateral Organization Performance Assessment Network (MOPAN) and one to the Secretary-General in his capacity as the Chair of the CEB.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1: The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and exchange of information concerning donor assessments among the Member States and should, in this context, call upon the executive heads to make such assessments publicly available by uploading them in an online global repository to be established by the Secretary-General of the United Nations for that purpose not later than 2018.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.
Recommendation 3: The executive heads of the United Nations system organizations should designate, on the basis of the volume and variety of donor reviews, an appropriate central function in their respective organizations for coordinating the multiplicity of donor assessments, managing the information provided to donors, standardizing communications, ensuring consistency and tracking the follow-up action on findings and	Accepted	In progress	Since 2015, the WHO Evaluation Office has facilitated donor assessments. Recommendations from donor assessments are dealt with on a bilateral basis and form part of the bilateral discussions led by the Secretariat's Coordinated Resource Mobilization Unit.

¹ As reported to the Programme, Budget and Administration Committee of the Executive Board in May 2018 (document EBPBAC28/4).

² https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2017_2_English.pdf

recommendations by the responsible organizational units.			
Recommendation 4: The executive heads of the United Nations system organizations should engage with donors to determine the key elements in their assessments and should encourage their audit and evaluation bodies, with due regard for their independence, to consider taking these elements into account in their risk assessments and work plans, in order to avoid potential duplication and overlap.	Accepted	In progress	It is envisaged that a mechanism will be established by the Secretariat to review the consolidated findings and recommendations coming from audits, evaluations and donor-led external reviews and assessments, for the purposes of organizational learning to strengthen effectiveness and to inform future activities.
Recommendation 5: The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.

2.2 Administrative support services: the role of service centres in redesigning administrative service delivery (document JIU/REP/2016/11)³

The main objective of the review was to examine the methods and practices of United Nations system organizations in redesigning how they deliver administrative support services through the use of shared services and service centres.

The report has five recommendations, of which three are addressed to executive heads of United Nations system organizations, one to their legislative bodies and one to the United Nations General Assembly.

Recommendation	Acceptance	Implementation status	Remarks
Recommendation 1: The executive heads of organizations that have global service centres should define and provide the tools and systems required to support efficient tracking of customer service and the capturing of business intelligence for performance measurement and further improvement and comparison with benchmarks.	Accepted	In progress	WHO's Global Service Centre defines and tracks its services through a service catalogue with target turn-around times, key performance indicators and quarterly reports providing information on other volumetric and trend indicators. A client satisfaction survey, which aims to evaluate customer satisfaction and improve the definition of customer service-specific indicators to be tracked on a regular basis, will also be initiated in 2018.
Recommendation 2: The executive heads of organizations that have global service centres should define efficiency benchmarks based on objective standards and ensure that performance targets are progressively adjusted to attain them.	Accepted	In progress	In 2016 the Global Service Centre developed new key performance indicators in the areas of procurement, finance, human resources and payroll. Regular review of these indicators by the WHO Global Service Centre Advisory Group has also helped establish performance targets and some benchmarks. The identification of relevant benchmarks remains difficult in some areas (human resources and procurement) as most readily available benchmarks come from private shared services companies, the scope of activities of which might differ from that of United Nations organizations and because benchmarking with other United Nations agencies would require a comprehensive and neutral study looking at the comparative scope of shared service activities between organizations.
Recommendation 3: The executive heads should within a year designate responsibility for pursuing ongoing improvement and for making process changes and ensure that service centre governance and management arrangements make clear the related role of service centre managers.	Accepted	Implemented	WHO's Global Service Centre has a governance mechanism to provide strategic oversight in the following areas of responsibility: strategic direction, scope of work, structural and operational issues, performance and evaluation, and harmonization and alignment of administrative service delivery across the

³ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_11_English.pdf

			Organization. In relation to the role of service centre managers, it reviews the functions and scope of activity of the Global Service Centre and addresses particular challenges and areas of concern with regard to its role and responsibilities.
Recommendation 4: The legislative bodies, in support of their oversight and monitoring functions, should request their technical advisory bodies to examine the results, including benefits realized, of administrative service reform when considering relevant organizational budget proposals, starting with the next budget cycle.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.

2.3 Knowledge management in the United Nations system (document JIU/REP/2016/10)⁴

The objectives of this review were to: (a) assess the reasons why some of the recommendations in JIU/REP/2007/6 had not been implemented and considered alternative ways and solutions; (b) assess the readiness of the participating organizations to use knowledge management as a current and systematic practice in decision-making and other activities; (c) determine the state of play with regard to knowledge management policies and practices; (d) identify challenges and propose solutions for individual organizations and system-wide; (e) identify and disseminate best and good practices in relation to knowledge management; and (f) explore new avenues for knowledge sharing within and among organizations and across the United Nations system.

The report has seven recommendations, of which only three are addressed to executive heads of United Nations system organizations.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1: The executive heads of the United Nations system organizations, if they have not already done so, should develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation.	Under consideration		A working group on initiatives for change, under the leadership of the Director-General, has identified knowledge management as a potential enabler, within a set of eight enabling initiatives, to be considered under the Director-General's transformation plan.
Recommendation 3: The executive heads of the United Nations system organizations, if they have not already done so, should take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.	Under consideration		This has not been part of the performance appraisal system to date. This can be considered the next time the appraisal system is reviewed.
Recommendation 4: The executive heads of the United Nations system organizations, if they have not already done so, should establish norms and procedures for the retention and transfer of knowledge from retiring, moving, or departing staff, as part of the organizations' succession planning processes.	Under consideration		A system of handover notes being required for all departing staff from a position will ensure the required transfer of knowledge. This system is being piloted through the mobility exercise.

⁴ https://www.unjui.org/sites/www.unjui.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_10_English.pdf

2.4 Safety and security in the United Nations system (document JIU/REP/2016/9)⁵

The objectives of this review were to: (a) evaluate the progress made since the report of the Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide, in particular how the United Nations security management system has improved in response to areas identified by that report; (b) assess how the current system is able to respond to the foreseen and unforeseen challenges it faces worldwide; (c) assess its coherence, at Headquarters and field locations; (d) assess the cost effectiveness of the system, namely, whether it provides its key stakeholders with value for money; and (e) identify gaps and improvements required in its resourcing, governance and management.

The report has seven recommendations, four of which are addressed to executive heads of United Nations system organizations.

Recommendations	Acceptance	Implementation status	Remarks
<p>Recommendation 1: The Executive Heads of United Nations system organizations, through the respective designated officers and in coordination with the Department of Safety and Security and the Office of Legal Affairs, should ensure that, by no later than April 2018:</p> <ul style="list-style-type: none"> Existing host country agreements within their respective organizations reflect the current security threats and contain commensurate security measures necessary to protect United Nations system organizations' personnel and premises Future host country agreements contain a security annex reflecting the main responsibility of the host country with respect to the security of United Nations system organizations' personnel and premises Existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments 	Not accepted		WHO recognizes the value of agreements with host countries that comprehensively address and assign responsibility for the protection of the personnel and assets of the United Nations system. However, WHO shares the concerns reflected in the United Nations System Chief Executives Board for Coordination's inter-agency response to the JIU report regarding the feasibility of implementing the recommendation, particularly by the deadline of April 2018, as well as the potential unintended consequences of each Organization renegotiating existing bilateral agreements. WHO prefers that country security matters be managed with host countries by the United Nations Designated Official for Security and the United Nations Security Management Team, supported by the United Nations Department of Safety and Security.
Recommendation 2: The Executive Heads of the United Nations system organizations, through the Inter-Agency Security Management Network and the Department of Safety and	Accepted	In progress	WHO has contributed to the development of the Road Safety Strategy for the United Nations, which will be launched in New York in May 2018, and is discussing with a United Nations-wide

⁵ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_9_English.pdf

Security, should ensure that, by no later than January 2018, a comprehensive system-wide policy for road safety is finalized and ready for implementation within each of their respective organizations.			group the implementation of the Strategy's key recommendations.
Recommendation 3: The Executive Heads of the United Nations system organizations that have not yet done so should ensure that, by no later than January 2018, appropriate security compliance mechanisms commensurate with the risk level assessed in each particular duty station are included in the individual performance appraisal systems in place for all staff within their respective organizations.	Accepted	In progress	Following changes in the security risk management approach, the Inter-Agency Security Management Network has set up a technical working group to develop a security compliance assessment mechanism. In the interim, work is under way to ensure that all offices and senior officials are in compliance with the United Nations Security Management System Policy by the end of 2018.
Recommendation 5: The Executive Heads of the United Nations system organizations that have not yet done so should, by no later than January 2018, incorporate safety and security compliance indicators in the performance assessments at every management level, including senior management.	Accepted	In progress	Work is ongoing to establish common indicators, appropriate to the level and function of staff, that can be applied in performance management across the Organization.

2.5 State of the internal audit function in the United Nations system (document JIU/REP/2016/8)⁶

The objectives of this review were to: (a) assess the state of the internal audit function in United Nations system organizations at the time of the review (2015-2016); (b) determine whether the internal audit function meets the expectations of surveyed stakeholders and where it is perceived as adding value; and (c) assess the role of oversight committees, wherever they exist, in supporting internal audit.

The report has nine recommendations, of which seven are addressed to the executive heads of United Nations system organizations (two of which were not relevant for WHO) and two to their governing bodies.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1: Governing bodies should direct executive heads of United Nations system organizations to ensure that their heads of internal audit/oversight and oversight committee Chairs attend the meetings of the governing bodies at least annually and are given the opportunity to respond to questions raised about their respective annual reports.	Accepted	Implemented	The head of the Office of Internal Oversight Services presents the annual report to the Programme, Budget and Administration Committee of the Executive Board and the Health Assembly and is available to respond to questions that arise.
Recommendation 2: Executive heads of United Nations system organizations should involve the oversight committees and consult with the governing bodies in the hiring of the heads of internal audit/oversight, and in the termination of their tenure.	Accepted	Implemented	The Director-General consults with the Executive Board on the appointment and termination of the Head of Oversight – WHO Financial Rule XII.112.2.
Recommendation 3: In consultation with the executive heads and the oversight committees, the heads of internal audit/oversight in United Nations system organizations should develop, if they have not yet done so, internal audit strategies in order to provide vision and direction as to how internal audit should be strategically positioned within their organizations and operationalized to achieve their mandates, no later than December 2018, with periodic updates thereafter.	Accepted	In progress	The Office of Internal Oversight Services reports periodically to the Independent Expert Oversight Advisory Committee on implementation of the workplan. A new charter for internal oversight services is currently being developed, which will include updates to that vision and direction.
Recommendation 5: Executive heads of United Nations system organizations should ensure that their internal audit services have adequate financial and human resources to expand the use of information technology (IT) auditing techniques, and to employ, as appropriate, advanced data analytics and remote auditing, with a view to leveraging technology to provide more economical and comprehensive audit coverage.	Accepted	Implemented	The Office of Internal Oversight Services recruited a data analyst in October 2015 and a dedicated information technology auditor in December 2016.

⁶ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_8_English.pdf

Recommendation 6: Executive heads of United Nations system organizations, on the advice of their oversight committees, should allocate adequate financial and human resources to the internal audit services to ensure sufficient coverage of high-risk areas and adherence to established auditing cycles, as identified by the heads of internal audit/oversight during risk-based audit planning.	Accepted	In progress	Audit coverage objectives are systematically discussed with the Independent Expert Oversight Advisory Committee during consideration of the proposed annual workplan, based on a rolling three-year plan.
Recommendation 8: Executive heads of United Nations system organizations that have not yet done so should provide adequate funding for professional development, as requested by the heads of internal audit/oversight, including coverage of costs for maintaining professional certification, with key performance indicators established to monitor training and certification goals for internal audit staff.	Accepted	In progress	WHO agrees that staff of the Office of Internal Oversight Services shall be accorded time for professional training and other personal development each year (up to 5% – 10 days), to be monitored through the Organization's Performance Management and Development system. WHO policy does not, however, include the payment of membership fees of professional bodies.
Recommendation 9: Governing bodies of United Nations system organizations should ensure that the conditions for effective, independent, expert oversight committees are in place, and that the committees are, and continue to be, fully functional in line with previous Joint Inspection Unit recommendations, as reinforced in this report.	Accepted	Implemented	The Chair of the Independent Expert Oversight Advisory Committee reports to every meeting of the Programme Budget and Administration Committee of the Executive Board.

2.6 Comprehensive review of United Nations system support for small island developing States: final findings (document JIU/REP/2016/7)⁷

General Assembly resolution 69/288, entitled “Comprehensive review of United Nations system support for small island developing States”, requested the Joint Inspection Unit “to conduct a comprehensive review of United Nations system support for small island developing States, with a view to enhancing the overall effectiveness of such support and respective roles in supporting the sustainable development of small island developing States in order to ensure a coherent and coordinated approach by the United Nations system to further improve and strengthen its overall effectiveness and delivery with respect to small island developing States”.

The report has nine recommendations, of which seven are addressed to the governing bodies of United Nations system organizations, one is addressed to their executive heads and one to the Secretary-General.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1: The governing bodies of the United Nations system and of the multilateral environment agreements, taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations so as to ensure that the priorities of the SAMOA Pathway are mainstreamed in the strategic plans, within the realm of the organizations’ mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.
Recommendation 2: The governing bodies of the United Nations system should ensure that the strategic plans and work programmes of the system organizations include specific objectives related to the implementation of the SAMOA Pathway, within the realm of their respective mandates, to be measured against a set of established key performance indicators to monitor and report on the achievements.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.
Recommendation 3: The governing bodies of the United Nations system, in adopting the strategic plans and work programmes of the organizations, should encourage the organizations to ensure that the activities in support of sustainable development of SIDS, within the realm of the mandate of each organization, are aligned with the	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.

⁷ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_7_English.pdf

regional and national priorities identified by the Governments of those States, regional organizations and SIDS development partners, so as to foster the implementation of the SAMOA Pathway, as the blueprint of the 2030 Agenda for Sustainable Development of SIDS.			
Recommendation 4: The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing States and all partners for development so as to strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.
Recommendation 5: The executive heads of the United Nations system organizations should ensure the participation of their organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that new parameters of eligibility are designed for better access to financing for development for SIDS.	Accepted	In progress	WHO has participated in this process, both contributing to the report of the Inter-Agency Task Force on Financing for Development and its online annex (primarily in the “Domestic Public Resources” and “International Development Cooperation” sections).
Recommendation 6: The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.
Recommendation 7: The legislative and governing bodies of the United Nations system organizations should ensure, based on the ongoing work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals, so that processes and indicators are adapted to their needs and priorities identified at the national and regional levels.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.
Recommendation 8: The governing bodies of the United Nations system organizations should coordinate their efforts in designing monitoring and accountability frameworks and tools adapted to the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development-related global mandates, while avoiding the burden of multiple reporting frameworks.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.

2.7 Evaluation of the contribution of the United Nations development system to strengthening national capacities for statistical analysis and data collection to support the achievement of the Millennium Development Goals (MDGs) and other internationally-agreed development goals (document JIU/REP/2016/5)⁸

This evaluation was decided upon by the General Assembly in January 2014 as one of two pilots that were part of the implementation of the policy for independent system-wide evaluation of the operational activities for development within the United Nations system (the independent system-wide evaluation policy). The core purpose of the evaluation is to help the United Nations system provide stronger support for national statistical capacity development for the achievement of national development goals, including the Sustainable Development Goals.

The report has five recommendations, of which one is addressed to executive heads of United Nations system organizations and the rest are addressed to the United Nations General Assembly.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 3 Executive heads of United Nations entities that work on national statistical capacity development should establish a network (a working group or task force) that will bring together the different entities' policy, programme and statistics departments in order to define how to better support more effective use of statistics by national stakeholders to achieve national development goals and should develop system-wide guidance for United Nations system entities on this issue.	Accepted	In progress	The United Nations Statistical Commission has established an Inter-Agency and Expert Group on Sustainable Development Goal Indicators, which meets regularly to discuss data development and methods for indicator monitoring. WHO is well represented at these meetings. The Department of Information, Evidence and Research coordinates WHO's engagement by monitoring the health-related Sustainable Development Goal indicators, and providing support to strengthen the capacity of Member States to generate, analyse, disseminate and use high-quality health data and information to plan and monitor universal health coverage, and progress towards meeting the Sustainable Development Goals and other national and subnational priorities. This involves: increasing the impact of global public goods to address critical gaps and inadequacies in current country data systems and capacities to meet the data and monitoring requirements of universal health coverage and the broader health agenda of the Sustainable Development Goals; convening and working with regional and national institutes, global partners, academia and other networks to strengthen country-level capacity to generate, analyse and use high-quality public health data; and developing a well-aligned network of health observatories at the global, regional and country levels, with enhanced functionality for data collection, transfer, analysis, communication and accessibility. The Secretariat is also developing a collaborative platform to establish and promote data standards and tools for strengthening country health information systems. It has also established a health data collaborative network across United Nations agencies and development partners to develop harmonized approaches to data standards and national capacity-building.

⁸ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_5_English.pdf

3. Update on progress in the implementation of recommendations from recent JIU reviews issued during the period January 2014 to September 2016 that are of relevance to WHO⁹

3.1 Fraud prevention, detection and response in United Nations system organizations (document JIU/REP/2016/4)¹⁰

The main objective of this review was to assess the fraud risk management programmes of United Nations system organizations and the implementation of anti-fraud policies and procedures in allowing effective prevention, detection and response to fraud.

The report contains 16 formal recommendations, of which 14 are addressed to executive heads of United Nations system organizations, one is addressed to their legislative and governing bodies and one to the Secretary-General.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 2: The executive heads of the United Nations system organizations, if they have not already done so, shall develop a corporate anti-fraud policy for their respective organizations or update an existing one, taking into account leading practices in the public and private sectors. The policy should be presented to the legislative and governing bodies for information, adoption and/or endorsement and should be reviewed and updated regularly.	Accepted	Implemented	WHO Fraud Prevention Policy & Fraud Awareness Guidelines policy and guidelines (effective April 2005), a stand-alone corporate anti-fraud policy, as well as myriad other anti-fraud related policies. WHO's policy defines fraud as "misappropriation, irregularities and illegal acts characterized by deceit, concealment or violation of trust" and provides concrete examples of such behaviours or actions. Primary focal point: Joint Inspections Unit	
Recommendation 3: The executive heads of the United Nations system organizations should take expeditious action to designate an overall corporate manager or entity at senior level to be the custodian of the anti-fraud policy and be responsible for the implementation, monitoring and periodic review of the policy.	Accepted	Implemented	WHO Fraud Prevention Policy & Fraud Awareness Guidelines policy and guidelines (effective April 2005) states that the Director-General has overall responsibility for the prevention and detection of fraud, misappropriations and other inappropriate conduct Primary focal point: Joint Inspections Unit	

⁹ With regard to the reviews on Capital/refurbishment/construction projects across the United Nations system organizations (document JIU/REP/2014/3) and Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations (JIU/NOTE/2014/1), all recommendations relevant for WHO had already been implemented at time of preparing last update on the status of implementation of recommendations of JIU reviews in April 2017.

¹⁰ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_4_English.pdf

<p>Recommendation 4: On the basis of a comprehensive needs assessment, the executive heads of the United Nations system organizations should establish a dedicated anti-fraud training and fraud awareness strategy for all members of the organization. At a minimum, anti-fraud training should be mandatory for staff in functional areas most prone to fraud and staff operating in fragile and high-risk field environments.</p>	Accepted	Implemented	<p>Annual training for newly-appointed Heads of Offices in countries, territories and areas (HWOs), as well as all staff in Headquarters, provides information on ethical behaviour, whistleblowing, protection from retaliation and fraud as it relates to audit.</p> <p>Following the finalization of the CEB document defining fraud and implementing partners within the UN system, there would be value in all UN agencies, funds and programmes sharing existing training material, and in the CEB/HLCM-HR network developing a joint e-training. WHO would support such a response.</p> <p>Primary focal point: Office of Compliance, Risk Management and Ethics</p>	
<p>Recommendation 5: The executive heads of the United Nations system organizations should, if they have not already done so, conduct a comprehensive corporate fraud risk assessment, as an integral part of their enterprise risk management system or as a separate exercise, addressing fraud risks at all levels of their respective organization, including headquarters and field offices, as well as internal and external fraud risks. Such assessments shall be conducted at least biennially at the corporate level, and more frequently, based on need, at the operational level.</p>	Accepted	Implemented	<p>WHO's organization-wide risk management approach was rolled out in 2014, and fraud risks are specifically considered as part of the exercise. Top corporate risks are reported to the Executive Board on an annual basis, including fraud risks. Additionally, Internal Oversight Services undertakes a specific fraud risk assessment as part of its standard planning process for each compliance and integrated audit undertaken at the country office level.</p> <p>Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit</p>	
<p>Recommendation 6: The executive heads of the United Nations system organizations, if they have not already done so, should develop organization-specific comprehensive anti-fraud strategies and action plans for implementing their respective fraud policies. Such anti-fraud strategies should be based on the organization's corporate fraud risk assessments and shall be an integral part of the overall organizational strategies and operational objectives. Based on the level of fraud risk, proportionate resources should be dedicated to operationalize the strategies and action plans.</p>	Accepted	In progress	<p>WHO Fraud Awareness Guidelines (issued June 2005), which may be updated following the finalization of the CEB common definition of fraud, implementing partners, etc., following discussions at the Fifth Committee meeting of the UN in March 2017.</p> <p>Primary focal point: Joint Inspections Unit</p>	<p>In progress</p> <p>WHO is developing an investigations policy document that outlines the Organization's approach and methodology of investigations, including in the instance of fraud. WHO is also working to develop a fraud and anti-corruption module of a larger ethics training for staff, as well as updating the fraud policy and guidelines in its online eManual.</p>

Recommendation 7: The executive heads of the United Nations system organizations, if they have not already done so, should initiate a review of their internal control framework to ensure that proportionate anti-fraud controls do exist and that fraud risks identified in the fraud risk assessments are adequately addressed in the internal control frameworks.	Accepted	Implemented	The WHO Internal Control Framework and Internal Control Framework Self-Assessment Checklist (2013 and 2016) are reviewed annually and filled by all budget centres biannually. The ICF explicitly mentions the need to safeguard resources against loss due to waste, abuse, mismanagement, errors and fraud, and fraud is included within the risk assessment component of the Framework. Primary focal point: Office of Compliance, Risk Management and Ethics	
Recommendation 8: When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.	Accepted	Implemented	WHO prepares an annual Statement on Internal Control on the effectiveness of internal controls, appended to the annual financial statement, which responds to, among others, issues related to fraud. Primary focal points: Department of Finance, with support from Office of Compliance, Risk Management and Ethics	
Recommendation 9: The executive heads of the United Nations system organizations should instruct their legal offices to review and update the legal instruments for engaging third parties, such as vendors and implementing partners, with particular attention to anti-fraud clauses and provisions.	Accepted	Implemented	Document A69/6 "Framework of engagement with non-State actors" is the organizational reference for how WHO engages with non-State actors, including vendors and implementing partners. Primary focal points: Office of the Legal Counsel, supported by the Department of Partnerships and non-State Actors and Office of Compliance, Risk Management and Ethics	
Recommendation 10: The executive heads of the United Nations system organizations should ensure that proportionate fraud prevention and detection capabilities are an integral part of automation systems' functionalities, including automated activity reports and data-mining modules in their respective enterprise resource planning systems (ERPs).	Accepted	In progress	Business Intelligence – an organization-wide optimization of data collection and analysis - is in the process of being rolled out, with the aim to transform raw data (finance, procurement, HR, programme planning, IT, technical health units, DGO, etc.) into meaningful and useful information presented in an easy manner for business analysis purposes. Additionally,	In progress The Business Intelligence functions have been further enhanced and additional dashboards have been developed and made available. Additionally, a number of internal audits undertaken recently have

			dashboards in different regions allow for monitoring of information related to compliance/fraud. Primary focal points: BI Workstream Governance stakeholders	made recommendations to enhance the fraud prevention and detection capabilities within IT tools, through increased automation of controls and enhanced reporting capabilities. These efforts are ongoing.
Recommendation 11: The executive heads of the United Nations system organizations, if they have not already done so, should revise their whistle-blower policies with a view to adopting good practices, and extend the duty to report fraud and other misconduct to contract employees, United Nations volunteers, interns and other non-staff, as well as to third parties, including vendors, suppliers, and implementing partners.	Accepted	Implemented	WHO's policy on "Whistleblowing and protection against retaliation" (2015) applies to all those (staff or other) who report, in good faith, suspected wrongdoing of corporate significance to WHO and may be subject to retaliatory action as a result. The policy includes an explicit reference to reporting of fraud, and references WHO eManual Section XII.14.1 Fraud policies and reporting of suspected fraud. Primary focal point: Office of Compliance, Risk Management and Ethics	
Recommendation 12: The executive heads of the United Nations system organization, if they have not already done so, should implement the good practice of establishing a central intake mechanism for all fraud allegations in their respective organizations. In the interim, for organizations with decentralized intake mechanisms, immediate action should be taken to: (a) establish an obligation for decentralized intake units to report to a central authority any allegations received, ongoing cases under investigation and closed cases, indicating the action taken; and (b) establish formal intake procedures and guidelines, including: clear criteria for the preliminary assessment, the official, office or function authorized to make the assessment, the process to be followed and the arrangements for reporting on the results of the preliminary assessments.	Accepted	Implemented	WHO's Integrity Hotline (managed by an external provider) acts as a centralized reporting mechanism, and it is widely publicized on the global public website and regional intranet sites. Related to the investigation function, WHO conducts a formal intake screening of reports of suspected misconduct and is entrusted to do preliminary assessments and subsequent investigations. The Organization has standard procedures and guidelines for the conduct of investigations – including tools and templates – as well as a repository for investigation case files and related administrative documentation. Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit	
Recommendation 13: The executive heads of the United Nations system organizations, in consultation with the audit advisory committees, should ensure that the investigation function of their respective organizations establishes key performance indicators for the conduct and completion of investigations, and	Accepted	In progress	WHO has an Investigations Log for recording all reports of concern received in relation to allegations of suspected wrongdoing. This Log also serves as the basis for recording information on investigation timelines for all phases of the investigation and provides	In progress WHO completed the external independent Peer Review of the investigations function in October 2017 and an Action Plan has been established to address

has adequate capacity to investigate, based on a risk categorization and the type and complexity of the investigations.			statistics that are periodically reported to the WHO audit advisory committee (the Independent Expert Oversight Advisory Committee - IEOAC). As part of the quality control programme of the Office, IOS is planning to conduct an independent Peer Review of the investigations function in 2017.	the related recommendations (No 22. IOS establish time targets for completing preliminary reviews and for completing investigations, to serve as Key Performance Indicators, and monitor their achievement) with a deadline of December 2019. Primary focal point: Joint Inspections Unit
Recommendation 14: The executive heads of the United Nations system organizations, in consultation with the Office of Legal Affairs (OLA) of the United Nations, and their respective legal offices, should strengthen existing protocols and procedures for referrals of fraud cases (and other misconduct) to national enforcement authorities and courts for criminal and civil proceedings, as well as for asset recovery, and ensure that referrals are done in a timely and effective manner.	Accepted	Implemented	WHO systematically attempts to recover “defrauded” resources and ensures that referrals are done in a timely and effective manner on a case-by-case basis. WHO eManual Section XII.14.1 Fraud policies and reporting of suspected fraud states that: “Where it has been concluded that misconduct has occurred resulting in financial loss to the Organization, the Director-General may decide to make use of all means available to the Organization in order to recover misappropriated funds, including by taking civil action before national courts.” Primary focal points: Department of Human Resources; Office of the Legal Counsel	
Recommendation 15: The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual basis a consolidated and comprehensive management report on the performance of anti-fraud activities, based on key performance indicators. The report shall include, inter alia, the level of fraud exposure, status of compliance with anti-fraud policies, fraud statistics, sanctions imposed, fraud losses and recovery of assets, and lessons learned.	Accepted	In progress	The annual report of the Independent Expert Oversight Advisory Committee (IEOAC) presents a review of WHO’s financial statements, financial reporting and accounting policies; provision of advice on the adequacy of internal control and risk management; and review of the effectiveness of the Organization’s internal and external audit functions, and monitoring on the implementation of audit findings and recommendations. This report is presented to the PBAC and considered by the WHA. Additionally, the IOS Annual report to the WHA includes statistics on the types of alleged misconduct reported to the Office. Further, summaries of all investigation reports are included with details of the related loss	Implemented Complementing earlier reported actions, WHO reports regularly to Member States with summaries of all investigation reports with details of the related loss estimates, recommendations for recovery of losses and the relevant disciplinary measures applied, if available. The Secretariat systematically attempts to recover defrauded resources and ensures that referrals to, or requests for assistance by, other relevant authorities are dealt with in a timely and effective manner on a

			<p>estimates, recommendations for recovery of losses, and the relevant disciplinary measures applied, if available.</p> <p>Following the finalization of the CEB document defining fraud and implementing partners within the UN system, and based on collective decisions by all CEB members regarding the need for and language of key performance indicators on fraud, WHO will report to the IEOAC.</p> <p>Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit</p>	<p>case-by-case basis.</p> <p>One of WHO's Principal Risks is "Failure to prevent and effectively address fraud/corruption in the Organization." Progress on mitigation of this risk has been discussed by senior management and actions proposed are implemented accordingly.</p>
<p>Recommendation 16: The legislative and governing bodies of the United Nations system organizations should: place on their respective agendas a permanent or standing item relating to fraud prevention, detection and response; review on an annual basis the consolidated and comprehensive management report presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters.</p>	Under consideration		<p>Submitted for consideration of legislative/governing bodies in document EBPBAC26/4.</p> <p>The Report of the Executive Board includes the information from the annual report of the Independent Expert Oversight Advisory Committee (see progress reported in Recommendation 15), and this report is a standing item.</p> <p>Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit</p>	

3.2 Succession planning in the United Nations system organizations (document JIU/REP/2016/2)¹¹

The objectives of this system-wide review were to: (a) follow up and assess the progress made in developing a framework for a succession planning strategy and implementing relevant policies; (b) identify succession planning challenges and propose solutions; (c) identify and disseminate best/good practices; and (d) propose benchmarks for succession planning.

For the proper implementation of succession planning, the Inspector suggests the application of five benchmarks based on leading practices in the private and public sectors (see below, included in the table).

The report has four recommendations, of which two are addressed to executive heads of United Nations system organizations, one to their legislative/governing bodies, and one to the Secretary-General.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 1: The legislative/governing bodies of the United Nations system organizations should exercise their oversight role and examine the causes for the lack of, and/or the delay in, the introduction of formal succession planning in their respective organizations, including the adequacy of current funding; and request the executive heads of these organizations to develop formal succession planning without any further delay, by the end of 2017.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC26/4.	In progress WHO will launch a new annual succession planning exercise taking into consideration the fact that, as a result of the extension of the Mandatory Age of Separation (MAS65), staff with an acquired right to retire at the age of 60 or 62 can choose when to retire.
Recommendation 2: The executive heads of the United Nations system organizations, who have not yet done so, should instruct their human resources management offices to develop and implement appropriate frameworks for succession planning strategies, and devise appropriate guidelines on the succession planning process without any	Accepted	In progress	The Human Resources Management Department was instructed to develop such strategies, and is working on it. - An annual Organisation-wide exercise for retiring staff has been conducted since 2014. It allows for a better alignment of the staffing structure with WHO's evolving needs as some positions vacated by retiring staff were proposed for abolition	In progress WHO will launch a new annual succession planning exercise taking into consideration the fact that, as a result of the extension of the Mandatory Age of Separation (MAS65), staff with an acquired right to retire at the age of 60 or 62 can choose when to retire.

¹¹ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_2%20_English.pdf

further delay, by the end of 2017.			<p>and other advertised with different post descriptions.</p> <p>- Succession planning will be enhanced when Mobility becomes mandatory (2019), and will allow to reassess the need for positions vacated by staff reaching their standard duration of appointment.</p> <p>Likewise, since 2009, WHO has in place succession planning for Heads of WHO Offices in Countries, Territories and Areas Offices (HWO) using a pre-qualified roster as its basis. Since 2014, the development needs of internal candidates interested in this senior role have increased in focus and are closely followed by the HWO project team within the Human Resources Management department.”</p>	
Recommendation 3: The executive heads of the United Nations system organizations should instruct their human resources management offices to adopt the benchmarks* set out in the present report with a view to ensuring that their organizations have a sound succession planning process, and should report on the progress made to their legislative/governing bodies.	Accepted	In progress	See WHO's comments in benchmarks below.	Previous comments remain valid.
Benchmarks*		Comments		
1. Formal succession planning is instituted with due regard to the organization's needs, taking into consideration its mission, its mandate and the nature of its work.		See comments on recommendation 2.		
2. The organization adopts a holistic approach, integrating its formal succession planning and management into its overall human resources management activities.		See comments on recommendation 2.		
3. The organization establishes by the best means at its disposal its current critical roles and positions, as well as the competencies required for those key roles and positions, and plans for their future revision/identification with more sophisticated means,		<p>- WHO is decentralized, which means that there is a common process, but the major offices (regional offices and headquarters) take their own decisions regarding positions and organizational design. No holistic approach.</p> <p>- The Member States' priorities change to address the most</p>		

requesting the appropriate funding.	salient public health issues: it has been Polio for some time, and we are now developing a new programme for Emergencies to “expand [WHO’s] emergency risk management mandate, and in particular its operational role in emergency response” (ref. EBSS/3/3 – EB136/49). This also has consequences on available funding. Concretely, it means that no role can be considered “critical” on a period of time that would allow the implementation of succession planning “as per the book”. The competencies are detailed in each position description.	
4. The organization reviews by the best means at its disposal its current talent to identify staff members who have the potential to be considered for and take over key roles and positions immediately or shortly after some additional preparation.	WHO has been implementing tools to support a successful planning process: -> Career pathways (a first exercise was conducted for the Tuberculosis area, others are under preparation); -> Career development workshops; -> Skills inventory; -> Training for staff to take the next folds.	The new WHO leadership is keen on the development of career paths and identifying staff members with high potential who would be supported by adequate training and career development activities.
5. The organization communicates in a transparent way the staff development and career path requirements for staff members to be considered as potential candidates for succession to critical roles and positions; the organization provides staff members who are identified as potential talent with learning and development opportunities that will allow them to fulfil the responsibilities of those roles and positions.	WHO has been implementing tools to support a successful planning process: -> Career pathways (a first exercise was conducted for the Tuberculosis area, others are under preparation); -> Career development workshops; -> Skills inventory; -> Training for staff to take the next folds.	Work in progress (see also comment for benchmark 4)

3.3 Review of the organizational ombudsman services across the United Nations system (document JIU/REP/2015/6)¹²

This review focused on ombudsman offices in United Nations system organizations with the objective of independently assessing their functioning by mapping their policies and practices across the system and reviewing and comparing their mandates, identifying their enabling environment, intention to adhere to the principles set out in international standards, assessing their contribution to identifying systemic issues, identifying good practices, including cooperation with other ombudsman practitioners, and capturing and analysing the perceptions and satisfaction of the main groups of clients.

The report has eight recommendations, of which seven are addressed to the executive heads of United Nations system organizations and one is addressed to their legislative/governing bodies.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 1: The executive heads of the United Nations system organizations, in consultation with staff representatives and the existing Ombudsmen, should review, update and disseminate across their respective organizations the terms of reference of the ombudsman, giving due consideration to the direction provided by the present report and using a staff-management consultation mechanism.	Accepted	In progress	The Secretariat has drafted revised terms of reference which are currently being reviewed by relevant in-house stakeholders.	In progress Internal discussions still ongoing
Recommendation 2: The executive heads of the United Nations system organizations, in cooperation with the ombudsman offices, should include questions relating to the ombudsman service in staff surveys and responses should be used by management, staff associations and the ombudsman office to increase staff awareness and promote a better understanding of the ombudsman function in the organization.	Accepted	In progress	Discussions have taken place with the stakeholders responsible for staff surveys in WHO, namely the Staff Association and the stakeholders involved in the Respectful Workplace Initiative (RWI) with a view to having additional questions in the future surveys to increase staff awareness on the role of the Ombudsman.	In progress There are no plans for new surveys in the near future. However, OMB has discussed with the responsible entities in WHO the need to reflect the role and importance of the Ombudsman in future surveys' questions. OMB will monitor the situation so that the Ombudsman is involved in any future survey to be organized.

¹² https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_6_English.pdf

Recommendation 3: The executive heads of the United Nations system organizations should request their respective ombudsmen to ensure that their field staff have the option of an in-person consultation with the ombudsman of another United Nations system organization in the same location (for example, the regional ombudsman of UNOMS or the visiting ombudsman of another United Nations system organization).	Under consideration			Under consideration Issue needs to be raised with UNARIO
Recommendation 4: The executive heads of the United Nations system organizations should request their ombudsman offices to include in their work programme the development of a case management manual and to seek the cooperation of other United Nations system ombudsmen with a view to achieving a certain level of harmonization across the system.	Accepted	In progress	Work on a case management manual was discussed in the last UNARIO meeting in July 2016, and all participants agreed to set up a working group to elaborate a draft. Discussions on the content of the document are currently underway.	In progress Issue needs to be discussed in the context of UNARIO.
Recommendation 5: The legislative bodies of the United Nations system organizations should make it possible for the ombudsman to report to them on systemic issues identified on a regular basis.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC26/4.	Implemented OMB report was submitted to the 142nd session of the Executive Board in January 2018 (document EB142/INF./2).
Recommendation 6: The executive heads of the United Nations system organizations should request the ombudsman to include continuous training and certification of ombudsman practitioners in the strategic workplans of their ombudsman offices.	Accepted	Implemented	Training and certification are relevant aspects of OMB compacts, including that for 2017. In that endeavor, the Ombudsman seeks to maintain an active understanding of professional developments in his area of work by continuing professional membership, most notably in the International Ombudsman Association (IOA), and to participate in relevant international meetings, in particular those organized by the Network of Ombudsmen and Mediators in the United Nations and Related International Organizations (UNARIO).	

<p>Recommendation 7: The executive heads of the United Nations system organizations should establish an accountability and appraisal system for the ombudsman services and include the relevant provisions in the ombudsman's terms of reference. The system and the provisions should reflect the specific requirements of the ombudsman function by making accountability and the appraisal process inclusive and participatory for all stakeholders.</p>	Accepted	Implemented	<p>Recognizing the specific nature of the role of the Ombudsman, and taking account of the fundamental tenets of his work, most notably independence and neutrality, the WHO Director-General agreed to assess the performance of the Ombudsman through the so-called "compact" mechanism. Accordingly, in each year's compact, the Ombudsman, in agreement with the Director-General, sets forth a number of general objectives which he undertakes to meet at the end of the cycle. The Ombudsman should review compliance with those objectives in the context of the OMB Annual Report.</p> <p>As part of the Ombudsman's accountability to all staff, and as a means to show transparency within the Organization, the compacts for the Ombudsman are posted on the OMB intranet.</p> <p>The Ombudsman compact for 2017 was signed on 16 February 2017.</p>	
<p>Recommendation 8: The executive heads of the United Nations system organizations should request their ombudsmen to discuss the findings and recommendations of the present review at the UNARIO meeting to be held in 2016 and to decide on the course of actions they intend to reflect in their programmes of work, either individually or collectively.</p>	Accepted	Implemented	<p>All UNARIO members have discussed individual recommendations and are working collaboratively on them.</p>	<p>The recommendations of the JIU report and the way forward were part of the agenda being discussed in the course of the 2017 UNARIO meeting</p>

3.4 Review of activities and resources devoted to address climate change in the United Nations system organizations (document JIU/REP/2015/5)¹³

The objective of this review was to provide an overview of existing resources and activities devoted to addressing climate change across the organizations of the United Nations system, considering also the role of the environmental conventions, in particular the United Nations Framework Convention on Climate Change (UNFCCC).

The report has six recommendations, of which four are addressed to executive heads of United Nations system organizations, one is addressed to their governing bodies and one is specific to UNEP.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 1: The executive heads of United Nations system organizations should present to the governing bodies of their organizations a long-term United Nations system climate change strategy, responsive to the outcome of the twenty-first session of the COP 21 in Paris December 2015, and request its endorsement and the support necessary for its effective implementation, in order to achieve measurable interim results by 2020.	Accepted	Implemented	<p>At the COP22 in Marrakesh, a special session was convened on “Health Actions for the Implementation of the Paris Agreement”. The action day took as its basis that the Paris climate treaty is also a public health treaty, as “the right to health”, will be central to the actions taken.</p> <p>The event followed the “Health Action Agenda” approved at the 2nd Global Conference on Health and Climate, held in Paris from 7-8 July 2016. The Health Action Day provided a global overview, and examples of 10 concrete initiatives through which the public health community at country, regional and global level is currently supporting actions to implement the Paris agreement, for a healthier and more sustainable society, and its plans to scale up ambition and action. These were presented in alignment with the objectives of the Paris Health Action agenda:</p> <ul style="list-style-type: none"> • Health adaptation to climate change: Increasing climate resilience of health systems, and health determinants. <i>To at least double annual investment in health</i> 	

¹³ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_5_English.pdf

			<p><i>adaptation to climate change from by 2020, with a focus on surveillance for climate sensitive health outcomes, and climate resilience & sustainable energy in healthcare facilities.</i></p> <ul style="list-style-type: none"> • Gaining the health “co-benefits” of climate mitigation, particularly reducing 6.5 million annual air pollution deaths. <i>To assess the number of deaths from air pollution at global, regional and national level; the expected health gains from Nationally Determined Contributions to the UNFCCC; and the potential for larger gains through more ambitious action.</i> • Ensuring support for health and climate action, through a new economic approach, and scale up of financial investments. <i>To define a coherent approach to link the economics of climate, environment and health, and how to value and promote climate and energy policies that are in the national health interest.</i> • Engaging the health community and civil society in mitigation and adaptation. <i>By 2020, to triple the number of countries in which health professional organizations engage strongly on this issue, and ensure commitments from health organizations representing 30 million health professionals.</i> • Measuring national progress and reporting through the WHO/UNFCCC country profiles and SDG indicators. <i>By 2020, to double the number of countries with national evidence and progress tracking through climate and health country profiles, and to support reporting and tracking of indicators relevant to climate change and health, both under the SDGs,</i> 	
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			<i>and by independent initiatives.</i>	
<p>Recommendation 2: The governing bodies of the organizations of the United Nations system should support and endorse the participation of their respective organizations, when they are involved in cross-cutting areas directly or indirectly related to climate change, in a system-wide United Nations strategy to combat climate change, in a consistent manner with the outcome of the UNFCCC COP 21 in Paris (December 2015).</p>	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC26/4.	<p>In progress</p> <p>WHO signed a Framework Memorandum of Understanding with the secretariat of the United Nations Framework Convention on Climate Change (UNFCCC), the Kyoto Protocol and the Paris Agreement (herein referred to as the “UN Climate Change secretariat”), located in Bonn, Germany to provide a framework for strategic collaboration between the UN Climate Change secretariat and WHO in the areas of mitigation, adaptation and awareness raising with respect to:</p> <ol style="list-style-type: none"> Authoritative and evidence-based guidance on health risks from climate change and the benefits associated with different climate change mitigation policies; Improving countries’ capacity to appropriately address health in Nationally Determined Contributions, National Adaptation Plans, and other avenues, and to develop tools and standards to support decision making and implementation of instruments such as health impact assessment (HIA) that assess health co-benefit opportunities and risks associated with climate policies and technologies; Supporting the integration of climate risks into WHO support to health policy and programmes, including in environmental health, health system strengthening, and disaster preparedness; Tracking and reporting of the scale and nature of investments in protecting health from climate risks, and in development that both promotes health, reduces carbon emissions and increases resilience to climate change impacts; Identifying opportunities to more effectively engage and inform climate and health policy makers, practitioners, civil society and the wider public in communicating and preventing climate risks, and in taking

				<p>advantage of opportunities for health.</p> <p>f. Measuring the progress that countries are making in protecting health from climate change, and reporting through the WHO/UNFCCC climate and health country profiles and the Secretary General's SDG progress reports.</p>
<p>Recommendation 3: The executive heads of organizations involved in areas with clear cross-linkages with climate change should elaborate and agree upon a common methodology to establish criteria to ensure additionality of funding for climate change adaptation and mitigation, seeking for consistency and coherence in the context of the climate change regime methodologies.</p>	Accepted	In progress	<p>WHO is preparing an application to become implementing agency of the Green Climate Fund (GCF). GCF was established by 194 governments to limit or reduce greenhouse gas emissions in developing countries. It is guided by the principles and provisions of the UNFCCC. It is governed by a Board of 24 members, comprising an equal number of members from developing and developed countries. Its headquarter is in Songdo, Republic of Korea where it was established in December 2013.</p>	<p>In progress</p> <p>WHO made an application to become implementing agency of the GCF in 2017. The September 2017 Meeting of the GCF Board decided to extend the prioritization of direct access entities (i.e. national entities, and not UN agencies, as they consider that they have too many of these). WHO's application may not be considered until the second half of 2018 at the earliest, and if the prioritization of direct access entities is not extended further).</p> <p>The GCF Secretariat advised that the WHO application does not demonstrate adequately how WHO can act as a financial implementing agency - i.e. in distributing funds to other actors, as opposed to an executing agency (taking direct responsibility for doing the work). WHO challenged this, on the basis that GCF has accredited several agencies who have similar or lower implementing capacity than WHO, and considers that WHO is now being held to a different standard than our sister UN agencies, apparently because GCF has now imposed stricter standards. WHO considers that it should be treated in the same way other UN Agencies, and it is not realistic for us to act as a financial institution.</p>
<p>Recommendation 4: Executive heads of the member organizations of the CEB, under the leadership of the Secretary-General in his capacity as Chair of the CEB, should promote the development of a common information-sharing system for the measurement and monitoring of</p>	Accepted	Implemented	<p>WHO and UNFCCC Climate and Health are jointly producing Country Profiles. The Project aims to provide Ministers of Health, health decision-makers and advocates with country-specific, evidence-based snapshots of the climate hazards and health risks facing countries. They present opportunities for health co-benefits through mitigation actions and provide a global platform to track national progress in policy response and</p>	

the United Nations system activities and resources aimed at addressing climate change, by sector and type of funding, so as to ensure the most cost-efficient and effective delivery of activities to tackle climate change.			implementation. The project has strengthened the linkages between climate and health communities; promoted innovative research on national climate hazard and health impact modeling; and engaged an inter-ministerial network of climate and health focal points to develop, advance and disseminate the findings. See more info at: http://www.who.int/globalchange/resources/countries/en/	
Recommendation 6: The executive heads of the United Nations system organizations involved in country activities in the UNDAF, should ensure that their organizations follow the UNDG guidance on Integrating Climate Change in the UNDAF and build on existing good practices of engagement with the UNFCCC related bodies, for climate change assistance at the country and regional level, in close cooperation with the Resident Coordinators, to enhance and strengthen capacity-building assistance to developing countries through CCA/UNDAF.	Accepted	In progress	<p>WHO actively participates in the development of the new UNDAF guidance and its companion pieces (currently being developed by the UNDG). WHO disseminated the interim UNDAF guidance to all its regional offices and offices in countries, territories and areas and posted it on WHO Intranet. WHO will develop internal guidance once the new package of UNDAF guidance and its companion pieces is finalized.</p> <p>The new 2016 Guide for the formulation of the WHO Country Cooperation Strategy (CCS) strengthens the interlinkages of the CCS with UNDAF and the SDGs: "The CCS informs and reinforces the health dimension of the United Nations Development Assistance Framework (UNDAF) and acts as the main instrument for harmonizing WHO's cooperation in a country with the work of other United Nations agencies and development partners towards achieving the SDGs."</p>	<p>In progress</p> <p>WHO has developed internal guidance for WHO country offices, ensuring that the guidance adopted in the UNDG is used while developing the UNDAF.</p> <p>An internal global analysis of the CCS, completed in 2017, showed that 41 CCSs out of a total of 64 (64%) mentioned a linkage with the UNDAF outputs/outcomes or a similar United Nations programming process at country level. The WHO country office and CCS play a key role in shaping the UNDAF, particularly on issues such as universal health coverage, social protection, the social determinants of health and health in all policies, as well as on matters related to emergencies and climate change.</p>

3.5 Public information and communications policies and practices in the United Nations system (document JIU/REP/2015/4)¹⁴

The objectives of this review were to: (a) provide a comparative assessment of respective arrangements related to the public information and communications function within the United Nations system organizations and to propose benchmarks for a strategic approach to communications; and (b) assess the current mechanisms of system-wide coordination among these organizations, both at their headquarters and in the field.

The report identifies nine benchmarks for a strategic public information and communication function, and makes six recommendations. Five of the recommendations are addressed to executive heads of United Nations system organizations and one is addressed to their legislative/governing bodies.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 1: The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in this report in order to enhance the strategic role of the public information and communication function in contributing to the achievements of organizational goals and priorities, thereby promoting global support for their organization.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC26/4. The nine benchmarks are already in place with staff and funding established to sustain efforts.	
Recommendation 2: Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communication function within their organization, by adhering to the nine benchmarks proposed in this report, as applicable.	Accepted	Implemented	The nine benchmarks are already in place with staff and funding established to sustain efforts.	WHO is currently reorienting communications to become more proactive and better showcase the work and impact of the Organization, as well as disseminating public health information
Recommendation 3: The executive heads of the United Nations system organizations should encourage, as applicable, their representatives	Accepted	In progress	WHO Department of Communications has regular contact with UNCG colleagues through regular emergency	In progress WHO regularly engages with UNCG at New York and Geneva level. Acting director was

¹⁴ https://www.unjui.org/sites/www.unjui.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_4_English.pdf

in the UNCG at principals' level and in the UNDG Communications and Advocacy Working Group to coordinate their work closely and to develop strong complementarities and synergies between the two Groups in order to further strengthen the public information and communications capacity in the United Nations system.			communication meetings hosted by UNDP and attendance of NY based communications officer at UNCG weekly meetings. Geneva based staff have not been regularly attending UNCG meetings due to time differences.	unable to attend the annual meeting of UNCG chiefs as this clashed with our Executive Board meeting.
Recommendation 4: The executive heads of the United Nations system organizations should take concrete measures to strengthen public information and communications capacity at the field level within their organizations, when applicable. This in turn would enable local UNCGs to conduct joint activities with due attention to local circumstances and organizations' mandated priorities, and reinforce the effectiveness and impact of those activities.	Accepted	In progress	WHO Department of Communications works collaboratively with communications officers at 6 regional offices and with one-third of country offices who have communications officers. We are actively working to build capacity through a proactive training program in regions and countries.	Ongoing WHO Department of Communications works collaboratively with communications officers at 6 regional offices and with one-third of country offices who have communications officers. We have a rolling programme to build capacity through a proactive training program in regions and countries.
Recommendation 5: The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies of public information and communications.	Accepted	Implemented	WHO Department of Communications integrates social media into communication campaigns, initiatives, and other activities to leverage its audiences and interactivity.	
Recommendation 6: The executive heads of the United Nations system organizations should strengthen the in-house capacity for social media management with a view to creating specific content and maintaining organizational accounts, as well as to providing advice on the proper use of social media.	Accepted	In progress	WHO Department of Communications has policies posted and training to build and ensure quality control of Organizational social media use. The social media policy is currently under revision.	Implemented WHO Department of Communications has policies posted and training to build and ensure quality control of Organizational social media use.

3.6 Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations - summary report (document JIU/REP/2015/1)¹⁵

The purpose of the evaluation was to provide information to the General Assembly/Economic and Social Council and to the legislative and governing bodies of the participating organizations and to the members of United Nations Chief Executive Board for Coordination on how the United Nations system organizations have implemented the resolutions aimed at mainstreaming or supporting the decent work agenda with a view to using the lessons learned in the finalization of the post-2015 agenda.

The report identifies a number of lessons learned, and has seven recommendations, of which only one recommendation was addressed to executive heads of United Nations system organizations. Four recommendations were addressed to the Secretary-General, one to the ILO governing body and one to the ECOSOC.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 6: Executive heads should instruct their respective technical units to re-examine their work to identify if there are areas where the decent work agenda can be linked to their activities and to make existing linkages more explicit	Accepted	In progress	WHO, together with ILO and OECD, embarked on developing a Five-Year Action Plan on Health Employment and Economic Growth ¹⁶ to implement the recommendations of the High-Level Commission on Health Employment and Economic Growth to create 40 million decent jobs in health and social services and to improve gender equality and working conditions in health care facilities. Collaboration with the ILO has further advanced to implement the global plan of action on workers' health (Resolution WHA 60.26 "Workers' Health: Global Plan of Action" ¹⁷), in particular regarding the occupational health and safety of health workers and the development of a joint methodology for monitoring the health of workers. The progress on workers' health will be reported to WHO's governing bodies in 2018 and WHO is developing a road map for health systems in implementing SDG 8 on decent work and economic growth. The new WHO Gender Equality in Staffing Policy, which entered into force in January 2017, applies to international staff members holding fixed-term and continuing appointments in the professional and higher categories. The policy commits WHO to achieving at least	In progress WHO finalized the implementation of 10-year global plan of action on workers' health under Resolution WHA 60.26. The results will be discussed at the Seventy-first World Health Assembly, see pp 24-26 in http://apps.who.int/gb/ebwha/pdf_files/WH/A71/A71_41-en.pdf . The Director-General of WHO made a special statement at the 32nd World Congress on Occupational Health, on 30 April 2018 in Dublin, about health and safety of workers and the commitment of WHO to work with ILO to achieve decent work https://youtu.be/M5sKUBCzFKc . WHO and ILO developed jointly a manual on occupational safety and health in public health emergencies (in print). WHO has also issued a report on preventing

¹⁵ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_1_English.pdf

¹⁶ http://www.who.int/hrh/com-heeg/hrh_heeg_3rdcall/en/

¹⁷ http://www.who.int/occupational_health/publications/global_plan/en/

			<p>a 1.5% increase in the percentage of female staff holding fixed-term and continuing appointments at P4 and higher level in the Organization, every year for the next five years, taking into account and monitoring the different levels of progress made by HQ and Regional Offices. The policy will be evaluated after two years.</p>	<p>disease through healthy and safe workplaces (in print). WHO and ILO have embarked on the development of a joint methodology for measuring work-related burden of disease and injuries. WHO has elaborated a road map for the contribution of action by health systems on workers' health to achieving SDGs, including SDG 8 on employment, decent work and economic growth. WHO is also working with ILO on the health aspects of the future of work and the forthcoming UN strategy on the future of work and on addressing occupational safety and health of migrant workers under the UN Global Compact on Safe and Orderly Migration.</p>
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3.7 Contract management and administration in the United Nations system (document JIU/REP/2014/9)¹⁸

The objective of this review was to analyse current methods and practices used by the United Nations organizations across the system to manage contracts for goods and services after contracts have been awarded, with a view to identifying good practices and lessons learned, exploring areas for further improvement and enhancing coherence system-wide.

The report has 12 recommendations, of which two are addressed to legislative bodies of the United Nations system organizations, and one is addressed to the Secretary-General in his capacity as the Chair of the CEB. The rest are addressed to executive heads of United Nations system organizations.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 1: The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to update and, when necessary, develop specific policies, procedures, guidance and follow-up systems to ensure effective and efficient management of post-award contract activities.	Accepted	In progress	Post-award contract management activities are already conducted by WHO in part. A specific contract management policy will be developed in 2017. The implementation of the policy is planned for 2018.	Implemented WHO has implemented a policy on Monitoring and Evaluation of Contract Performance. The Policy includes the evaluation of the performance of the suppliers. The WHO Procurement Handbook contains a chapter on contract management.
Recommendation 2: The executive heads of the United Nations system organizations should incorporate in their annual statements of internal controls certifications, by individuals with procurement and contracts management authority, that the execution of contracts has been in full compliance with the organization's policies, procedures and rules.	Accepted	Implemented	As part of WHO's internal control framework, which serves as a self-assessment check list that is completed by all managers on an annual basis, the different aspects of the procurement process including post-award activities are highlighted. At senior level, DG, RDs and ADGs sign annual Representation Letters which contain this piece of information.	
Recommendation 3: The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to put in place	Accepted	In progress	The contract management policy will include the provision to designate the contract management responsibilities and accountability in writing.	Implemented WHO has implemented a policy on Monitoring and Evaluation of Contract Performance. In addition to this policy, the

¹⁸ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2014_9_English.pdf

a system whereby the persons designated to manage contracts after award are notified in writing about their accountability and responsibilities when managing a contract, and possess the required qualifications to manage the contract.			Furthermore the implementation of the contract management policy will include the aspect of training, in particular for services contract where the post-award activities are done de-centrally.	WHO Procurement Handbook contains an entire chapter on contract management. A training module on contract management will be developed and finalized in 2018.
Recommendation 4: The executive heads of the United Nations system organizations should re-assess the financial and human-resource needs for post-award contract management in terms of current and projected contract volume, value, complexity and type and decide on the best support structures required (e.g. centralized or decentralized) to ensure best value for money and the achievement of the organization's objectives.	Accepted	In progress	Recently, the corporate procurement structure has been modified and WHO just created a new team in Budapest that will be responsible for the establishment and management of global Long Term Agreements. The position descriptions reflect the responsibilities and qualifications for contract management. The recruitment of the staff is being finalized.	Implemented The recruitment of the dedicated team in Budapest has been finalised and the last staff are now on board.
Recommendation 5: The executive heads of the United Nations system organizations should develop a specific contract-management training programme in their organizations that would include courses offered as a requirement for all persons managing contracts of a certain size, value and complexity.	Accepted	In progress	As indicated in Recommendation 4, the team that is being established will consist of staff that are qualified to conduct contract management. With respect to services, where the post-award activities are done de-centrally, the implementation of the contract management policy will include training on contract management (ref. Recommendation 1).	Implemented With respect to services, where the post-award activities are de-centralised, the WHO Procurement Handbook 's chapter on contract management provides guidance to users. In addition, a training module on contract management will be developed and finalized in 2018.
Recommendation 6: The executive heads of the United Nations system organizations should ensure that supervisors of persons managing contracts incorporate contract-management criteria in these persons' annual performance evaluations	Accepted	In progress	With respect to services, where the post-award activities are done de-centrally, those responsibilities are not always explicitly indicated in the staff members' performance evaluation. However, it is implicitly taken into account in the overall performance assessment. For global Long Term Agreements, which will be managed by the dedicated team, the contracting management responsibilities will be reflected in the annual performance	Implemented The team in Budapest dedicated to the management of catalogues and global Long Term Agreements for goods is now fully staffed. Contract management responsibilities are reflected in the staff's annual performance objectives. A specific module on contract administration and contract management is being finalized as part of the global procurement training programme.

			objectives. (ref. Recommendation 4)	
Recommendation 7: The executive heads of the United Nations system organizations should ensure that for contracts of a certain value and complexity risk-management plans are in place covering post-award contract activities. These plans should include risk-mitigation measures and also clear designation of responsibility to those persons executing such measures.	Accepted	In progress	The contract management policy, which will be developed in 2017 will include the aspect of risk management. The implementation of the policy is planned for 2018.	Implemented As part of WHO's Internal Control Framework, WHO's corporate risk management and mitigation tool, a dedicated section on Procurement is included, addressing the most relevant policies and procedures on procurement that require to be reinforced or have been newly introduced. The Internal Control Framework works on the basis of a self-assessment, to be conducted by all Departments globally. The Internal Control Framework is revised annually, based on analysis of the risk reports in the preceding year.
Recommendation 8: The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for documenting and reporting on a contractor's performance in meeting contract requirements, and assign responsibility and management accountability for completeness of the contractor's performance reporting.	Accepted	In progress	A procedure for supplier performance evaluation has been created and will be implemented in the first quarter of 2017.	Implemented WHO has implemented contract monitoring and evaluation including supplier performance evaluation. This procedure includes the forms for supplier performance evaluation, for goods and for services. In addition, the WHO Procurement Handbook contains a complete chapter on contract management, including monitoring and evaluation of contract performance and supplier performance evaluation. The chapter also addresses contract administration. A training module on contract management will be developed and finalized in 2018.
Recommendation 9: The executive heads of the United Nations system organizations should conduct a study in their organizations to analyse the causes of modifications in contracts above certain thresholds and identify systemic deficiencies contributing to cost increases and delays. Remedial action should follow to address such deficiencies.	Under consideration		Contract modifications over a certain threshold (e.g. Contract Review Committee) appear to be rather rare occurrences. WHO will however review this recommendation in the light of the contract management policy that is being drafted.	Implemented Although contract modifications over a certain threshold are rare, the Procurement Handbook now includes a sub section on contract modifications with financial implications.
Recommendation 10: The executive heads of the United Nations system organizations should ensure that, when	Not accepted		WHO does not consider it in the interest of the Organization to include a liquidated damages clause in	

applicable, appropriate levels of liquidated damages and other remedies are included in the standard clauses of contracts and are judiciously enforced to protect the interests and rights of their organizations.			<p>its procurement contracts. The reason for this is that liquidated damages are a fixed amount in lieu of (rather than in addition to) damages actually sustained.</p> <p>Under the WHO Purchase Order (and other procurement contracts), WHO is always entitled to seek damages for default by the supplier.</p> <p>A liquidated damages clause would take away this right, and would thus make it impossible for WHO to seek redress for the prejudice it has actually sustained. Considering furthermore that WHO's suppliers are unlikely to accept any significant amount as liquidated damages, a liquidated damages clause could - in WHO's view - clearly be to the Organization's financial disadvantage. This opinion seems to be shared by certain other UN agencies.</p>	
Recommendation 11: The executive heads of the United Nations system organizations should augment the capabilities of their existing information technology systems such as Enterprise Resource Planning systems, or consider other specialized contract-management systems, to support the management of post-award contract activities based on a cost/benefit analysis and taking into account the level of need for such functionality.	Under consideration		WHO will conduct an analysis to review whether to augment the capabilities of existing systems or to consider other specialized post-award contract management systems.	<p>Implemented</p> <p>WHO uses the electronic Tendering system "In-tend", which is already enforced in 15 UN Agencies (https://www.ungm.org/Shared/KnowledgeCenter/Pages/COPINTEND_UNAgencies). This eTendering system is used for the management of all tenders for goods and services of a value above US\$ 200,000.</p> <p>The contract management module of the eTendering system "In-tend" is used for the management of Long term Agreements. Finally, various procurement reports have been developed using the Business Intelligence functionalities of the Organization's Enterprise Resource and Planning System (GSM). Some additional reports as well as enhancements are planned for development in 2018.</p>

3.8 Use of non-staff personnel and related contractual modalities in the United Nations system organizations – country case studies: Democratic Republic of the Congo, Haiti and India (document JIU/REP/2014/8)¹⁹

The objective of this report is to provide an assessment from a system-wide perspective of the use of non-staff personnel, including relevant policies, regulations, contractual practices and associated managerial processes in the United Nations system organizations, with a special emphasis on field office practices.

The report contains 13 recommendations of which 11 are addressed to executive heads of United Nations system organizations, one is addressed to their legislative/governing bodies and one is addressed to the Secretary-General in his capacity as Chair of the CEB.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 1: The executive heads of the United Nations system organizations should revise their non-staff policies, including the definition of non-staff and the criteria for the use of non-staff personnel, by using the employment relationship principle in accordance with relevant labour recommendations of the International Labour Organization.	Accepted	In progress	The first draft of changes has been completed, We expect consultations across the Organization in the coming months. Updates will be provided in due course.	Implementation of changes is planned from September 2018 (policy and procedures for Consultants and discontinuation of APWs for individuals and Volunteers). Other non-staff arrangements are currently under review.
Recommendation 2: The legislative/governing bodies of the United Nations system organizations should systematically exercise their oversight functions on the use of non-staff personnel through regular reviews of non-staff personnel information/data provided by the respective executive heads.	Accepted	Implemented	Data on non-staff is reported to the Governing bodies regularly via the HR Annual Report, provided for the Governing Bodies meetings (most recent A68/44 para. 22) Workforce data available online on: http://www.who.int/about/finances-accountability/budget/EB140_HRTables_2016.pdf?ua=1	
Recommendation 3: The executive heads of the United Nations system organizations should review the use of non-staff personnel with a view to identifying long-serving non-staff personnel under a de facto employment relationship and establish a plan (short- to medium-term) to terminate the inappropriate prolonged use of non-staff personnel. The plan,	Accepted	Implemented	A review of the non-staff contracts has confirmed that the use of such contracts is appropriate for the functions required of the “employees”. That said, WHO is exploring other non-staff contractual arrangements, preferably	

¹⁹ https://www.unjui.org/sites/www.unjui.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2014_8_Final.pdf

including resources required, should be presented to the legislative/governing bodies for endorsement and provision of the necessary financial support.			outsourced, that could replace the current ones.	
Recommendation 4: The executive heads of the United Nations system organizations should strengthen their internal monitoring, control and oversight of the use of non-staff personnel, through the sustained application of effective internal control mechanisms, systematic corporate monitoring and information/data collection, analysis and audits. They should ensure that a central department/unit at the corporate level is held responsible for global monitoring, analysis and reporting on the issue.	Accepted	Implemented	Transferred internal control from Procurement to HR. This is being implemented in a phased manner based on the identification of resources to implement the certification process	
Recommendation 5: The executive heads of the United Nations system organizations should ensure periodic analytical reporting both internally (to senior management) and externally (to the respective governing body) on the use of non-staff personnel in their organizations. Such reports should include detailed data and analysis on the use of non-staff, including the number of non-staff and associated expenditure, their weight in the total workforce, the breakdown of contractual modalities and the areas and locations used, the developing trends and the potential risks and corresponding measures.	Accepted	Implemented	Most data are published via the HR Annual Report, provided for the Governing Bodies meetings (A69/52: https://fus.unjui.org/UNFollowupSystem/spring/document?execution=e4s1). It report provides data on the number of contracts and the total cost to the organization for non-staff contractual arrangements. Most Recent EB Report: EB140/46 http://apps.who.int/gb/ebwha/pdf_files/EB140/B140_46-en.pdf	
Recommendation 6: The executive heads of the United Nations system organizations should ensure that updated and consolidated practical guidelines on the use of non-staff personnel are in place to guide managers involved in decision-making on the use of non-staff contractual modalities.	Accepted	In progress	The policy on non-staff contracts is being revised. Practical guidelines to guide managers on the use of non-staff contracts will follow.	Implementation of changes is planned from September 2018 (policy and procedures for Consultants and discontinuation of APWs for individuals and Volunteers). Other non-staff arrangements are currently under review.
Recommendation 7: The executive heads of the United Nations system organizations should ensure that individuals working for the organization under third-party/outsourcing contracts have decent working conditions, including a fair salary and social benefits and entitlements.	Accepted	In progress	Work is in progress, as these arrangements are being reviewed and other alternatives are being pursued.	Discussions are ongoing with UNPOS to review WHO's currently arrangements with UNOPS. A draft "service" contract is being discussed between AFRO/HRD and LEG. This type of contract incorporates the recommendations of the JIU regarding social security coverage.

Recommendation 8: The executive heads of the United Nations system organizations should ensure that the gender balance policy and related measures include non-staff personnel, including United Nations Volunteers (UNVs). Gender balance in non-staff personnel recruitment should be promoted and monitored as part of the overall gender equality policy.	Accepted	In progress	Implementation is ongoing	This will be considered during the global review of non-staff contracts, but is already encompassed in the eManual and in the new processes to be rolled out in Geneva.
Recommendation 9: The executive heads of the United Nations system organizations should allow long-serving non-staff (including UNVs) to apply as internal candidates for vacant staff positions, with a view to ensuring fairness and providing a measure to reduce long-serving non-staff in the organizations.	Under consideration	Not yet started	Not yet implemented, as this will require further consultation with senior management.	This matter has not been discussed as yet with senior management.
Recommendation 10: The executive heads of the United Nations system organizations should ensure that there is a clear, fair and rational mechanism for the determination and adjustment of remuneration levels of non-staff personnel, particularly in respect of long-serving non-staff.	Accepted	In progress	A new remuneration scale for Consultants was recently issued. All other contractual arrangements are being reviewed.	As part of the global review of non-staff contracts, the remuneration issue will be addressed for HQ and may be reviewed by regional officers at a later stage
Recommendation 11: The executive heads of the United Nations system organizations should ensure that long-serving non-staff personnel (including UNVs) have access to appropriate formal internal justice mechanisms. To that end, the executive heads should consider allowing them access to existing mechanisms or establish another practical system for their use.	Accepted	In progress	Internal discussions are ongoing.	After discussions with LEG, WHO maintains that non-staff will not access the internal justice system. The recourse remains arbitration
Recommendation 12: The executive heads of the United Nations system organizations, as a matter of priority, should ensure and formalize the access of non-staff personnel (including UNVs) to mediation, the ethics office, the office of the ombudsman and other informal conflict-resolution mechanisms, and ensure that such personnel have recourse to the policies on the prevention of harassment.	Accepted	In progress	Access is already available to all supporting measures.	Access is available to all supporting measures.

3.9 Analysis of the evaluation function in the United Nations system (document JIU/REP/2014/6)²⁰

This report contains the results of a JIU system-wide study of the evolution, development and advancement of the evaluation function in the United Nations system conducted in 2013. The study addressed the following questions: Has there been progression in the growth and development of the evaluation function in the United Nations system? What is the level of development of the evaluation function? What is its capacity to support United Nations system organizations and its response to demands, changes and challenges? How has it added value? What alternative approaches exist for an effective evaluation function that serves the United Nations system in the current context?

The report provides nine recommendations, of which five are addressed to executive heads of United Nations system organizations, two are addressed to their legislative bodies and two are addressed to the Secretary-General in his capacity as Chair of the CEB.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 1: The executive heads of United Nations system organizations in which the central evaluation function is co-located and integrated with other oversight functions or integrated with the executive management functions should enhance the function and ensure its quality, integrity, visibility and added value.	Accepted	Implemented	To accelerate progress and further support the continuing WHO reform process, the Secretariat has identified the strengthening of evaluation and organizational learning as an essential step. Accordingly, in August 2014 the evaluation function was moved from the Office of Internal Oversight Services (where it had been integrated with other functions) to become a separate unit within the Office of the Director-General in order to support independent evaluation. The Director-General has appointed a Representative for Evaluation and Organizational Learning, whose tasks included reviewing the evaluation function in WHO and identifying best practices and models in other entities, in order to propose a framework for strengthening evaluation function at the Organization. http://apps.who.int/gb/ebwha/pdf_files/EB136/B136_38-en.pdf	

²⁰ https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2014_6_English.pdf

			<p>The framework was reviewed by the EB and is being implemented.</p> <p>The WHO evaluation policy approved at the Governing body meetings requires that WHO will develop a biennial, Organization-wide evaluation workplan as part of the its planning and budgeting cycle. The biennial workplan ensures accountability and oversight of performance and results, and reinforces organizational learning in a way that informs policy and operational decisions.</p> <p>http://apps.who.int/gb/ebwha/pdf_files/EB138/B138_44-en.pdf</p>	
<p>Recommendation 2: The executive heads of United Nations system organizations should adopt a balanced approach in addressing the purpose of evaluation for accountability, and for the development of a learning organization that has the appropriate incentive systems for innovation, risk-taking and the use of multidisciplinary perspectives.</p>	Accepted	Implemented	<p>Managerial accountability, transparency and risk management are key aspects of the WHO reform agenda. A series of measures was introduced in the last biennium 2014-2015, which will continue to ensure that WHO is accountable and can manage risk effectively. Evaluation is one element in improving accountability and promoting Organizational learning. Therefore, the Secretariat provides a consolidated institutional framework for evaluation at the three Organizational levels, and facilitates conformity with best practice and the norms and standards of the United Nations Evaluation Group. (Ref: PB 2016-2017: http://apps.who.int/gb/ebwha/pdf_files/WHA68/A68_7-en.pdf)</p> <p>The WHO Evaluation Office is responsible for ensuring accountability, which is done through(a) independently commissioning corporate evaluations; (b) backstopping and quality assurance for decentralised evaluations; (c) following up on the implementation of recommendations from evaluations; and (d) regularly reporting to the Governing Bodies on the findings of the evaluations that are</p>	

			<p>conducted, and management responses to the recommendations.</p> <p>With regard to organizational learning, WHO takes a broader approach. The objective is to develop a systematic approach to organizational learning that: defines and aligns all its elements and interfaces; is evidence-based; and informs policies and decisions that result in measurable changes. The Organizational Learning and Change Network, chaired by the Executive Director of the Director-General's Office and comprising Directors of Programme Management and of Administration and Finance from the regions and senior staff from headquarters, provides a mechanism to take this work forward and to ensure that the different activities are aligned and add value to the Organization. Organizational learning also takes place at different stages of the evaluation process: Policy processes and strategic/operational planning; development of evaluation workplan; development of ToRs; evaluation process; evaluation report phase; development of management responses; and dissemination of evaluation findings (Ref: Evaluation Newsletter, Issue 2, Sept. 2016).</p>	
<p>Recommendation 3: The legislative bodies should request the executive heads of United Nations system organizations to develop comprehensive budget frameworks and resource allocation plans for their respective evaluation functions, based on the cost of maintaining an effective and sustainable evaluation function that adds value to the organization. The plans should be submitted for consideration to the</p>	Accepted	Implemented	<p>The budget framework and resource allocation plans for evaluation are undertaken during the time of biennium planning and approval processes. Budget for evaluation is earmarked under Output 6.2.2. Organizational learning through implementation of evaluation policy and plans . (Ref: PB 2016-2017: http://apps.who.int/gb/ebwha/pdf_files/WHA68/A68_7-en.pdf)</p>	

legislative bodies within existing budgetary and reporting mechanisms and processes.				
Recommendation 4: The legislative bodies should direct the executive heads of United Nations system organizations to review and revise, as necessary, existing policies for the appointment of the heads of evaluation offices, in order to enhance independence, integrity, ethics, credibility and inclusion, with due regard to the following criteria: Term limits should be established for a single non-renewable term of office of between five and seven years, with no possibility for the incumbent of re-entry into the organization; The head of evaluation should have qualifications and substantial experience in evaluation, complemented by experience in the related fields of strategic planning, basic and operational research and knowledge management, and should have excellent management and leadership attributes.	Under consideration			Implemented The draft Evaluation Policy (2018), which is presented for the approval of the Executive Board as Annex to document EB143/6, addresses the issue of the appointment of the head of the evaluation office.
Recommendation 6: The executive heads of United Nations system organizations should make the use of evaluation an organizational priority based on a well-defined vision, strategy and results framework for the evaluation function, and report to their legislative bodies on the level, nature and impact of use of evaluation.	Accepted	Implemented	In August 2014, The Director-General appointed a Representative for Evaluation and Organizational Learning, whose tasks include reviewing the evaluation function in WHO and identifying best practices and models in other entities, in order to propose a framework for strengthening the evaluation function in the Organization. The review and consultation process with internal and external stakeholders focused on the following essential elements of strengthening evaluation and organizational learning: (a) creating a culture of evaluation; (b) establishing an enabling environment; (c) defining modalities and the scope of evaluation; (d) facilitating organizational learning; (e) determining relationships between	

			<p>evaluation and other assessments; and (f) communicating evaluation work and findings. The framework was reviewed by the EB and is being implemented.</p> <p>http://apps.who.int/gb/ebwha/pdf_files/EB136/B136_38-en.pdf</p> <p>The WHO evaluation policy approved at the Governing Body meetings requires that WHO develop a biennial, Organization-wide evaluation workplan as part of the its planning and budgeting cycle. The biennial workplan ensures accountability and oversight of performance and results, and reinforces organizational learning in a way that informs policy and operational decisions.</p> <p>http://apps.who.int/gb/ebwha/pdf_files/EB138/B138_44-en.pdf</p> <p>Output 6.2.2. is related to Organizational learning through implementation of evaluation policy and plans, and has clearly defined indicators and deliverables at WHO HQ, Regional Offices and Country Offices. (PB 2016-2017: http://apps.who.int/gb/ebwha/pdf_files/WHA68/A68_7-en.pdf)</p>	
<p>Recommendation 7: The executive heads of United Nations system organizations should request evaluation offices to reassess the policies, strategies and priorities of the evaluation function. They should strategically position the evaluation function in their respective organizations so as to enhance its relevance in enabling the United Nations system to address current changes and challenges, and to achieve impact and sustainability.</p>	Accepted	Implemented	<p>In August 2014, The Director-General appointed a Representative for Evaluation and Organizational Learning, whose tasks included reviewing the evaluation function in WHO and identifying best practices and models in other entities, in order to propose a framework for strengthening the evaluation function at the Organization.</p> <p>In addition, the WHO Evaluation Office is the organizational point of contact for external evaluations, reviews and assessments such as United Nations Joint Inspection Unit (JIU) surveys, Multilateral Organization Performance Assessment Network reviews and other bilateral</p>	

			<p>reviews. This was implemented on 30 March 2015, when the JIU liaison function was transferred to the Evaluation Office.</p> <p>http://apps.who.int/gb/ebwha/pdf_files/EB137/B137_7-en.pdf</p>	
<p>Recommendation 9: The executive heads of United Nations system organizations should develop the institutional framework and necessary support systems to enhance the quality and added value of decentralized evaluation and the role it could play in supporting the United Nations system to address emerging challenges, including those of the post-2015 development agenda, and to enhance coherence and alignments in evaluation within and across United Nations system organizations, and with national institutions.</p>	Accepted	Implemented	<p>The evaluation work plan for the biennium 2016–2017, which incorporates both corporate/centralized and decentralized planned evaluations, was reviewed by the Global Policy Group, discussed with the Independent Expert Oversight Advisory Committee and reviewed and approved by the Board at its 138th session.</p> <p>http://apps.who.int/gb/ebwha/pdf_files/EB139/B139_9-en.pdf</p> <p>The Global Network on Evaluation, an internal network of the Organization is an integral part of the institutionalization of evaluation in WHO. Currently the network is being strengthened, so that they can play a stronger role in future evaluation work in both corporate and decentralised evaluations.</p> <p>WHO is also an active member of the United Nations Evaluation Group (UNEG) and participates actively in the group of UNEG heads and the various UNEG task forces.</p> <p>http://apps.who.int/gb/ebwha/pdf_files/EB137/B137_7-en.pdf</p>	

3.10 Post-Rio+20 review of environmental governance within the United Nations system (document JIU/REP/2014/4)²¹

The objective of this review is to strengthen the governance of, and programmatic and administrative support for, multilateral environmental agreements (MEAs) of the United Nations organizations, by identifying measures to promote enhanced coordination, coherence and synergies between MEAs and the United Nations system, thus increasing the contribution made by the United Nations system towards a more integrated approach to international environmental governance (IEG) and management at national, regional and international levels.

Of the 13 recommendations contained in the report, only one was relevant for WHO.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 12: The executive heads of the United Nations system organizations involved in country activities in the UNDAF should: (a) Adopt outreach and training policy; support the establishment of capacity-building in the United Nations country team; and disseminate the undg guidance notes on mainstreaming environmental sustainability and the integration of the three dimensions of sustainable development into the UNDAF process; and (b) Support the operationalization of the above-mentioned policy and the attendant expertise within the framework of the United Nations country team with the effective participation and contribution of specialists and experts of UNEP and MEAs, when feasible, as well as with the active use of sector experts of specialized agencies, funds and programmes, who have	Accepted	In progress	<p>i) WHO actively participated in the development of the SOPs for DaO countries (by the undg), co-signed by Heads of 18 UN agencies. WHO disseminated the SOPs to all its regional offices and offices in countries, territories and areas. WHO also developed internal guidance to facilitate implementation of the SOPs by all WHO regional offices and offices in countries, territories and areas. These documents are also available on WHO Intranet.</p> <p>ii) WHO actively participated in the development of the Mainstreaming the 2030 Agenda for Sustainable Development: Reference Guide to UN Country Teams, which was published in February 2016. WHO disseminated the Reference Guide to all its regional offices and offices in countries, territories and areas. WHO also developed internal guidance to facilitate implementation of the Reference Guide by all WHO regional offices and offices in countries, territories and areas. These documents are also available on WHO Intranet.</p> <p>iii) The Heads of WHO Offices in Countries, Territories and Areas, are well briefed on the 2030 Agenda for Sustainable Development, including the SDGs, and its relevance to health, through inter alia Information package for the roster of Heads of WHO Offices in Countries, Territories and Areas; WHO Handbook for the induction of Heads of WHO Offices in Countries, Territories and Areas; addressing the SDGs in regular biennial global meetings of all HWOs, etc.</p> <p>iv) WHO actively participates in the development of the</p>	<p>In progress</p> <p>WHO has developed internal guidance for WHO country offices ensuring that the guidance adopted in the undg is used while developing the UNDAF.</p> <p>To promote a coordinated approach delivering UN results, the UNCTs establish thematic or results groups. WHO leads or co-lead more than half of the health thematic groups and also participates in 71 and chairs or co-chairs 7 thematic groups addressing environment issues (WHO presence in countries, territories and areas - 2017 Report).</p>

²¹ https://www.unjui.org/sites/www.unjui.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2014_4_English.pdf

environmental knowledge and expertise working under the guidance of the Resident Coordinator.			<p>new UNDAF guidance and its companion pieces (currently being developed by the UNDG). WHO disseminated the interim UNDAF guidance to all its regional offices and offices in countries, territories and areas and posted it on WHO Intranet. WHO will develop internal guidance once the new package of UNDAF guidance and its companion pieces is finalized.</p> <p>v) The new 2016 CCS Guide (Guide for the formulation of the WHO Country Cooperation Strategy) strengthens the interlinkages of the CCS with UNDAF and the SDGs: “The CCS informs and reinforces the health dimension of the United Nations Development Assistance Framework (UNDAF) and acts as the main instrument for harmonizing WHO’s cooperation in a country with the work of other United Nations agencies and development partners towards achieving the SDGs.”</p> <p>vi) The Department of Country Cooperation and Collaboration with the UN System (CCU) leads collaboration with the United Nations system across three levels of the Organizations, especially within main UN coordinating bodies; participates in the policy debates on UN operational activities for development; provides inputs on health issues for the SG reports; and maintains bilateral relations with UN funds, programmes and specialized agencies. CCU supports country offices in working as part of a United Nations Country Team (UNCT) both directly and through a network of regional focal points. The Country Cooperation Strategy (CCS), closely aligned with national health policies, strategies and plans, is the main instrument for harmonizing WHO’s cooperation in a country with that of other UN agencies and development partners. Its key components should be reflected in the United Nations Development Assistance Framework (UNDAF)/One Programme.</p> <p>vii) In addition, several programmes have prepared specific guidance to support on UNDAF processes at the country level, which also had specific sections on mainstreaming environmental sustainability. For example, in 2015, WHO and UNDP published a Guidance note on the integration of non-communicable diseases into the UNDAF Framework, which had a section on mainstreaming environmental sustainability (p.52): http://www.who.int/nmh/ncd-task-force/guidance-note.pdf . Similarly UNDP and WHO FCTC also had published a guidance specific to tobacco control and national planning processes, which also included components of mainstreaming of environmental sustainability into UNDAF processes in relation to tobacco control.</p>	
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3.11 An analysis of the resource mobilization function within the United Nations system (document JIU/ REP/2014/1)²²

The objective of the review was to examine the status of resource mobilization in the United Nations system organizations and identify good practices. The aim was to: (a) map out the existing resource mobilization strategies/policies; (b) identify experience and good practices related to their implementation; (c) explore the coordination within and among entities in their headquarters locations and in the field; (d) review the functioning and staffing of resource mobilization units/offices; and (e) seek to understand the perspective of major member State contributors.

The report contains five recommendations, of which two are addressed to legislative bodies of United Nations system organizations and three to their executive heads.

Recommendation	Acceptance	Implementation status April 2017	Remarks April 2017	Update April 2018
Recommendation 1: The legislative bodies of the United Nations system organizations should periodically review the resource mobilization strategy/policy, including by providing political guidance and oversight of the implementation of the resource mobilization strategy/policy and by ensuring monitoring and the review of regular updates.	Accepted	Implemented	In 2013 a new financing model was introduced at the request of WHA as a central element of the WHO reform through the approval of the programme budget 2014-15 by the Health Assembly in resolution WHA 66.2. WHO's financing model, encompassing the resource mobilisation efforts, is spread over three phases. It starts when Member States determine the budget and priorities of the organization up to the approval of the programme budget by the Health Assembly. The second phase has a Financing Dialogue meeting preceded and followed by bilateral meetings between the Secretariat and contributors. The third phase is the coordination of organization-wide resource mobilization efforts to fund the remaining gaps of funding. The model has been implemented successfully since and will continue to be further strengthened.	
Recommendation 2: The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations should request member States, when	Accepted	In progress	WHO's Financing Dialogue is guided by a number of principles including predictability and alignment. Since the introduction of the new financing model and the financing dialogue the level of predictability in the financing of the	In progress WHO is presently preparing its General Programme of Work for 2019-2023 and this will be accompanied by a transformation programme to provide the

²² https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2014_1_English.pdf

providing specified contributions, to make them predictable, long-term and in line with the core mandate and priorities of the organizations.			<p>Programme Budget in advance of implementation has improved. At the start of the biennium 2012–2013, 62% of the base budget was assured. This figure increased to 77% for the biennium 2014–2015 and 83% for the biennium 2016–2017. However the fact that this figure has not increased beyond 84% nine months into the current 2016-2017 biennium is concerning.</p> <p>In the 2014-15 biennium the alignment of funding to categories and programme areas improved mainly due to the strategic distribution of flexible resources, although these have been insufficient to cover all the gaps resulting from the earmarking of voluntary contributions.</p>	<p>organizational shifts required by the GPW. The GPW itself is proving to be a powerful medium to re-engage donors on WHO's programme and the reform programme will provide a parallel opportunity to address donor concerns on issues such as impact based results reporting and value for money which have driven the increase in specified funding arrangements over time.</p> <p>WHO has been very clear on the managerial challenges posed by over-specified funding. By the same token, WHO recognizes that changing these paradigms is a question of addressing matters pertaining to both trust and policy. WHO is committed to that dialogue and looks forward to engaging with the donor community going forward.</p>
Recommendation 3: The executive heads of the United Nations system organizations should put in place clearly identifiable structures and arrangements, as applicable, with primary responsibility for resource mobilization, for the systematic implementation and coordination of the resource mobilization strategy/policy, monitoring and regular updates.	Not relevant		WHO had already completed this before the report was released, and hence this recommendation is not relevant for WHO.	
Recommendation 4: The executive heads of the United Nations system organizations should put in place, if they have not already done so, risk management and due diligence processes for resource mobilization; this should include, inter alia, ensuring that due diligence is not performed by the same individuals responsible for fundraising.	Accepted	Implemented	On improved risk management and due diligence processes for resource mobilization, the introduction of the newly created programme budget web portal has significantly increased the transparency of WHO's funding situation and its needs by programme area and major office. It now incorporates reporting on results, and is regularly updated to facilitate and improve the coordination of financial and programmatic reporting. Further improvements are expected from the continuing efforts of the Office of	

			<p>Compliance, Risk Management and Ethics, which has created and implemented a robust risk register for all aspects of WHO's work, and through the draft framework of engagement with non-State actors, which should further strengthen the existing due diligence for funding received from non-State actors.</p> <p>In addition to the web-portal, a robust risk register has been developed to capture additional risks for the entire Organization and including the resource mobilisation function. Lastly a framework of engagement with non-State actors has now been adopted by the WHA. Its implementation will further strengthen the existing due diligence for funding received from non-State actors.</p>	
<p>Recommendation 5: The executive heads of the United Nations system organizations should organize dialogues with their respective donors to agree upon common reporting requirements which would simplify the reporting process for the respective organizations and satisfy the information needs of the donors with a view to reducing the reporting burden and associated costs.</p>	Accepted	Implemented	<p>The new WHO Financing model introduced in 2013, foresees the organization of Financing Dialogue meetings every biennium, after the Programme Budget is approved by the WHA and before the start of the new biennium. These meetings are now institutionalised and have been held in 2013 and in 2015.</p> <p>In 2016 an extraordinary Financing Dialogue meeting was held to address the needs for the budget increase of the WHO Health Emergency programme. The objectives of the meeting were broadened to examine the overall Programme Budget 2016 – 2017 and initiate discussions on the proposed increase in assessed contributions for the Programme Budget 2018-2019.</p>	