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JIU Reviews 2014-2018 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 2018 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 2019.

2. Update on progress in the implementation of recommendations from recent JIU reviews issued during the period October 2017 to September 2018 that are of relevance to WHO¹

2.1 Review of whistle-blower policies and practices in United Nations system organizations (document JIU/REP/2018/4)²

This review was included in the programme of work of the Joint Inspection Unit (JIU) for 2017, following a proposal made by the United Nations Educational, Scientific and Cultural Organization for JIU to look at the effectiveness of whistle-blower policies and practices across the United Nations system organizations to ensure that whistle-blowers are accorded adequate levels of protection, especially with regard to retaliation.

The report has 11 recommendations, two of which are addressed to legislative bodies of the United Nations system, and nine to their executive heads.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1: Legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4.
Recommendation 2: In United Nations system organizations that do not have an external and independent mechanism for appeals when a prima facie case of retaliation is not determined, the executive head should instruct the relevant office(s) to develop, by 2020, appropriate options to address this deficiency for his or her timely consideration, and to outline any agreed-upon mechanisms and processes in updates to protection against retaliation policies.	Not accepted		WHO does not have a critical mass of recommendations that would justify investing into such an appeal mechanism.
Recommendation 3: Executive heads of United Nations system organizations should update their relevant whistle-blower policies by 2020 to address shortcomings and gaps identified in the JIU best practices ratings.	Accepted	In progress	This recommendation will be implemented.
Recommendation 4: By 2020, the legislative bodies of the United Nations system organizations should request executive heads to ensure that the	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4.

¹ As reported to the Programme, Budget and Administration Committee of the Executive Board in May 2019 (document EBPBAC30/4).

² Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_4_english_0.pdf (accessed 7 May 2019).

independence of the head of ethics, head of oversight and ombudsman/mediator functions is clearly defined, in accordance with recommendations contained in JIU reports (JIU/REP/2006/2, JIU/REP/2010/3, JIU/REP/2011/7, JIU/REP/2015/6 and JIU/REP/2016/8), and that these functions report periodically to the legislative body			The Secretariat notes that WHO's ethics function is considered best practice in the United Nations system and its independence is well established. It reports periodically to WHO's legislative body.
Recommendation 5: By the end of 2019, executive heads of United Nations system organizations should develop comprehensive communications tools for all personnel on what, how, where and to whom to report misconduct/wrongdoing, including harassment and retaliation, in all the working languages of the organization.	Accepted	In progress	This is currently implemented by way of the WHO Integrity Hotline, regular ethics training and communications campaigns.
Recommendation 6: Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting those who report misconduct/wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support mechanisms and resources.	Accepted	Implemented	The Organization has already started to develop standard operating procedures for proactively protecting those who report misconduct/wrongdoing from retaliation and for handling retaliation cases.
Recommendation 7: Executive heads of United Nations system organizations should develop standard operating procedures by 2020 for handling retaliation cases, with specific checklists and protocols for investigation, support services and communication.	Accepted	Implemented	See above response to recommendation 6.
Recommendation 8: Executive heads of United Nations system organizations should ensure that, by 2020, anonymous channels to report misconduct/wrongdoing are: (a) developed and operational; (b) available in all the working languages of the organization; (c) accessible to all personnel, vendors and beneficiaries; (d) reflected in their relevant policies; and (e) widely communicated	Accepted	Implemented	Anonymous channels to report misconduct/wrongdoing are in place, available in all the working languages of the Organization, accessible to all personnel, vendors and beneficiaries, and widely communicated.
Recommendation 9: By the end of 2019, executive heads of United Nations system organizations should ensure the public posting of an annual report, with all due consideration to confidentiality, on misconduct/wrongdoing and retaliation cases. The report should specifically include the allegations, findings and outcomes, including administrative actions taken.	Accepted	In progress	WHO accepts this recommendation with the caveat that such a report must respect ILO Administrative Tribunal jurisprudence on confidentiality.
Recommendation 10: By the end of 2019, executive heads of United Nations system organizations should ensure that all supervisors and managers are required to complete specific training on whistleblowing policies and on how to appropriately respond to and handle misconduct/wrongdoing and retaliation reports.	Accepted	Implemented	Training on whistleblowing policies is conducted for all supervisors and managers.
Recommendation 11: By 2020, executive heads of United Nations system organizations should conduct global staff surveys on a biennial basis, in order to gauge staff views on "tone at the top" issues, accountability and ethics-related topics and to develop a comprehensive action plan to address the issues identified.	Accepted	Implemented	Global staff surveys are also conducted on a biennial basis.

2.2 Review of internship programmes in the United Nations system (document JIU/REP/2018/1)³

This review addresses the role of internship programmes as part of ongoing reform of human resources management in the United Nations system. The review covers the period between 2009 and 2017, during which the size of internship programmes in the United Nations system grew significantly.

The report has seven recommendations, of which one is addressed to the United Nations General Assembly, one to the Secretary-General, one to legislative and/or governing bodies of the United Nations system and four to their executive heads.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 2: Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.	Accepted	In progress	The HLCM has created an informal working group on Internship in the UN system. WHO is chairing this working group and is therefore taking the lead, aiming at best practices to be implemented across the UN system.
Recommendation 3: The executive heads of JIU participating organizations should consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.	Accepted	Implemented	WHO has launched a reform of its global internship programme and policy and a progress report on measures implemented was provided to the 144 th session of the Executive Board in January 2019. ⁴ WHO issued the updated policy, which is now part of the e-manual. The main update was provided at the 144 th session of the Executive Board and there will be only a short update at the Seventy-second World Health Assembly in 2019. Additional updates will be issued in 2020 when stipends will be introduced.
Recommendation 5: The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on gender, country of origin, university from which the highest diploma was	Accepted	Implemented	Implemented and published in document EB144/47.

³ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_1_english.pdf (accessed 7 May 2019).

⁴ See document EB144/47 - Human resources update, including on the global internship programme. Available at http://apps.who.int/gb/ebwha/pdf_files/EB144/B144_47-en.pdf (accessed 7 May 2019).

received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A report should be presented for information to the governing and/or legislative bodies of the organizations at their next sessions.			
Recommendation 6: Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4. WHO accepts voluntary contributions to support the internship programme, as part of its existing funding mechanisms.
Recommendation 7: Executive heads of the organizations of the United Nations system should establish a collaboration mechanism between the public information services of the organizations and the permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, based on the World Guide to Higher Education published by the United Nations Educational, Scientific and Cultural Organization.	Accepted	Implemented	The global internship vacancy announcement is distributed to the permanent representatives of Member States in order to facilitate outreach to capitals on a worldwide basis.

2.3 Review of mechanisms and policies addressing conflict of interest in the United Nations system (document JIU/REP/2017/9)⁵

The objectives of this system-wide review are to assess to what extent the United Nations system organizations have in place adequate regulatory frameworks for addressing conflicts of interest; to assess the mechanisms and practices currently in place that address existing and potential conflicts of interest; to identify gaps and challenges, and propose solutions appropriate to the United Nations system organizations; to examine internal and inter-agency synergies, their impact in addressing conflicts of interest across the system, and make suggestions for their improvement or reinforcement; to identify and disseminate best/good practices in addressing conflicts of interest at all stages: prevention, mitigation, resolution and/or sanction.

The report has six recommendations, of which two are addressed to governing bodies of the United Nations system and four to their executive heads.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1: Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest, no later than December 2019.	Accepted	Implemented	WHO runs a mandatory annual exercise of declaration of interests targeting specific situations that present a risk of conflict of interest to the Organization.
Recommendation 2: Executive heads of the United Nations system organizations, who have not yet done so, should direct their human resources services to introduce a mandatory conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in consultation with any future inter-agency forum.	Accepted	Implemented	WHO runs a mandatory annual exercise of declaration of interests, based on a form submitted by staff members, to identify potential situations of conflict of interest. Newly recruited staff members are asked to submit a declaration of interests upon joining the Organization.
Recommendation 3: The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4

⁵ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_9_english.pdf (accessed 7 May 2019).

disclosure programmes and propose any changes to the rationale and scope of those programmes that are needed to increase their effectiveness.			WHO submits an annual report on compliance, risk management and ethics to the Programme, Budget and Administration Committee of the Executive Board (PBAC). The report contains information on conflict of interest management.
Recommendation 4: Executive heads of the United Nations system organizations, who have not yet done so, in consultation with the Legal Network of the United Nations system organizations, should take the necessary steps to introduce, by December 2019, adequate legal clauses in contractual agreements with their staff and non-staff, as appropriate, binding them to the period of restriction set for their function that prohibits them from engaging in clearly defined post-employment activities for the duration of that period of time.	Accepted	In progress	WHO's Code of Ethics and Professional Conduct contains a specific clause on post-employment activities.
Recommendation 5: Executive heads of the United Nations system organizations, who have not yet done so, should take the necessary steps, no later than the end of December 2019, to: (a) ensure that all staff members, irrespective of their level and grade, successfully complete the initial and periodic mandatory ethics training course and obtain the respective certification; (b) link certification of the required ethics training course to the annual staff performance appraisal cycle; (c) include ethics training in the induction training of non-staff, including refresher courses after service intervals, as appropriate.	Accepted	In progress	WHO runs several ethics training modules, both online and in person through induction training, and tailor-made sessions are designed for specific offices. Further training modules are under development and these courses will be regularly updated and revised.
Recommendation 6: The governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4. Through the annual report to the PBAC on compliance, risk management and ethics, the governing bodies exercise their oversight on such issues, including conflict of interest.

2.4 The United Nations system – private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (document JIU/REP/2017/8)⁶

The review started from the widely shared conviction that the 2030 Agenda for Sustainable Development provides unique momentum for a renewed engagement of the private sector in the service of the United Nations goals. Such a need is not only dictated by the authority of the 2030 Agenda but is also an expression of the changes in the conditions for global collective action and the rise of non-governmental emerging powers, which are able to act more swiftly than multilateral intergovernmental processes. While acknowledging and reviewing the existing safeguards regarding due diligence and risk management, this report places emphasis on making the United Nations system more effective in its cooperation with the private sector to support the 2030 Agenda and to foster sustainability in their business models.

The report has 12 recommendations, one of which is addressed to the ECOSOC, five to the Secretary-General, two to the United Nations General Assembly, two to both the Secretary-General and executive heads of United Nations system organizations and a further two specifically to executive heads of United Nations system organizations.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 3: Brokering partnerships and providing advice The Secretary-General of the United Nations and the heads of United Nations system organizations, assisted by the United Nations Global Compact, should coordinate and streamline a unique, system-wide package of information about the opportunities for partnerships offered to the private sector by the Sustainable Development Goals, for the benefit of interested organizations.	Not accepted		WHO recognizes the utility of coordinating and streamlining a common, system-wide package of information about the opportunities for partnerships offered to the private sector by the Sustainable Development Goals. However, WHO reviews its engagement with partners on a case-by-case basis, in accordance with the provisions of the Framework of Engagement with non-State actors and its policy on WHO engagement with global health partnerships and hosting arrangements.
Recommendation 5: Enhanced role for the Private Sector Focal Points Network The heads of United Nations organizations should enhance the role and responsibilities of the Private Sector Focal Points Network with regard to sharing knowledge, promoting good practices and finding innovative solutions to problems related to	Under consideration		Guided by the Framework of engagement with non-State actors and other policies such as the policy on engagement with global health partnerships and hosting arrangements, WHO is furthering its engagement and partnerships with different stakeholders, including private sector, based on a clear distinction of roles and responsibilities that creates added value, synergies and coordination

⁶ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_8_english_1.pdf (accessed 7 May 2019).

partnerships with the private sector, including by entrusting them with specific tasks and agenda items on which to report.			among different programmes that support achievement of global and national health outcomes. WHO as the directing and coordinating authority on international health work, participates in different UN coordination mechanisms and shares willingly its experience and expertise, lessons learned and innovative solutions to advance and reinforce engagements and partnerships with non-State actors, including private sector entities.
Recommendation 6: A system-wide database All heads of the United Nations system organizations, assisted by the United Nations Global Compact, should jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on information voluntarily submitted by the participating organizations.	Under consideration		WHO has developed a publicly-available Register of non-State actors that contains the standard information provided by non-State actors and high-level descriptions of the engagement that WHO has with them. In view of its experience with the development of this database, WHO considers that a system-wide database would have to be very carefully designed in terms of the roles and responsibilities and users/owners and data entry and maintenance requirements.
Recommendation 7: Common standard procedures and safeguards for due diligence The Secretary-General of the United Nations and all the executive heads of participating organizations should identify and agree on a minimum set of common standard procedures and safeguards for an efficient and flexible due diligence process to be applied system-wide in a transparent way by the United Nations operational staff engaged in the initiation and implementation of partnerships with the private sector.	Under consideration		WHO welcomes this recommendation and is ready to share its extensive experience in the performance of due diligence. In addition to the Framework of engagement with non-State actors, WHO has also developed a guide for staff members and a handbook for non-State actors on engagement with WHO. ⁷

⁷ <http://www.who.int/about/collaborations/non-state-actors/en/> (accessed 7 May 2019).

2.5 Review of donor reporting requirements across the United Nations systems (document JIU/REP/2017/7)⁸

The report identifies ways to improve donor reporting, better address donor needs and requirements, and enhance the standing of the United Nations system as a responsive and valuable partner for donors. It explores possibilities for standardization and streamlining, including developing a common reporting format/template.

The report contains seven formal recommendations, of which two are addressed to the governing bodies of United Nations system organizations and five to their executive heads.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1: The governing bodies of the United Nations system organizations should encourage the Secretary-General and executive heads of other organizations, in the framework of the United Nations System Chief Executives Board for Coordination, to develop a common position and pursue a high-level strategic dialogue with donors, in order to address the challenges posed by the current funding models and practices and the impact of strict earmarking of voluntary contributions and reporting to donors.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4
Recommendation 2: The executive heads of the United Nations system organizations that have not yet done so should put in place measures for ensuring that partnership agreements, concluded at the corporate level with the donors and at the corporate and field levels for individual programmes and projects, spell out the needs and requirements of the donors and the mutual commitments of the organizations and the donors, with respect to the details of reporting on the use of funds provided.	Accepted	In progress	Partnership agreements concluded by WHO at corporate level systematically address details of reporting and promote use of corporate reporting. The programme budget web portal (http://open.who.int/2018-19/home) is a key results and financial accountability instrument and the impact framework for the Thirteenth General Programme of Work, 2019-2023 is designed to increase confidence in corporate reporting.
Recommendation 3: The executive heads of the United Nations system organizations should encourage better access to, and dissemination and exchange of, information concerning donor reporting among the member States and should ensure that every organization maintains a corporate repository for all contribution agreements and donor reports.	Accepted	In progress	WHO currently has such a repository. However, further work is needed to build more effective systems and related processes to better manage donor coordination, pipeline opportunities and donor reporting for the Organization.

⁸ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_7_english.pdf (accessed 7 May 2019).

Recommendation 4: The executive heads of the United Nations system organizations that have not yet done so should regularly update guidance on donor reporting and put in place measures for the professional skills development and training needed to improve reporting to donors, for personnel at headquarters and in the field	Under consideration		The resource mobilization transformation stream of the WHO transformation agenda includes as one of the five priority areas for improvement the quality and timeliness of donor reports across the Organization through more clearly defined and enforced accountabilities.
Recommendation 5: The executive heads of the United Nations system organizations that have not yet done so should work systematically with donors to include in donor agreements the costs associated with preparing donor reports.	Under consideration		A detailed mapping of donor reporting costs is under consideration to take forward in future dialogues with contributors
Recommendation 6: The Secretary-General and executive heads of other United Nations system organizations should, preferably within the framework of the United Nations System Chief Executives Board for Coordination, develop and adopt a common report template accommodating the information needs and requirements of donors and the regulatory frameworks and capacities of the organizations, as a basis for negotiations with donors.	Under consideration		WHO would be pleased to participate in such an initiative and share its experiences.
Recommendation 7: The governing bodies of the United Nations system organizations should request the executive heads to task, and adequately support, the internal audit and evaluation offices of their respective organizations with ensuring that the relevant oversight reports provide the required levels of assurance that would help minimize reporting to individual donors on the use of their earmarked contributions.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4

2.6 Results-based management in the United Nations development system (document JIU/REP/2017/6)⁹

United Nations system organizations have been implementing results-based management since 2002. The present report examines the progress made and effectiveness in the implementation of results-based management. The focus is on the results-based management policy elements defined in General Assembly resolutions 67/226 of 21 December 2012 and 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The review complements the series of reports of the Joint Inspection Unit (JIU) on results-based management practices between 2004 and 2012.

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

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1 Executive heads who have not already done so should develop a well-defined, comprehensive and holistic strategy to guide the mainstreaming of results-based management within and across organizations	Under consideration		On the development of a strategy to guide the mainstreaming of results-based management within and across organizations and the establishment of a support function to ensure that UN-wide innovations in this regard are captured, supported, assessed for value and shared, ¹⁰ these initiatives are mainstreamed in WHO and are incorporated into the WHO transformation agenda, including its response to UN system-wide reform. The Secretariat will also be informed by the results of the planned evaluation of WHO's results-based management framework.
Recommendation 2: Executive heads, including the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination (CEB), should consider establishing a backbone support function to ensure that the vast range of innovations introduced in results-based management across the United Nations system are captured, supported, assessed for value and shared for adoption system-wide	Under consideration		See above response for recommendation 1.
Recommendation 3: Executive heads should strengthen the development of the culture of results by including in their	Under		WHO's Thirteenth General Programme of Work 2019-2023 is highly focused on delivering impact in countries and changing the mindset

⁹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_6_english__0.pdf (accessed 7 May 2019).

¹⁰ A JIU Note on Results-based management in the United Nations system (document JIU/NOTE/2017/1) (available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_note_2017_1_english_1.pdf, accessed 7 May 2019) also recommends the endorsement by executive heads of the system-wide high-impact model for results-based management and the establishment of an inter-agency task force in this regard.

respective capacity development agenda a focus on enhancing the mindset and value systems that are important for enhancing staff commitment and engagement in implementing results-based management.	consideration		with regard to measuring these results in countries.
Recommendation 4: Executive heads should ensure that the future development of approaches to staff accountability and human resources management incorporate more consideration of managing for achieving results, including the development of incentive systems that promote both accountability for results and accountability for transformative learning and innovations at all levels.	Under consideration		A review of performance management is ongoing as part of the WHO transformation agenda, with the aim of linking individual performance management to accountability for results of WHO's strategic plan (Thirteenth General Programme of Work, 2019-2023) and the programme budget.
Recommendation 5: Executive heads should make the use of information on results, including evidence resulting from evaluation, a strategic priority.	Under consideration		The planning process was redesigned to ensure that information on results, especially the results at country level, is the starting point for developing the biennial plans. The development of the programme budget 2020-2021 is based on measurable impact and programmatic targets which form the backbone of the full programme management cycle. With consideration of JIU recommendations, and the recent MOPAN review, monitoring and performance will be redesigned for 2020-2021 so that there is much rigorous stocktaking for results to improve implementation, decision-making and performance management and therefore reinforce the culture of results.
Recommendation 6: Legislative bodies may wish to work with heads of organizations to enhance the focus on managing for results beyond the demand for accountability and reporting to give a greater focus on what works, what does not work and why, and do so with due regard to context.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4.

2.7 Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations (document JIU/REP/2017/5)¹¹

The JIU conducts single-organization, several organization and system-wide reviews and issues three types of outputs: reports, notes and management letters. The value of JIU reports/recommendations depends on effective follow-up on the part of the participating organizations. Effective follow-up requires that: (a) the reports be given active and serious consideration by the legislative organs of the participating organizations, with the benefit of specific and timely comments by the secretariats; and (b) there is expeditious implementation of the approved recommendations contained therein, with full reporting on the implementation measures taken and an analysis of the resulting impact. This review is the first comprehensive review on the subject undertaken by the Unit since the Unit's proposal of a follow-up system was attached to its annual report in 1997 and endorsed by the General Assembly in its resolution 54/16.

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

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1: The executive heads of organizations who have not yet done so should enhance the consideration of JIU reports/recommendations by their respective legislative bodies, in line with best/good practices identified, by the end of 2018.	Accepted	Implemented	The Secretariat continues to improve its reporting to governing bodies on JIU reports and recommendations in order to facilitate their consideration of the same, as evidenced by this report. The Programme, Budget and Administration Committee (PBAC) of the Executive Board has a standing agenda item in its meeting in May every year, at which a report from the Director-General of WHO is presented with listing of all relevant JIU reports issued during the preceding year and a reference to JIU website and hyperlinks to the reports/notes. A summary of the JIU reports and recommendations, actions taken on all recommendations addressed to the executive heads, and those recommendations addressed to the legislative body are included in this report. In addition, a <i>Back of the room document</i> complementing the DG's report with actions taken on all JIU review recommendations in previous reports until their full implementation is also available for Member States at

¹¹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2017_5_English.pdf (accessed 7 May 2019).

			the PBAC meeting.
Recommendation 2: The executive heads of organizations who have not yet done so are requested to propose to their legislative bodies a concrete course of action to be taken with respect to the recommendations of the Joint Inspection Unit addressed to these bodies, especially with regard to system-wide and several organization reports, by the end of 2018	Accepted	Implemented	In accordance with existing governance practices the Secretariat is not authorized to propose a course of action to its legislative bodies. The Secretariat is obliged to take action on the JIU recommendations if, as requested, the governing bodies take note of the Director-General's report to the PBAC on the implementation of JIU reports and consider the recommendations contained in the JIU reports requiring action by WHO legislative/governing bodies.
Recommendation 4: The legislative bodies of organizations which have not yet done so should request annual follow-up reports on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4 The Secretariat notes that this is current practice in WHO WHO, through its Annual Report to the PBAC on the implementation of JIU reports, is already implement this recommendation.
Recommendation 5 The executive heads of organizations who have not yet done so should introduce appropriate verification and monitoring procedures on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018.	Accepted	Implemented	Information regarding the status of implementation of prior years' accepted JIU recommendations is made available to the PBAC in May of each year.
Recommendation 6: The executive heads of organizations, when considering JIU recommendations intended to enhance coordination and cooperation, should propose the inclusion of the consideration of these recommendations on the programme of work of CEB and its applicable mechanisms with a timeline for taking a decision, with effect from 2019.	Accepted	In progress	WHO is ready to support the CEB secretariat in this regard.
Recommendation 7: The executive heads of organizations who have not yet done so should establish a direct reporting line from the JIU focal point to top management.	Accepted	Implemented	On the establishment of a direct reporting line from the JIU focal point to top management, this function is currently carried out by the Evaluation Office, which reports directly to the Director-General.

2.8 Review of air travel policies in the United Nations system (document JIU/REP/2017/3)¹²

The main objective of this review was to assess relevant air travel policies, rules and practices and to examine their implementation across United Nations system organizations with a view to: enhancing the efficiency and effectiveness of travel management; increasing accountability and transparency among managers who approve travel, taking into account travellers' productivity, safety and security; promoting and increasing coordination and cooperation among organizations; and identifying good practices and lessons learned in order to promote, where possible, the harmonization of practices across the United Nations system.

The report has nine recommendations, of which four are addressed to the United Nations General Assembly, two are addressed to legislative bodies of the United Nations system organizations (only one is relevant for WHO) and three to their executive heads.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1: The legislative bodies of the United Nations system organizations should request their executive heads, who have yet to do so, to establish by 2019 a consistent percentage cost threshold below which the most direct route may be selected in lieu of the most economic route, taking into account the time thresholds established in each organization's travel policy for the selection of the most economic routes	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4 WHO has changed its policy and aligned with the UN Secretariat on determination of the official itinerary. Travel takes place the least expensive route available, provided that the total additional time of the whole journey does not exceed the most direct route by 4 hours, and provided that the savings are at least US\$ 200 versus the most direct route.
Recommendation 4: The executive heads of the United Nations system organizations, that have not yet done so, should ensure by 2019 that effective measures are taken to enforce and monitor compliance with an advance purchase policy, including incorporation of advance planning rules and key performance indicators in travel policies that are regularly measured.	Accepted	Implemented	WHO has been implementing an advance purchase policy for several years and has recently adopted a much stricter approval process for travel requests that are submitted late. In addition, comprehensive reports monitoring the compliance with the advance purchase policy are available to all staff and regularly discussed in management meetings. Changes have been made in the enterprise resource planning (ERP) system so that travel requests for staff travel that are not fully approved 14 days in advance of travel start date are automatically escalated in the system to ADG level for approval. A global management dashboard has been developed in the ERP system and one of the indicators is compliance with the travel policy on advance travel request approval for staff travel, and this dashboard is accessible

¹² Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2017_3_English.pdf (accessed 7 May 2019).

			<p>to all staff and reviewed regularly in management meetings.</p> <p>The duty travel policy was updated in March 2018 to include a provision that all travel requests for staff travel not in compliance with the 14 day advance travel request approval policy, that would normally be entitled to business class, will be downgraded to economy class.</p> <p>Results of the above initiatives – compliance with policy in this area has increased from 46% in 2016, to 66% in 2017, to 72% as at November 2018).</p>
<p>Recommendation 5: The executive heads of United Nations system organizations should schedule periodic monitoring and assessment to ensure conformity with their own air travel policies, conduct periodic risk assessments and identify measures for further efficiency gains by their next budgetary cycle.</p>	Not accepted		<p>As part of its ongoing work, the WHO travel unit already constantly monitors compliance with travel policy, and WHO management has recently implemented a significant number of measures intended to optimize WHO travel processes and reduce travel costs. Furthermore, WHO travel is regularly subjected to both, external and internal audits, which also lead to changes in policy and processes.</p> <p>In light of the above, WHO considers that its current travel monitoring systems, in addition to frequent external and internal reviews of its travel policy and process, sufficiently address this requirement.</p>
<p>Recommendation 6: The executive heads of the United Nations system organizations, if they have not already done so, should encourage the use of online booking tools for air travel, update their travel policies with guidelines for optimal use of such tools, and consider integrating them with their existing systems by 2020.</p>	Accepted	Implemented	<p>At WHO HQ, the use of an online booking tool (OBT) for air travel bookings is mandatory for all air travel within Europe. Several WHO Regional Offices have also implemented OBTs for air travel bookings linked to the systems provided by their contracted travel agents.</p> <p>In addition, WHO has recently implemented an online booking platform for booking hotels in our preferred hotel programme covering the 19 cities most frequently visited by WHO travellers. This online platform checks real-time availability of a related commitment with sufficient funds in the ERP system before confirming hotel reservations.</p> <p>Further expansion of OBT for air travel bookings is contingent on: (i) simplification of UN policy on business class entitlement (WHO is aligned with UN) to make it more easily implementable by online booking tools; and (ii) development of a similar interface with our ERP system to that which has been developed for the hotel booking platform. However, this is not envisioned in the next 12 months.</p>

3. Update on progress in the implementation of recommendations from recent JIU reviews issued during the period January 2014 to September 2017 that are of relevance to WHO¹³

3.1 Donor-led assessments of the United Nations system organizations (document JIU/REP/2017/2)¹⁴

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 April 2018	Implementation Status April 2018	Remarks April 2018	Update April 2019
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.	Accepted - In progress 28 th meeting of Programme, Budget and Administration Committee of the Executive Board noted this recommendation (document EBPBAC28/4). Donor assessment reports are currently published by the Member States.

¹³ All recommendations for the following review reports issued during the period January 2014 to September 2017 had already been implemented at the time of preparing this update on the status of implementation of recommendations of JIU reviews: Contract management and administration in the United Nations system (document JIU/REP/2014/9); Analysis of the evaluation function in the United Nations system (document JIU/REP/2014/6); 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).

¹⁴ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2017_2_English.pdf (accessed 7 May 2019).

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 recommendations by the responsible organizational units.	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.	In progress
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.	In progress
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.	Partially accepted - Implemented 28 th meeting of Programme, Budget and Administration Committee of the Executive Board noted this recommendation (document EBPBAC28/4). Planning and budgeting processes for the biennium takes care of the resourcing requirements of the internal audit and evaluation functions. Discussions at the senior management level also consider the resource requirements for both functions. In addition, the terms of reference of the Independent Expert Oversight Advisory Committee include responsibilities to review the effectiveness of the Organization's internal audit, evaluation and

				<p>investigation work (document EB132.R12) and to advise the Programme, Budget and Administration Committee and, through it, the Executive Board, in fulfilling their oversight advisory responsibility and, upon request, to advise the Director-General on issues within its mandate.</p>
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3.2 Administrative support services: the role of service centres in redesigning administrative service delivery (document JIU/REP/2016/11)¹⁵

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 April 2018	Implementation status April 2018	Remarks April 2018	Update April 2019
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.	Implemented The Global Service Centre (GSC) Catalogue, Quarterly Reports and Advisory Group Dashboard (which tracks the agreed KPIs) continue to be updated on a regular basis. The GSC client satisfaction survey was carried out in 2018 showing that close to 75% of GSC clients are satisfied with its services. The ongoing monitoring of GSC Customer Service KPIs and Performance will be continuous through updates to the GSC Governance Dashboard and Client Survey.
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	Implemented The GSC Advisory Group Dashboard (which tracks the agreed KPIs) contains benchmarking information regarding the various transactions carried out by the GSC in human

¹⁵ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_11_English.pdf (accessed 7 May 2019).

			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.	resources, procurement, finance and payroll. The 2018 GSC client satisfaction survey provides a satisfaction level baseline for all major services provided by the GSC. The ongoing monitoring of GSC Customer Service KPIs and Performance will be continuous through updates to the GSC Governance Dashboard and Client Survey.
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 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.	Implemented This recommendation was presented to the 28th Programme, Budget and Administration Committee of the Executive Board in May 2018 (EBPBAC28/4), as well as to the 143rd session of the Executive Board, where it was noted by WHO Member States.

3.3 Knowledge management in the United Nations system (document JIU/REP/2016/10)¹⁶

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 April 2018	Implementation status April 2018	Remarks April 2018	Update April 2019
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.	Under consideration The WHO transformation is under way with much work carried out on the operating model, structure, etc. Although there is a focus on global goods for health with, for example, norms and standards being an important global good, there has been, so far, no specific focus on knowledge management.
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.	Under consideration This is not anticipated for the time being.

¹⁶ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_10_English.pdf (accessed 7 May 2019).

<p>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.</p>	<p>Under consideration</p>		<p>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.</p>	<p>Accepted - in progress It has proved successful in the voluntary mobility exercise; however, no decision has been taken as yet to expand its use.</p>
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3.4 Safety and security in the United Nations system (document JIU/REP/2016/9)¹⁷

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 April 2018	Implementation status April 2018	Remarks April 2018	Update April 2019
<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 	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	

¹⁷ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_9_English.pdf (accessed 7 May 2019).

the respective security environments			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 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.	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 group the implementation of the Strategy's key recommendations.	In progress WHO is represented at the IASMN by the WHO unit covering Road Safety (not SEC). At the IASMN Steering Group meeting the following updates were provided: a. The UN-system-wide internal Road Safety Strategy was launched in February. b. The UN Road Safety Working Group continues to meet monthly to pursue its activities in several directions. The heads of the five pillars of the Strategy (road safety management, safer vehicles, safer road users, post-crash response and safer-driving environment) also continue to engage separately in their sub-working groups. c. UN Global Road Safety Week is scheduled on 6-12 May 2019 with the theme: 'Senior leadership and Road Safety'. d. WHO scheduled to participate and highlighted with the launching of the WHO policy on Road Safety and Vehicle Management on Thursday 9 May 2019.
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	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	In progress The Inter-Agency Security Management Network is in the process of developing a security compliance assessment

particular duty station are included in the individual performance appraisal systems in place for all staff within their respective organizations.			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.	mechanism. Meanwhile, WHO had included among its Key Performance Indicators the assessment of all WHO offices worldwide by end of 2019 and a compliance level of identified security risk management measures to 70%.
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.	In progress

3.5 State of the internal audit function in the United Nations system (document JIU/REP/2016/8)¹⁸

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 April 2018	Implementation status April 2018	Remarks April 2018	Update April 2019
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	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	Implemented. The new IOS Charter was approved by the Director-General in April 2019

¹⁸ Available at https://www.unjuu.org/sites/www.unjuu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_8_English.pdf (accessed 7 May 2019).

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.			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.	
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	Implemented	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.	Implemented Since December 2018 IOS monitors all training undertaken by audit staff for professional development certification requirements.
Recommendation 9: Governing bodies of United Nations system organizations should ensure that the conditions for effective, independent, expert oversight committees	Accepted	Implemented	The Chair of the Independent Expert Oversight Advisory Committee reports to every meeting of the Programme Budget and Administration Committee of the	

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.			Executive Board.	
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3.6 Comprehensive review of United Nations system support for small island developing States: final findings (document JIU/REP/2016/7)¹⁹

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 April 2018	Implementation status April 2018	Remarks April 2018	Update April 2019
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.	Implemented 28 th meeting of Programme, Budget and Administration Committee of the Executive Board noted this recommendation (document EBPBAC28/4). The Seventy-first World Health Assembly adopted the 13th General Programme of Work (GPW13), which established five platforms to address different health challenges. Platform 5 is especially addressing the health effects of climate change in small island developing countries and other vulnerable States. This recommendation has been implemented through the GPW13.

¹⁹ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_7_English.pdf (accessed 7 May 2019).

<p>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.</p>	<p>Under consideration</p>		<p>Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.</p>	<p>Implemented</p> <p>28th meeting of Programme, Budget and Administration Committee of the Executive Board noted this recommendation (document EBPBAC28/4).</p> <p>The Seventy-first World Health Assembly adopted GPW13 which includes one outcome indicator directly related to SIDS, namely health impacts of climate change, environmental risks and other determinants of health addressed, including in small island developing States and other vulnerable settings.</p> <p>Furthermore, a Special Initiative on Climate Change and Health was launched during the 23rd Conference of the Parties (COP) to the United Nations Convention of Climate Change (UNFCCC), by WHO in collaboration with the UNFCCC and the Government of Fiji (as president of the COP) in November 2017, in Bonn.</p> <p>Since the launch of the Initiative WHO organized the third Global Conference on Climate Change and Health as a regionally dispersed conference with a special focus on Small Islands Developing States (SIDS). As part of the conference, workshops were organized in Fiji, Mauritius and Grenada and had as main outcome the development of Regional Action Plans for the Implementation of the SIDS Initiative. Building on the regional plans, WHO presented a Global Action Plan to the Executive Board in January 2019 (document EB144/16)²⁰</p>
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²⁰ http://apps.who.int/gb/ebwha/pdf_files/EB144/B144_16-en.pdf (accessed 7 May 2019).

<p>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 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.</p>	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.	<p>Implemented 28th meeting of Programme, Budget and Administration Committee of the Executive Board noted this recommendation (document EBPBAC28/4).</p> <p>WHO has developed Country Cooperation Strategy (CCS), a medium-term work plan, with each government of the SIDS. The CCSs are to guide WHO's work in countries. Since 2016, 15 SDG health-related targets were mapped with the CCSs. The new CCSs will be fully in line with the 2030 Agenda for Sustainable Development as well as the WHO GPW13. With regard to Climate Change, countries directed the development of the Regional Action Plans for the implementation of the SIDS Initiative on Climate Change and Health. Therefore, SIDS priorities are reflected there.</p>
<p>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.</p>	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.	<p>Implemented 28th meeting of Programme, Budget and Administration Committee of the Executive Board noted this recommendation (document EBPBAC28/4).</p> <p>After consulting the governments of SIDS and other partners for development at the country level, WHO has developed CCSs in all the SIDS to plan and implement capacity-building activities. WHO also implements the biennial workplans, which were agreed with the governments, to achieve the same goal.</p> <p>Capacity strengthening is a key component of the SIDS Initiative on Climate Change and Health.</p>

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).	Implemented WHO participates in the Inter-Agency Task Force on Financing for Development. WHO contributed to the report and online annex ²¹ (primarily in “Domestic Public Resources” and “International Development Cooperation”).
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.	Implemented 28 th meeting of Programme, Budget and Administration Committee of the Executive Board noted this recommendation (document EBPBAC28/4). WHO’s budget is biennial. The recently launched WHO Investment case is looking at the 2019-2023 horizon and encouraging multi-year funding. Between 1 January 2016 and 31 December 2017, WHO allocated US\$ 103 456 419 in SIDS. With regard to climate change, financing is included as one out of four key components of the Initiative and WHO is committed to support health systems in SIDS to access climate change funding.
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	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.	Implemented 28 th meeting of Programme, Budget and Administration Committee of the Executive Board noted this recommendation (document EBPBAC28/4). In the GPW13 Impact Framework: Targets and Indicators, the specificity of SIDS is explicitly considered in defining

²¹ <https://developmentfinance.un.org/> (accessed 7 May 2019).

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.				the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals.
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.	Implemented 28 th meeting of Programme, Budget and Administration Committee of the Executive Board noted this recommendation (document EBPBAC28/4). In the GPW13 Impact Framework: Targets and Indicators, the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development-related global mandates was considered.

3.7 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)²²

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 April 2018	Implementation status April 2018	Remarks April 2018	Update April 2019
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	In progress In addition to engagements and activities mentioned in the 2018 update, which are ongoing, to enhance the collaboration and coordination between the health sector agencies and statistical offices, first and foremost at the national level, WHO convened a high-level policy dialogue at the 50th session of the UN Statistical Commission. This was a breakthrough session 'statistics meets health', with representation from health sector and statistics leaders (Chief Statisticians) and senior country representatives, including Health Ministers from Bangladesh, Burkina Faso, India, Fiji, Mexico, Philippines, Senegal, Sudan (representing Committee of the Directors General of National Statistics Offices of the African Union countries), Tanzania, as well as senior representatives from Secretariat of the Pacific Community Executive Office of the Secretary

²² Available at https://www.unjuu.org/sites/www.unjuu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_5_English.pdf (accessed 7 May 2019).

			<p>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.</p>	<p>General, WHO, UNICEF and the World Bank.</p> <p>The participants of the event felt the need to revitalize the relationship between health and statistics to support countries to monitor health and health-related SDGs. Significant data gaps persist and the current set up of collaboration between health and statistics will fail us in meeting SDGs.</p> <p>The participating countries of the event, along with Saudi Arabia, and Uganda proposed to the Statistical Commission to set up a coordination mechanism with the following guiding principles:</p> <ol style="list-style-type: none"> 1. Champion the importance of bringing leaders in health and statistics together to strengthen data and statistics for health. 2. Focus on sharing best practices in how countries are gearing to monitor progress towards the health-related SDGs through better data systems in countries. 3. Facilitate the convening of partners responsible for health-related SDGs at annual UN stat commission meetings to align and elevate the urgency of better data to meet SDGs. <p>The countries also proposed to have health statistics in the 2020 UN Statistical Commission agenda for substantive discussions.</p> <p>Simultaneously, Chief Statisticians from the African continent also expressed the that coordination between NSOs and health sector agencies is key. They underlined the importance of a harmonized data and statistical systems outlined in the Strategy for the Harmonization of Statistics in Africa (SHaSA), as it applies to health statistics, will benefit tremendously from a Pan African Strategic Plan on health statistics, which will also support monitoring of the health SDGs in Africa as well as monitoring framework of African Agenda 2063.</p> <p>WHO coordinated UN system partners working on health and health related SDGs have also launched in 2018 SDG Global Action Plan to accelerate progress towards related SDG targets.</p>
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3.8 Fraud prevention, detection and response in United Nations system organizations (document JIU/REP/2016/4)²³

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 April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019
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		
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	Accepted	Implemented	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,		

²³ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_4_English.pdf (accessed 7 May 2019).

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.			protection from retaliation and fraud as it relates to audit. 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. Primary focal point: Office of Compliance, Risk Management and Ethics		
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.	Accepted	Implemented	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. Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit		
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	Accepted	In progress	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. Primary focal point: Joint Inspections Unit	In progress 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	In progress WHO update to the IOS Charter approved April 2019 and the development of the new investigations policy document that outlines the Organization's approach and methodology of investigations, including in the instance of fraud is planned for the 2 nd half of 2019.

dedicated to operationalize the strategies and action plans.				larger ethics training for staff, as well as updating the fraud policy and guidelines in its online eManual.	In addition, anti-fraud training will be part of the ethics training package mandatory for all staff in 2019.
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	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		

clauses and provisions.			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, dashboards in different regions allow for monitoring of information related to compliance/fraud. Primary focal points: BI Workstream Governance stakeholders	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 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.	In progress The Department of Information Management and Technology (IMT) is building a new report based on GSM data to detect possible fraud suspects to help Internal Oversight Services (IOS) in their controls and processes to detect fraud. In addition, based on the recommendations from the IOS, IMT is implementing the segregation of duties, and evaluating solutions to implement Governance, Risk and Compliance in GSM to help prevent fraud, and revising its user provisioning in GSM.
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	Accepted	Implemented	WHO's Integrity Hotline (managed by an		

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.			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 has adequate capacity to investigate, based on a risk categorization and the type and complexity of the investigations.	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 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.	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 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	In progress An action plan has been developed to monitor the implementation of the recommendations of the Peer Review of the investigations function due for 2019.

<p>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.</p>	Accepted	Implemented	<p>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.”</p> <p>Primary focal points: Department of Human Resources; Office of the Legal Counsel</p>		
<p>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.</p>	Accepted	In progress	<p>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 estimates, recommendations for recovery of losses, and the relevant disciplinary measures applied, if available. Following the finalization of the CEB document defining fraud and implementing partners within the UN</p>	<p>Implemented</p> <p>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 case-by-case basis.</p> <p>One of WHO’s Principal</p>	

			<p>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>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>	Accepted.	Implemented

3.9 Succession planning in the United Nations system organizations (document JIU/REP/2016/2)²⁴

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 April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019
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.	Implemented In September 2018, WHO launched an 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 further delay, by the end of 2017.	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	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	Implemented See above response to recommendation 1

²⁴ Available at 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 (accessed 7 May 2019).

			<p>WHO's evolving needs as some positions vacated by retiring staff were proposed for abolition 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>	retire at the age of 60 or 62 can choose when to retire.	
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.	Implemented See WHO's comments in benchmarks below.
Benchmarks*		Comments April 2017		Update April 2018	Update April 2019
1. Formal succession planning is instituted with due regard to the organization's needs, taking into consideration its		See comments on recommendation 2.			

mission, its mandate and the nature of its work.			
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, requesting the appropriate funding.	<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 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.</p>		
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.	<p>WHO has been implementing tools to support a successful planning process:</p> <p>-> Career pathways (a first exercise was conducted for the Tuberculosis area, others are under preparation);</p> <p>-> Career development workshops;</p> <p>-> Skills inventory;</p> <p>-> Training for staff to take the next folds.</p>	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.	<p>WHO has been implementing tools to support a successful planning process:</p> <p>-> Career pathways (a first exercise was conducted for the Tuberculosis area, others are under preparation);</p> <p>-> Career development workshops;</p> <p>-> Skills inventory;</p> <p>-> Training for staff to take the next folds.</p>	Work in progress (see also comment for benchmark 4)	

3.10 Review of the organizational ombudsman services across the United Nations system (document JIU/REP/2015/6)²⁵

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 April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019
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	In progress
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	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	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	In progress

²⁵ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_6_English.pdf (accessed / May 2019).

promote a better understanding of the ombudsman function in the organization.			awareness on the role of the Ombudsman.	involved in any future survey to be organized.	
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	In progress
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.	In progress
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).		
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.	Accepted	Implemented	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. 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. The Ombudsman compact for 2017 was signed on 16 February 2017.		
Recommendation 8: The executive heads of the United Nations system organizations should request their	Accepted	Implemented	All UNARIO members have discussed individual recommendations and are working	The recommendations of the JIU report and the way forward were part of the agenda being discussed	

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.			collaboratively on them.	in the course of the 2017 UNARIO meeting	
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3.11 Review of activities and resources devoted to address climate change in the United Nations system organizations (document JIU/REP/2015/5)²⁶

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 April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019
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	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. 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		

²⁶ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_5_English.pdf (accessed 7 May 2019).

			<p>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 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> • 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,</i> 		
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			<p><i>environment and health, and how to value and promote climate and energy policies that are in the national health interest.</i></p> <ul style="list-style-type: none"> • 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, and by independent initiatives.</i> 		
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<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>	<p>Under consideration</p>		<p>Submitted for consideration of legislative/governing bodies in document EBPBAC26/4.</p>	<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, 	<p>In progress</p> <p>A WHO report launched at the United Nations Climate Change Conference (COP24) in Katowice, Poland in December 2018 highlights why health considerations are critical to the advancement of climate action and outlines key recommendations for policy makers.</p> <p>WHO’s COP-24 Special Report: health and climate change provides recommendations for governments on how to maximize the health benefits of tackling climate change and avoid the worst health impacts of this global challenge.</p> <p>It describes how countries around the world are now taking action to protect lives from the impacts of climate change – but that the scale of support remains woefully inadequate, particularly for the small island developing states, and least developed countries. Only approximately 0.5% of multilateral climate funds dispersed for climate change adaptation have been allocated to health projects.</p> <p>The report calls for countries to account for health in all cost-benefit analyses of climate change mitigation. It also recommends that countries use fiscal incentives such as carbon pricing and energy subsidies to incentivize sectors to reduce their emissions of greenhouse gases and air pollutants. It further encourages Parties to the United Nations Framework Convention on Climate Change (UNFCCC) to remove existing barriers to supporting climate-resilient health systems.</p> <p><u>WHO’s COP24 Special Report: health and climate change - Recommendations:</u></p> <p>Parties to the UNFCCC could advance climate, health and development objectives by:</p>
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				<p>and in development that both promotes health, reduces carbon emissions and increases resilience to climate change impacts;</p> <p>e. 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 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>	<ul style="list-style-type: none"> •Identifying and promoting actions that both cut carbon emissions and reduce air pollution, and by including specific commitments to cut emissions of Short Climate Pollutants in their National Determined Contributions; •Ensuring that the commitments to assess and safeguard health in the UNFCCC and Paris Agreement are reflected in the operational mechanisms at national and global levels; •Removing barriers to investment in health adaptation to climate change, with a focus on climate resilient health systems, and climate smart healthcare facilities; •Engagement with the health community, civil society and health professionals, to help them to mobilize collectively to promote climate action and health co-benefits; •Promoting the role of cities and sub-national governments in climate action benefiting health, within the UNFCCC framework; •Formal monitoring and reporting of the health progress resulting from climate actions to the global climate and health governance processes, and the United Nations Sustainable Development Goals; •Inclusion of the health implications of mitigation and adaptation measures in economic and fiscal policy. <p>WHO is working with countries to:</p> <ul style="list-style-type: none"> •Assess the health gains that would result from the implementation of the existing Nationally Determined Contributions to the Paris Agreement, and the potential for larger gains from the more ambitious action required to meet the goals of limiting global warming to 2°C or 1.5°C; •Ensure climate-resilient health systems,
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					<p>especially in the most vulnerable countries such as small island developing states (SIDS); and to promote climate change mitigation actions that maximize immediate and long-term health benefits, under a special initiative on climate change and health in SIDS, launched in partnership with the UNFCCC Secretariat and the Fijian Presidency of COP-23 and operationalized by the Pacific Islands Action Plan on Climate Change and Health;</p> <ul style="list-style-type: none"> •Track national progress in protecting health from climate change and gaining the health co-benefits of climate change mitigation measures, through the WHO/UNFCCC Climate and Health country profiles, currently covering 45 countries, with 90 due for completion by the end of 2019.
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<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.</p> <p>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>In progress</p> <p>While waiting for the accreditation, WHO is:</p> <ol style="list-style-type: none"> 1) strengthening its involvement in the GCF activities; 2) Developing strategies for the implementation of projects on CCH jointly with UNDP and other accredited entities; 3) Working with ROs and COs and ensure that NDAs are approached in all countries waiting to develop project proposals; 4) Strengthening collaboration with AEs such as SPREP in each of the ROs; and 5) Ensuring coordination of WHO efforts to develop HNAPs and project proposals with GCF mechanisms.
<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</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</p>		

information-sharing system for the measurement and monitoring of 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.			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 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	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. 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	In progress WHO has developed internal guidance for WHO country offices, ensuring that the guidance adopted in the undg is used while developing the UNDAF. 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.	Implemented WHO as the UN specialized agency on health and member of the UNSDG has participated in the development of the 2017 UNDAF guidance and its companion pieces. WHO has established an internal system to disseminate information to regional and country offices to ensure that WHO country offices make use of guidance and tools adopted in the UNSDG. Since the launching of the UN reform by the SG, WHO has been involved in the redesign of a revitalized UNDAF. In addition, WHO has established a process to collect information on WHO country presence for the implementation of the health-related Sustainable Development Goals. According to data collected for the 2018 for the WHO Country Presence to be launched in May 2019, of 128 UNDAF where

			<p>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>WHO has participated, 68 include health effects of climate change. In addition, of the 127 WHO country offices which WHO participate in or chair thematic/results groups, 77 are involved in groups focused on environmental issues. (please note that this is still raw data and to be analysed)</p> <p>As part of the WHO UNFCCC Climate and Health Country Profile Project aims to raise awareness of the health impacts of climate change, support evidence-based decision making to strengthen the climate resilience of health systems, and promote actions that improve health while reducing carbon emissions, in 2015 WHO released the first set of WHO climate change and health and country profiles. This first set of few country profiles, provided information about the current and future impacts of climate change on human health, current policy responses at country level and opportunities for health co-benefits from climate mitigation actions. The next series of climate and health country profiles is expected to be released in 2019. (Information is available https://www.who.int/globalchange/resources/countries/en/)</p>
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3.12 Public information and communications policies and practices in the United Nations system (document JIU/REP/2015/4)²⁷

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 April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019
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.	Implemented	
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	Accepted	In progress	WHO Department of Communications has regular contact with UNCG	In progress WHO regularly engages	Implemented

²⁷ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_4_English.pdf (accessed 7 May 2019).

should encourage, as applicable, their representatives 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.			colleagues through regular emergency communication meetings hosted by undpi 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.	with UNCG at New York and Geneva level. Acting director was 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.	In progress Strengthening of communications in WHO country offices is planned under the recent WHO transformation plan.
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.	

3.13 Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations - summary report (document JIU/REP/2015/1)²⁸

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 April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019
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 ²⁹ 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 WHA60.26 "Workers' Health: Global Plan of Action" ³⁰), in particular regarding the occupational health and safety of health workers and the development of a joint methodology for	In progress WHO finalized the implementation of 10-year global plan of action on workers' health under Resolution WHA60.26. 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/WHA71/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	In progress WHO developed a draft global action plan on health of refugees and migrants to be presented to the Seventy-second World Health Assembly. WHO developed a global strategy on health, environment and climate change, that includes actions on workplace health. WHO and ILO elaborated an outline for the development of national programmes for occupational health of health workers, under the ILO/OECD/WHO global action plan on health employment and inclusive economic growth WHO and ILO concluded a formal agreement of the development of joint methodology for measuring work-related burden of diseases and issuing regularly

²⁸ Available at https://www.unjuu.org/sites/www.unjuu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_1_English.pdf (accessed 7 May 2019).

²⁹ http://www.who.int/hrh/com-heeg/hrh_heeg_3rdcall/en/ (accessed 7 May 2019).

³⁰ http://www.who.int/occupational_health/publications/global_plan/en/ (accessed 7 May 2019).

			<p>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 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>manual on occupational safety and health in public health emergencies (in print). WHO has also issued a report on preventing 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>	<p>estimates by risk factors, countries, sex and age groups. WHO and ILO established a global occupational safety and health coalition – a multiparter initiative to promote common solutions and collaboration between health and labour sectors at the international, regional and country levels to achieve the SDG goals on health and wellbeing (SDG3) and decent work, employment and economic growth SDG8). WHO provided contributions to integrated occupational health and other health aspects in the draft UN strategy on the future of work, that was discussed by the 36th session of CEB/HLCF plan of action. WHO and ILO developed jointly a manual on occupational safety and health in public health emergencies http://www.who.int/occupational_health/Web_OSH_manual.pdf?ua=1 WHO has also issued a report on preventing disease through healthy and safe workplaces http://www.who.int/occupational_health/Preventing-disease-through-a-healthier-and-safer-workplace.pdf?ua=1 WHO and ILO have embarked on the development of 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.</p>
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3.14 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)³¹

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 April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019
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.	In progress The implementation of the changes is planned from June/July 2019.
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/finance_s-accountability/budget/EB140_HRTables_2016.pdf?ua=1		
Recommendation 3: The executive heads of the United Nations system	Accepted	Implemented	A review of the non-staff contracts has confirmed that the use of such		

³¹ Available at https://www.unjuu.org/sites/www.unjuu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2014_8_Final.pdf (accessed 7 May 2019).

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, including resources required, should be presented to the legislative/governing bodies for endorsement and provision of the necessary financial support.			contracts is appropriate for the functions required of the “employees”. That said, WHO is exploring other non-staff contractual arrangements, preferably 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	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		

workforce, the breakdown of contractual modalities and the areas and locations used, the developing trends and the potential risks and corresponding measures.			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.	In progress The implementation of the changes is planned from June 2019.
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.	In progress Discussions with UNOPS is still ongoing in an attempt to harmonise practice in different offices, for example in Afghanistan and Pakistan for the Polio programme.
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.	Implemented
Recommendation 9: The executive heads of the United Nations system organizations should allow long-serving non-staff (including UNVs) to	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.	Not yet started

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.					
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	In progress A further review of remuneration is currently being done.
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	Not accepted 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.	Implemented

3.15 Post-Rio+20 review of environmental governance within the United Nations system (document JIU/REP/2014/4)³²

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 April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019
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	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</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. 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>	<p>Implemented</p> <ul style="list-style-type: none"> • WHO has 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 and contain WHO guidance on environment to be used as reference while mainstreaming the 2030 Agenda. • The Heads of WHO Offices in Countries, Territories and Areas, are well briefed on the 2030 Agenda for Sustainable Development, including

³² Available at https://www.unjuu.org/sites/www.unjuu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2014_4_English.pdf (accessed 7 May 2019).

<p>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 environmental knowledge and expertise working under the guidance of the Resident Coordinator.</p>			<p>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 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</p>		<p>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. In addition, a new on-line course has been developed with the support of the UNSSC on "Accelerating progress toward health related SDGs". The on-line course is available to WHO staff through a i-learning platform. The online-course promotes the interlinkages between the SDGs and partnerships with other sectors. Resources are also available to ensure multisectoral approach to health.</p> <p>According to data collected for the 2018 WHO Country Presence to be launched in May 2019, of 128 UNDAF where WHO has participated, 68 include health effects of climate change. In addition, of the 127 WHO country offices which participate in or chair thematic/results groups, 77 are involved in groups focused on environmental issues. (please note that this is still raw data and to be analysed)</p> <ul style="list-style-type: none"> • 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-
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			<p>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>	<p>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> <ul style="list-style-type: none"> • WHO Offices in countries, territories and areas regularly participate in the activities of the UNCT, including the development and implementation of UNDAFs. WHO participation in the UNDAF development is based on relevant undg guidance notes and internal WHO guidance documents.
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3.16 An analysis of the resource mobilization function within the United Nations system (document JIU/ REP/2014/1)³³

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 April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019
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		

³³ Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2014_1_English.pdf (accessed 7 May 2019).

			since and will continue to be further strengthened.		
<p>Recommendation 2: The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations should request member States, when providing specified contributions, to make them predictable, long-term and in line with the core mandate and priorities of the organizations.</p>	Accepted	In progress	<p>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 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>In progress</p> <p>WHO is presently preparing its General Programme of Work for 2019-2023 and this will be accompanied by a transformation programme to provide the 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>	<p>In progress</p> <p>Since last update, WHO has invested in improving the quality of its bilateral dialogues with key contributors on issues of mutual interest, including financing modalities which are regularly discussed in informal meetings as well as formal annual bilateral engagements. Changes in the structure of the budget, as well as the results framework for GPW13 have promoted financing issues at governing bodies as well as informal meetings of key contributors through the year.</p> <p>The UN Funding Compact, supported by many key WHO contributors, has also offered increased prominence to these financing issues. WHO recognizes that progress on the part of contributors of specified funding must be matched by the Organization in terms of increased accountability, transparency and value for money as well as visibility for contributions provided. WHO has moved on all the above issues over the course of the last 12 months and is keen to promote a wider dialogue.</p> <p>This was in evidence most recently at the Inaugural WHO Partners Forum, held in April 2019 in Stockholm. WHO and its partners reviewed the impact of flexible and predictable funding, including through a variety of case studies</p>

					and agreed on the importance of strengthening assistance in this area.
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 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. 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.		
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.	Accepted	Implemented	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. 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.		