JIU Reviews

2016-2020

Status of Implementation of Recommendations

World Health Organization

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1. Introduction

1.   This document provides details of progress made in implementing recommendations that are of direct relevance to the Organization included in reviews of the Joint Inspection Unit of the United Nations System (JIU) issued during the period January 2016 to September 2020, for action by executive heads of United Nations system organizations and their legislative/governing bodies.

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 (WBTS) of the JIU to track implementation of recommendations from the reviews, which is updated every six months. Templates in this report include the recommendations copied verbatim from each JIU review report and details of the acceptance, status of implementation, and action taken as extracted from the WBTS in April 2021.

1.3   Progress updates for those JIU reports where all relevant recommendations have been previously implemented, and thus closed, are not included in this document. However, progress updates for the latter were included in previous years' versions of this implementation status document available on WHO's Evaluation website.[1] WHO has fully implemented and closed eight JIU reports issued between 2014 and 2017: five noted in the footnote are included in this report[2]; and three previously fully implemented are *JIU/REP/2017/3 Review of air travel policies in the United Nations system*; *JIU/REP/2015/1 Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations*; and *JIU REP/2014/1 An analysis of the resource mobilization function within the United Nations*.

1.4   As reported in EBPBAC34/5[3], in the past year, WHO has made significant progress in implementing recommendations in JIU reports issued between 2016 and 2019, with the overall implementation percentage increasing from 49% to 70% for that time period.[4] The latter is slightly above the overall implementation rate of 67.5% for all United Nations agencies. During the same time period, WHO's acceptance of JIU recommendations increased to 87.7% as compared to a United Nations agency average of 65%.

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[1] https://www.who.int/about/what-we-do/evaluation/resources/facilitation-of-external-reviews-and-assessments

[2] See JIU/REP/2017/9, JIU/REP/2017/7, JIU/REP/2017/2, JIU/REP/2016/9, and JIU/REP/2016/5

[3] https://apps.who.int/gb/pbac/pdf_files/pbac34/pbac34_5-en.pdf

[4] Information extracted from the JIU web-based tracking system (17 February 2021). Percentage implemented in the past year for 2016 JIU reports increased from 76% to 91%; for 2017 reports from 52% to 92%; for 2018 reports from 38% to 54%; and for 2019 reports from 10% to 45%.

2. Update on progress in the implementation of recommendations from recent JIU reviews issued during the period October 2019 to September 2020 that are of relevance to WHO[5]

2.1 Enterprise risk management: approaches and uses in United Nations system organizations (document JIU/REP/2020/5) [6]

The overall objective of the review was to inform legislative/governing bodies and the executive heads of United Nation system organizations about the progress made since the last review (JIU/REP/2010/4), the status of implementation, utilization and integration of ERM practices across all 28 JIU participating organizations, as well as to identify good practices and lessons learned to guide ongoing and future initiatives. It proposes 10 updated benchmarks and assesses the progress of ERM implementation against them.

Of the report's four recommendations, all **four** are relevant to WHO, two of which are addressed to Governing Bodies, and two to the Executive Head.
The report contained **21 informal recommendations** (see annex IV of report)

Recommendation	Acceptance	Implementation Status	Remarks
Recommendation 1 In order to fulfil their oversight roles and responsibilities, legislative/governing bodies should incorporate ERM into their meetings at least annually, with substantive coverage determined by the organization's mandate, field network and risk exposure.	Accepted	Implemented	WHO notes that this is already part of the terms of reference of the Independent Expert Oversight Advisory Committee, and the topic is regularly included in reports to the Programme, Budget and Administration Committee.
Recommendation 2 By the end of 2021, executive heads should undertake a comprehensive review of their ERM implementation against JIU benchmarks 1 to 9, as outlined in the present report.	Accepted	In progress	WHO reports annually to the Programme, Budget and Administration Committee on the progress made in enterprise risk management using the United Nations maturity model, which encompasses all components of JIU benchmarks. Where areas of improvement are needed, WHO conducts fit-for-purpose activities to advance the overall enterprise risk management maturity level in the Organization. For example, WHO is currently developing a risk appetite framework to enhance the Organization's risk culture[7] as part of WHO's risk management committee workplan.

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[5] As reported to the Programme, Budget and Administration Committee of the Executive Board in May 2020 (document EBPBAC32/4).

[6] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_5_english.pdf

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

Recommendation 3 By the end of 2021, members of the High-level Committee on Management of the Chief Executives Board for Coordination should ensure that its Cross-Functional Task Force on Risk Management is continued as a viable mechanism to further promote and facilitate inter-agency cooperation, coordination and knowledge sharing and to explore shared risks associated with United Nations reform efforts.	Accepted	In progress	WHO notes that the action is under the managerial control of the HLCM. WHO is an active member of this Task Force and fully shares its experiences and lessons.
Recommendation 4 By the end of 2022, legislative/ governing bodies of participating organizations should request executive heads to report on the outcomes of a comprehensive review of the organization's implementation of ERM against JIU benchmarks 1 to 9, as outlined in the present report.	Under consideration	Not available	The recommendations of this JIU report will be discussed at the 34th meeting of the WHO PBAC in May 2021 and following meetings of the WHO risk management committee.

2.2 Review of United Nations Common Premises: Current Practices and Future Prospects (document JIU/REP/2020/3) [8]

The overall objective of the review was to assess further development of common premises against the backdrop of a long history of General Assembly mandates on this topic, with limited aggregate accomplishments to date, the low threshold for designation as common premises and the new context presented by the reform of the development system. The review focused on selected issues that governing bodies and executive heads should consider in charting the path ahead, more specifically to: (a) review progress made in carrying out common premises mandates set by governing bodies; (b) assess the impact of the current reform context on efforts to expand common premises; (c) review criteria for decision-making as to when common premises are the right solution; and (d) draw up lessons on the institutional arrangements required to support the common premises agenda.

Of the report's eight recommendations, __seven__ are relevant to WHO, one of which is addressed to Governing Bodies, and six to the Executive Head.

Recommendations	Acceptance	Implementation status	Remarks
Recommendation 1 The governing bodies of United Nations system organizations that have not yet done so should, by the end of 2021, give direction to the executive heads on the parameters of participation of their organizations in common premises and request periodic reporting on the results achieved.	Under Consideration	Not available	This JIU report will be presented to the May 2021 WHO PBAC34 meeting for Member State consideration. The Secretariat notes that it routinely provides updates on United Nations reform to the Health Assembly, including on common business operations and common premises.[9] In its measurement of progress and accountability for results, and reported to Member States through the WHO Results Report, facility management, and hence common premises, is reviewed on an annual basis under Output 4.3.4 ("Safe and secure environment, with efficient infrastructure maintenance, cost-effective support services and responsive supply chain, including duty of care").
Recommendation 2 The executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to amplify, by the end of 2022, the objectives of common premises, addressing programmatic, public image and environmental sustainability considerations, as well as efficiency gains, and also set out the modalities for tracking results and reporting thereon.	Accepted	In progress	WHO continues to engage with the United Nations Sustainable Development Group in all aspects of assessing, piloting, sharing lessons and further development of the approach. WHO further notes there is no one-size-fits-all response across countries, as well as the need to consider context along with several parameters (including strategic partnership, programmatic delivery, host government needs and relationships, and cost-effectiveness). WHO notes that this action is under the management control of the UNSDG and that the deadline of mid-2021 is too ambitious, particularly in the context of the Covid pandemic.

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[8] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_3_english_0.pdf

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

Recommendation 3 The Secretary-General and the other executive heads of the United Nations system organizations should, by mid-2021, work together in the framework of the United Nations Sustainable Development Group to re-examine the focus on a target of 50 per cent of common premises with a view to prioritizing efficiency gains.	Accepted	In progress	WHO continues to engage with the United Nations Sustainable Development Group in all aspects of assessing, piloting, sharing lessons and further development of the approach. WHO further notes there is no one-size-fits-all response across countries, as well as the need to consider context along with several parameters (including strategic partnership, programmatic delivery, host government needs and relationships, and cost-effectiveness). WHO notes that this action is under the management control of the UNSDG and that the deadline of mid-2021 is too ambitious, particularly in the context of the Covid pandemic.
Recommendation 4 The Secretary-General and the other executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to expedite the compilation of the database component of the envisaged common premises platform by mid-2021 and ensure that periodic reporting to the General Assembly includes information on the status of the database and how the common premises platform is being used to contribute to the realization of efficiency gains and any other common premises objectives.	Accepted	In progress	This action is with the UNSDG. WHO continues, if required, to engage with the United Nations Sustainable Development Group in sharing lessons and perspectives. The deadline of mid-2021 is unrealistic, particularly given the Covid pandemic.
Recommendation 5 The Secretary-General and the other executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to review lessons learned from experience with public-private partnerships for common premises and formulate, by the end of 2022, measures that address the capital financing requirements of initiatives regarding common premises, including the possibility of a centrally administered mechanism, for consideration by the General Assembly if required.	Accepted	Not started	WHO notes this action falls under the UNSDG This action is with the UNSDG. WHO continues, if required, to engage with the United Nations Sustainable Development Group in sharing lessons and perspectives.
Recommendation 7 The Secretary-General and the executive heads of the United Nations system organizations with premises in the field should study the feasibility of a unified mechanism for real estate management in the field and report on the findings of that study to the General Assembly at its seventy-eighth session.	Under consideration	Not available	The action is with the UNSDG with a report to the UN General Assembly 78th Session (Sept 2023). WHO continues to engage with the United Nations Sustainable Development Group in all aspects of assessing, piloting, sharing lessons and further development of the approach. WHO further notes there is no one-size-fits-all response across countries, as well as the need to consider context along with several parameters (including strategic partnership, programmatic delivery, host government needs and relationships, and cost-effectiveness).

Recommendation 8 The executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to improve, by the end of 2021, the inter-organizational arrangements for support of common premises by strengthening the oversight of common premises by the United Nations Sustainable Development Group, clarifying the role and authority of its inter-agency Task Team on Common Premises and Facility Services and directing an appropriately capacitated Development Coordination Office to support them in carrying out the common premises workstream. That support work should include analysis of priorities for future action, making arrangements for proactive support of country teams at all stages of project life cycles and drawing linkages to other facets of business operations.	Under consideration	Not available	WHO notes this recommendation rests with the United Nations Sustainable Development Group.

2.3 Policies and platforms in support of learning: towards more coherence, coordination and convergence (document JIU/REP/2020/2) [10]

The overall objective of the review was to identify and recommend ways to optimize the intellectual capital represented by the staff of the United Nations, by means of learning. In addition, the review seeks to: (a) Analyze the current status of policies and platforms supporting learning in the United Nations system and identify the potential for more coherence, coordination and convergence; (b) Assess the extent to which inter-agency and system-wide collaboration is aligned with the needs arising from the 2030 Agenda and other strategic goals; (c) Analyze the specific roles of various providers of learning services used in the United Nations system internally and externally; (d) Examine the potential brought by e-learning platforms and other technology-based forms of learning for increased inter-agency coordination and collaboration

Of the report's nine recommendations, **seven** are relevant to WHO, **one** of which is addressed to Governing Bodies, and six to the Executive Head.
The review also contained **17 soft recommendations.**

Recommendation	Acceptance	Implementation Status	Remarks
Recommendation 1 The executive heads of United Nations system organizations, if they have not already done so, should establish a minimum set of key performance indicators and associated targets for the efficiency of learning programmes and their effectiveness in support of business outcomes, which the organizations should monitor and report upon to the governing bodies	Accepted	Implemented	WHO has implemented a coherent and global approach to mandatory trainings, implemented via iLearn in May 2018, allowing managers and programme owners to track compliance with mandatory training requirements. In addition, the new WHO Academy is creating "learner personas" along with a scorecard and learning analytics to be implemented by the end of 2021. These will provide intelligence to follow-up on key performance indicators highlighting learner needs, level of engagement, competency development, as well as performance and impact of learning activities.
Recommendation 2 The executive heads of the United Nations system organizations should integrate the evaluation findings on learning into the learning management systems and use them effectively to inform decision-making processes on future learning activities.	Accepted	Implemented	WHO has implemented this recommendation in the development of the WHO Learning Strategy and is further informing WHO's detailed operational plans for learning activities in 2021–2022 and beyond. A monitoring and evaluation system has been implemented in WHO's Learning Management System (iLearn) for all staff development and learning activities financed by the Global Learning and Development Committee

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[10] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_2_english_0.pdf

Recommendation 3 The executive heads of the United Nations system organizations should, in consultation with the United Nations Sustainable Development Group, examine the existing options for a comprehensive joint curriculum or at least system-wide quality assurance of courses related to the 2030 Agenda for Sustainable Development, by the end of 2021.	Accepted	In progress	WHO welcomes broader United Nations engagement to review its quality standards and exchange ideas on options for system-wide quality frameworks. WHO has participated in joint United Nations efforts to create common learning programmes and joint curriculums in training, for example, the EMERGE programme for emerging women leaders. The new WHO Academy's quality standards framework was benchmarked against international standards, guidelines and good practices on adult learning and certification. An internal consultation was held for the framework in October 2020, with a public consultation to take place in 2021.
Recommendation 4 The executive heads of United Nations organizations should take the actions they deem appropriate to better integrate staff learning plans into their respective performance assessments and to ensure that managers are also held accountable for implementation.	Accepted		WHO implemented a coherent and global approach to mandatory trainings via iLearn in May 2018, allowing managers and programme owners to track compliance with mandatory training requirements. Staff learning plans are integrated into electronic performance development and management systems (ePMDS), inclusive of a specific section for learning objectives. Supervisors are able to assign specific trainings to supervisees via iLearn. As one example, WHO's compliance rate for staff remains above 90% for both the United Nations training course on the prevention of harassment, sexual harassment and abuse of authority, and the United Nations training course "To serve with pride – zero tolerance for sexual exploitation and abuse by our own staff".
Recommendation 6 The executive heads of the United Nations system organizations, if they have not already done so, should establish criteria for the more systematic use of external platforms, based on judicious curating of their courses and realistic learning objectives.	Accepted	In progress	WHO is actively planning to define key expectations for digital learning platforms and effective learner-centred and competency-based learning design, as well as to implement an open-source multilingual digital learning experience platform by end 2021, and to progressively streamline over 20 different digital learning platforms currently used by WHO into a single platform.
Recommendation 7 The executive heads of the United Nations system organizations should, through inter-agency agreements, recognize relevant learning programmes followed on external platforms, for which appropriate credentials are presented, and reflect that recognition in the learning management systems.	Accepted	In progress	WHO agreed on the importance of shifting to recognizing learner achievement to facilitate recognition and to generate greater trust and adoption of credentials that are linked to competencies gained through learning (rather than completion alone). WHO and UNESCO have formed a working group to steer the application of UNESCO's World Reference Levels as a system for codifying learning achievement and the metadata for blockchain digital credentials awarded to learners by the WHO Academy. WHO has actively collaborated with other United Nations agencies and entities, such as for "Be safe" training with the United Nations Department of Safety and Security, integration of the LinkedIn Learning catalogue, and United Nations System Staff College courses. It also implemented additional innovations including, working with LinkedIn Learning in 2019 under a United Nations-wide umbrella agreement that integrates content

			into iLearn, enabling the entire WHO workforce to have access, with the courses available in seven languages and with 70 new courses added each week (about 50% in English and remaining 50% shared between other languages).
Recommendation 8 The governing bodies of United Nations system organizations should, by the end of 2023, approve a common United Nations Organizational Learning Framework, agreed through relevant interagency mechanisms, which should contain a set of principles and a plan of action for gradual implementation.	Under consideration		WHO notes that this JIU report will be presented to WHO's Programme Budget and Administration Committee (PBAC) at its 34th meeting in May 2021 for Member State consideration. WHO also notes it will continue to actively engage with inter-agency networks (18 United Nations agencies) sharing experiences from implementing the new WHO Learning Strategy and contributing to system-wide efforts to strengthen learning approaches

2.4 Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function (document JIU/REP/2020/1) [11]

The overall objective of the review was to assess the adequacy of organizational, structural and operational arrangements for the investigation function in the UN system organizations; to identify gaps and challenges while taking into account the changes of the landscape in which the investigation function has to operate; to identify good practices and lessons learned across the United Nations system and explore opportunities for improved cooperation, information-sharing and coordination across the United Nations system. The review's purpose was to provide recommendations to enhance the independence and capability of the investigation function, to address identified
shortcomings and achieve greater system-wide coherence and cooperation in the area of investigations.
The investigation function had been previously explored by the JIU in in **2000 (JIU/REP/2000/9)** and **2011 (JIU/REP/2011/7)**

Of the report's 10 recommendations, nine are relevant to WHO, eight of which are addressed to Governing Bodies, and one to the Executive Head.
The report also contains 27 informal or "soft" recommendations as additional suggestions to the legislative bodies and the executive heads for further improvements of the investigation function, in particular with regard to its consolidation and independence. The soft recommendations can be found in the following paragraphs in the report: *51, 70, 75, 103, 104, 105, 112, 134, 139, 143, 147, 182, 186, 208, 214, 224, 250, 298, 303, 304, 319, 320, 325, 339, 348, 369 and 373.*

Recommendation	Acceptance	Implementation Status	Remarks
Recommendation 1 The legislative bodies of United Nations system organizations should request that organizations that have not yet done so include in their internal oversight charters a provision for the periodic revision and, where necessary, update of the charters and a requirement for their endorsement by the legislative bodies. The updated charters should be submitted for endorsement by the legislative bodies by the end of 2021.	Accepted	Implemented	WHO notes that the Internal Oversight Services Charter was reviewed by the Independent Expert Oversight Advisory Committee and approved by the Director-General in June 2019. It is published on the WHO internet site.
Recommendation 2 The executive heads of United Nations system organizations who have not yet done so should ensure that the heads of internal oversight offices periodically review and, where necessary, update their investigation policies and guidance on the basis of new developments, the jurisdiction of the administrative tribunals, lessons learned and	Accepted	In progress	WHO is updating its investigations policy and continuously reviews its relevant policies, procedures and guidance

[11] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2020_1_english_0.pdf

good practices. In doing so, due attention should be paid to ensure coherence with applicable provisions of other existing relevant rules, regulations and policies			
Recommendation 3 The legislative bodies of United Nations system organizations should request that organizations that have not yet done so consolidate by the end of 2022 all investigations and related activities (namely intake, preliminary assessment and the decision to open an investigation), irrespective of the type of misconduct, in the internal oversight office of each organization.	Accepted	In progress	WHO notes that this JIU report will be presented to WHO's Programme Budget and Administration Committee (PBAC) at its 34th meeting in May 2021 for Member State consideration. WHO also notes that, as communicated to the Executive Board at its 148th session[12], the Office of Internal Oversight Services is committed to updating its Investigation Policy to reinforce the respective roles and responsibilities for investigations, as well as the respective rights and obligations of participants to investigations.
Recommendation 5 The legislative bodies of the United Nations system organizations should request that organizations that have not yet done so include in their oversight charters by the end of 2021 provisions that: (a) Make the appointment and dismissal or removal of the heads of their internal oversight offices subject to consultation with and approval of the legislative bodies; (b) Establish term limits from five to seven years for the heads of internal oversight offices, preferably making the term non-renewable, with a post-employment restriction within the same organization; and (c) Allow for unrestricted access of their heads of internal oversight offices to the legislative bodies and to the respective audit and oversight committees.	Accepted	In progress	WHO notes that this JIU report will be presented to WHO's Programme Budget and Administration Committee (PBAC) at its 34th meeting in May 2021 for Member State consideration. WHO further notes that provisions (a) and (c) of the recommendation are already included in WHO Financial Rules[13]. Further considerations of provision (b) would need to be approved and could be incorporated into the Charter of the Office of Internal Oversight Services.[14]
Recommendation 6 The legislative bodies of the United Nations system organizations that have not yet done so should request that organizations update the terms of reference of their respective audit and oversight committees by the end of 2021 to include, where necessary, appropriate provisions to: (a) review the independence and mandate of the internal oversight office/investigation function; (b) review its budget and staffing requirements; (c) review its overall performance; and (d) issue related recommendations.	Accepted	Implemented	WHO notes that this is already part of the terms of reference of the Independent Expert Oversight Advisory Committee.[15] The Committee periodically reviews and may propose amendments to its terms of reference for consideration by the Executive Board, through the Programme, Budget and Administration Committee.

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

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

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

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

Recommendation 7 The legislative bodies of United Nations system organizations that have not yet done so should develop and adopt appropriate formal procedures for the investigation of complaints of misconduct by executive heads and adopt appropriate policies by the end of 2021.	Accepted	In progress	WHO notes that this JIU report will be presented to WHO's Programme Budget and Administration Committee (PBAC) at its 34th meeting in May 2021 for Member State consideration. WHO notes that it is updating its investigation policy to reinforce the respective roles and responsibilities for investigations (including with respect to allegations against the executive head) as well as the respective rights and obligations of participants to investigations. [16] WHO notes this recommendation is linked to the JIU 2018 Whistleblower Report (Rec 1).
Recommendation 8 The legislative bodies of United Nations system organizations that have not yet done so should request that organizations establish by the end of 2021 formal procedures for handling allegations of misconduct against heads and personnel of their internal oversight offices in order to avoid situations of conflict of interest.	Accepted	Implemented	WHO notes that this is already part of the Charter of the Office of Internal Oversight Services. [17] WHO follows the UNRIS protocol for allegations against any member of the IOS.
Recommendation 9 The legislative bodies of United Nations system organizations that have not yet done so should request that the respective organizations' annual internal oversight activity reports contain information on both complaints and investigations, including details on the number, type and nature of the complaints and investigations and trends in this regard	Accepted	Implemented	WHO notes that this has been implemented and is current practice. (See document EB148/CONF./6 available at https://apps.who.int/gb/ebwha/pdf_files/EB148/B148_CONF 6-en.pdf) [18]
Recommendation 10 The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function, taking into consideration the recommendations of the respective audit and oversight committees, where available.	Accepted	In progress	WHO notes that this JIU report will be presented to WHO's Programme Budget and Administration Committee (PBAC) at its 34th meeting in May 2021 for Member State consideration. WHO is committed to reinforcing resources for the Office of Internal Oversight, along with offices and departments fulfilling WHO accountability functions, including with respect to investigations. [19]

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

[17] Paragraph 22 of the Charter of the Office of Internal Oversight Services.

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

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

2.5 Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations (document JIU/REP/2019/9) [20]

The overall objective of the review was to assess the strengths, weaknesses, opportunities and threats of utilizing the option of external outsourcing, and to outline the existing enabling legislation and policy. Its purpose was to facilitate a clearer understanding by legislative bodies and executive heads of the current status of external outsourcing, and to provide a toolkit for organizations to improve how outsourcing of services to commercial service providers is conducted and managed.

The report has seven recommendations relevant to WHO, one of which is addressed to Governing Bodies, and the remaining six to the Executive Head.

Recommendation	Acceptance	Implementation status	Remarks
Recommendation 1 The executive heads of United Nations system organizations should task the relevant offices with developing, through consultations with relevant internal stakeholders, by the end of 2021, a common organization-wide definition of outsourcing and further concretize it by developing approaches and procedural guidelines on the subject matter.	Accepted	In progress	WHO is proceeding with this process including experiences and lessons learnt by regional and country offices. The impact of the Covid pandemic will make implementation of this recommendation by end 2021 difficult, and WHO suggests extending the deadline.
Recommendation 2 The legislative bodies of the United Nations system organizations should request their executive heads to ensure that, by the end of 2022, annual reports on procurement include a subsection on expenditures on services sourced from commercial service providers.	Under consideration	Not available	Recommendation to be presented to WHO PBAC34 meeting (May 2021) for Member State consideration. WHO is actively engaged in the HLCM Procurement Network and will work with the network on a common definition of commercial services, and will also take this into account in the development of its new ERP system over the coming years, to facilitate reporting on this topic.
Recommendation 3 The executive heads of United Nations system organizations should instruct all requisitioning offices to actively work towards assessing their use of sources of supply from vendors in developing countries and economies in transition, and increase it, as applicable, based on such assessment, with the provision that such activities shall not contravene policies established by organizations to ensure effective competition.	Accepted	In progress	While WHO agrees with this recommendation, it also supports the views voiced by other UN organizations that the origin of the vendor should not be the only or primary criterion to be observed in a process that should also guarantee value for money, sustainability and risk mitigation, among others.

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[20] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_9_english.pdf

Recommendation 4 The executive heads of United Nations system organizations should encourage all offices to ensure that, by the end of 2021, the sourcing of any strategic, sensitive or high-value service and related goods from a commercial service provider is preceded by the conduct of a clearly-documented strategic analysis that includes short and long-term considerations and costs, and that the analysis has been reviewed and approved by the appropriate authority, prior to a formal decision on the sourcing option.	Accepted	In progress	WHO will include this in its future outsourcing policy. However, in view of the highly decentralized nature of services procurement in WHO, the implementation of this recommendation will require significant change management efforts, essentially in the development of Standard Operating Procedures, and the enhancement of the internal capacity of responsible officers and contract managers in the Country and Regional Offices as well as in the technical units. The impact of the Covid pandemic will make implementation of this recommendation by end 2021 difficult, and WHO suggests extending the deadline.
Recommendation 5 The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, strategic, sensitive and high-value commercially outsourced services under their purview are subject to periodic review, including risk assessments, to ascertain whether appropriate risk management measures are developed by the relevant functions in each organization.	Accepted	In progress	WHO agrees and is institutionalizing periodic risk assessments in alignment with WHO's efforts to undertake systematic risk assessments for all WHO high risk operations, which is an integral part of WHO's enhanced risk management approach. The impact of the Covid pandemic will make implementation of this recommendation by end 2021 difficult, and WHO suggests extending the deadline.
Recommendation 6 The executive heads of United Nations system organizations should instruct relevant offices to develop criteria that need to be met for outsourced service contracts to be considered for extensions beyond standard time frames, and to present such criteria to the relevant decision-making authority for adoption and incorporation into policy documents by the end of 2021.	Accepted	In progress	WHO agrees and will include these in the development of its outsourcing policy. The impact of the Covid pandemic will make implementation of this recommendation by end 2021 difficult, and WHO suggests extending the deadline.
Recommendation 7 The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, following any decision to source a service and related goods of strategic, sensitive or high value from a commercial service provider, the requisitioning office should develop clearly detailed guidelines for managing vendor transition, including corresponding backup arrangements, and ensure that solicitation documents clearly outline the responsibility of the vendor as regards transitional assistance and knowledge transfer to the organization and incoming vendor.	Accepted	In progress	WHO will include these elements in its general and contractual conditions which are displayed in tender documents (specifically for high-value services). The impact of the Covid pandemic will make implementation of this recommendation by end 2021 difficult, and WHO suggests extending the deadline.

2.6 Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations (document JIU/REP/2019/8)[21]

The overall objective of the review was to examine the functioning of interagency staff mobility and assessed whether policies and mechanisms respond to contemporary needs. It did **not** study mobility internal to individual organizations.

The report has seven recommendations relevant to WHO, three of which are addressed to the Secretary General and four to the Executive Head.

Recommendation	Acceptance	Implementation status	Remarks
Recommendation 2 Executive heads should, by the end of 2021, review all administrative issuances to clarify how inter-agency mobility is treated in each of those contexts.	Accepted	In progress	Action on this recommendation cannot be taken by one agency alone. As far WHO understands, the HLCM has not yet taken the initiative to harmonize the approach to inter-agency mobility. Should there be such an initiative, WHO would gladly participate
Recommendation 3 Executive heads of organizations party to the 2012 Agreement should not apply the practice of asking incoming staff to resign instead of agreeing to transfers in view of its corrosive effect on the integrity of the inter-agency mobility regime and the immaterial impact of these transfers on the management of long-term employment-related liabilities, and decide by the end of 2021 to accept benefits and entitlements on the basis stipulated in the Agreement.	Accepted	Implemented	Implemented. WHO never requests staff to resign on joining from another UN agency.
Recommendation 4 Executive heads should, by the end of 2021, revise the 2012 Agreement to specify procedures for the handling of allegations of misconduct by staff who have moved to another organization under the terms of the Agreement.	Accepted	In progress	As far as WHO understands, there has been no joint initiative to review the 2012 agreement so far. However, were there to be one, WHO would support the initiative.

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[21] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_8_english_1.pdf

Recommendation 6 The Secretary-General, in coordination with other executive heads in the framework of the High-Level Committee on Management, as he considers appropriate, should, by the end of June 2022, articulate the business case for inter-agency mobility by setting out what it should accomplish for the organizations as well as how it contributes to human resources management objectives and to the delivery of programmatic results. Such a business case could usefully examine success stories, such as the impact on career trajectories.	Under consideration	Not available	It is not within the remit of WHO to take action on this recommendation.
Recommendation 7 The Secretary-General, working with other executive heads, should assess the impact of the United Nations system leadership framework on the development of a common management culture supportive of a One United Nations mindset and report to the Economic and Social Council at its 2022 session in the context of his report on the work of CEB. They should also consider the possibility of using this framework to strengthen a common management culture in United Nations organizations through the inter-agency mobility of a pool of managers, as had been envisaged through a Senior Management Service that CEB had planned to implement in 2004.	Under consideration	Not available	It is not within the remit of WHO to take action on this recommendation.
Recommendation 8 Executive heads should enable all United Nations system staff members to compete for vacant posts on a basis equal to that established for their own staff, while considering downsizing contexts, the abolition of posts and positions, and the administration of rotational placements.	Under consideration	Not available	WHO advertises all vacancies to internal and external candidates and applies the same policies and procedures to internal and external candidates, including staff from other United Nations organizations.
Recommendation 9 The Secretary-General and other executive heads who are members of CEB should, by the end of 2021, define how the mutual recognition of rules and procedures will be applied to overcome regulatory and procedural barriers to inter-agency mobility, and report on measures taken to the Economic and Social Council at its 2022 session in the context of the annual report of the Secretary-General on the work of CEB.	Under consideration	Not available	Action on this recommendation cannot be taken by one agency alone. As far as WHO understands, the HLCM has not taken any initiative to harmonize rules and procedures. Should there be such an initiative, WHO would gladly participate.

2.7 Managing cloud computing services in the United Nations system (document JIU/REP/2019/5)[22]

The overall objectives of the review were to review different cloud computing frameworks, strategies, policies and practices in selected United Nations organizations, with a view to identifying valuable information regarding best practices, innovative approaches and lessons learned. The aim is to promote effective cloud computing governance. Key aspects included: are the current ICT and cloud computing governance structures in place? strategic alignment of cloud computing with the existing ICT strategies and with the organizations' business objectives and mandates; security and data privacy issues arising from the use of cloud computing; current risk management mechanisms, including business continuity and disaster recovery plans; inter-agency coordination and cooperation for UN cloud computing governance (e.g. through the Digital and Technology Network and other relevant mechanisms). The JIU aims to disseminate best practices, including ideas and recommendations to inform the development of safeguards in using cloud computing services.

The report has four recommendations that are relevant to WHO, of which one is addressed to the governing bodies, and three to the Executive Head.

Recommendations relevant to WHO	Acceptance	Implementation status	Remarks
Recommendation 1 The executive heads of the United Nations organizations should ensure that business continuity planning includes strategies and measures to mitigate the risk of failure by cloud service providers to deliver the contracted services.	Accepted	In progress	WHO has incorporated business continuity needs for technology solutions into information technology policies and practices. During the tendering process for acquisition of cloud services, requirements for service continuity are built into the overall requirements and form an integral part of the selection process.
Recommendation 2 The governing bodies of the United Nations organizations should request the heads of their respective organizations to include provisions in their financial strategies that facilitate the adaptation, responsiveness and efficient use of operational expenditures and capital investments related to new technologies.	Not relevant		This recommendation is not applicable to WHO. WHO has already taken note of the shift from capital investments to operational expenditures and, based on the Organization's budgeting and reporting processes, does not see any obstacles for WHO to proceed with cloud solutions. Further WHO already has an overall IT strategy, IT fund to finance technology initiatives and a strong IT governance that is endorsed and reported to its Executive Board (Document EB146/40 http://apps.who.int/gb/ebwha/pdf_files/EB146/B146_40-en.pdf).
Recommendation 3 The executive heads of the United Nations organizations should put in place periodic procedures to ensure that their corporate ICT strategies, including those for cloud computing services, are aligned with the organizations' business needs and priorities, and yield value for the investment.	Accepted	Implemented	WHO has an information management and technology governance framework that includes provisions included in the Recommendation. The framework ensures the development and management of a portfolio of initiatives that is aligned and consistent with the strategy of the Organization. WHO, in its update on information management and technology during the 31st meeting of the Executive Board's Programme, Budget and Administration Committee, reported

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[22] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_5_final.pdf (accessed 21 April 2021)

			on the governance structure and strategy,[23] also noting the increasing move towards cloud-based applications to allow for scaling up and easy access from anywhere in the world. Noting the report, the Committee provided guidance to WHO to continue its development of cloud-based technology and ensure that it was fit for purpose at all levels of the Organization. The latest update on information management and technology for the 74th World Health Assembly provides a progress report on the implementation of the strategy, including the adoption of cloud services.
Recommendation 4 The executive heads of the United Nations organizations should ensure that a comprehensive risk analysis exercise is undertaken before contracting ICT services, including cloud-based services. The risk analysis exercise should consider both technical and financial risks and benefits, and relevant safeguards should be included in the service-level agreement.	Accepted	Implemented	WHO has incorporated generally accepted best practices and standards into the Organization's information technology policies and practices, aligning them with the Organization's risk management framework. All new initiatives are accompanied by business cases, which include risk analysis. Security of cloud services is analyzed using a best practice framework. Execution of technology projects uses the Organization's project management methodology, which incorporates risk management based on the organizational risk management framework

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

3. Update on progress in the implementation of recommendations from recent JIU reviews issued during the period January 2016 to September 2019 that are of relevance to WHO[24]

3.1 Review of audit/oversight committees in the United Nations system (document JIU/REP/2019/6)[25]

The Joint Inspection Unit (JIU) has conducted a number of reviews of the various accountability and oversight functions in United Nations system organizations. The recommendations issued in those reviews were intended to strengthen accountability and oversight functions, including the audit and oversight committees. This is, however, the first JIU report focused exclusively on audit and oversight committees. As a basis for its analysis of the mandate and practices of audit and oversight committees, JIU identified 13 criteria for good practices. These good practices are aligned with the Guidelines for Internal Control Standards for the Public Sector issued by the International Organization of Supreme Audit Institutions, and with the International Professional Practices Framework of the Institute of Internal Auditors, adapted by JIU for United Nations system organizations.

The report has seven recommendations, all of which are addressed to legislative bodies of the United Nations system. As the first recommendation is not included in the actions to be taken by WHO, it is not acted upon.

Recommendations relevant to WHO	Acceptance April 2020	Implementation Status April 2020	Remarks April 2020	Update April 2021
Recommendation 2: The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that the terms of reference or charter of the audit and oversight committees of their respective organizations are revised to reflect all the internal oversight functions that are part of the responsibilities and	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC32/4.	**Accepted and Implemented** This is already a part of the current TORs of the IEOAC Note that the report was mentioned in EB 147/2.

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[24] All recommendations for the following review reports issued during the period January 2015 to September 2018 had already been implemented at the time of preparing this update on the status of implementation of recommendations of JIU reviews: Administrative support services: the role of service centres in redesigning administrative service delivery (document JIU/REP/2016/11); State of the internal audit function in the United Nations system (document JIU/REP/2016/8); Comprehensive review of United Nations system support for small island developing States: final findings (document JIU/REP/2016/7) and Succession planning in the United Nations system organizations (document JIU/REP/2016/2).

[25] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_6_english_0.pdf (accessed 4 May 2020).

activities of the committee, where applicable, by the end of 2021.			This is already a part of the current TORs of the IEOAC	
Recommendation 3: The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that provisions regarding the internal control framework and risk management are included in the terms of reference or charter of their respective audit and oversight committees by the end of 2021 in order to ensure that due attention is paid to addressing internal control weaknesses and emerging risks.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC32/4. This is already a part of the current TORs of the IEOAC	**Accepted and In Progress** The IEOAC has already discussed the inclusion of this subject in the revised TORs. Will form part of the revised document.
Recommendation 4: The legislative and/or governing bodies of the United Nations system organizations that have not already done so should give due consideration to including the oversight of ethics and anti-fraud activities in the revised terms of reference or charter of their audit and oversight committees in order to strengthen the accountability frameworks of their respective organizations by the end of 2021, provided that these audit and oversight committees meet the independence criteria.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC32/4. This is not included in the current TORs. The IEOAC has already discussed the inclusion of this subject in the revised TORs. Will form part of the revised document.	**Accepted and In Progress** The IEOAC has already discussed the inclusion of this subject in the revised TORs. Will form part of the revised document.
Recommendation 5: In order to meet the needs of the organizations, the legislative and/or governing bodies of the United Nations system organizations that have not already done so should consider revising and updating the terms of reference or charter of their audit and oversight committees to contain provisions related to the relevant skills and professional expertise of members, including a balanced mix of public and private sector experience at the senior level. In addition, a strong understanding of the structure and functioning of the United Nations system and/or intergovernmental and international organizations is desirable.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC32/4. This is already a part of the current TORs of the IEOAC	**Accepted and Implemented** This is already a part of the current TORs of the IEOAC

Recommendation				
Recommendation 6: The legislative and/or governing bodies of the United Nations system organizations that have not already done so should request their audit and oversight committees to undertake a self-assessment every year and an independent performance evaluation every three years and report to them on the results.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC32/4. This is already a part of the current TORs of the IEOAC which reads as follows "to review and report periodically on its own performance according to best professional practice in oversight committees and as per the principles recommended by the Joint Inspection Unit of the United Nations system". The last self-assessment was carried out by the Committee in its 28th session in July 2019. The results of this self-assessment will be finalized and included in the annual report to the PBAC/EB in May 2020.	**Accepted and Implemented** This is already a part of the current TORs of the IEOAC which reads as follows "to review and report periodically on its own performance according to best professional practice in oversight committees and as per the principles recommended by the Joint Inspection Unit of the United Nations system".
Recommendation 7: The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that the terms of reference or charter of their audit and oversight committees are periodically revised and updated with a view to including emerging priorities of, and new challenges to, their respective organizations.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC32/4. Work is ongoing on this recommendation. The IEOAC is reviewing its TORs with a view to including emerging priorities and new challenges faced by WHO. A final proposal will be made to the EB in January 2021 with the revised TORs.	**Accepted and Implemented** The IEOAC is reviewing its TORs with a view to including emerging priorities and new challenges faced by WHO. A final proposal will be made to the EB in January 2021 with the revised TORs. EBPBAC32 and EB 147 noted the revision to take place.

3.2 Review of change management in United Nations system organizations (document JIU/REP/2019/4)[26]

The review looks at the role and practice of change management in organizational reforms across the United Nations system over the past decade. It was selected as a topic for review by the Joint Inspection Unit (JIU) at a point in time when the United Nations system is going through one of the most comprehensive sets of organizational reforms since it was formed in 1945. The report examines what change management actually is, whether it is an important factor in achieving successful reform outcomes and how it has been applied across United Nations system organizations. It provides evidence, lessons and recommendations to guide United Nations system organizations in ongoing and forthcoming reforms. It draws on data on change management practices in 47 organizational reforms carried out across 26 United Nations system organizations between 2010 and 2018.

The report has six recommendations, one of which is addressed to legislative bodies, and the rest to their executive heads.

Recommendations relevant to WHO	Acceptance April 2020	Implementation Status April 2020	Remarks April 2020	Update April 2021
Recommendation 1: Governing/legislative bodies are encouraged to ensure that executive heads embed change management approaches and methods in their organizational reforms and report on the results.	Accepted	Implemented	Submitted for consideration of legislative/governing bodies in document EBPBAC32/4. The Secretariat recognizes the central importance of change management to organizational reforms and has integrated it into all aspects of its Transformation Agenda. WHO's Member States are regularly provided with Transformation updates including as part of Governing Bodies meetings. The transformation and transformation-related issues were addressed in many reports to WHO's Governing bodies including during the 146th Executive Board meeting. Specific attention was given to change management topics in multiple	

[26]Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_4_english.pdf (accessed 4 May 2020)

			agenda items, including the Director-General's Report to the Executive Board, the Human Resources update, Ombudsman's report and the statement of the Staff Association.	
Recommendation 2: Executive heads should embed structured and comprehensive change management approaches in their ongoing and future organizational reforms and report thereon to their governing/legislative bodies.	Accepted	Implemented	As above. As confirmed in the 146th session of the Executive Board, the Director-General will continue to include the Transformation agenda in his reports to governing bodies, including change management as a critical factor.	
Recommendation 3: Executive heads, through the United Nations System Chief Executives Board for Coordination, should support the development and standardization of organizational staff surveys across the United Nations system.	Accepted	In progress	WHO has employed staff surveys as both pre-engagement/diagnostic and monitoring/learning tools in its reform and transformation efforts. It will consider the use of common UN staff surveys where applicable and relevant to WHO's transformation needs and context. WHO will continue to employ both targeted and organization-wide staff surveys in support of its Transformation agenda and is ready to share its experiences with the other agencies.	**In Progress** The implementation phase of WHO's Transformation Agenda began in January 2020. A total of 40 major transformation initiatives are now in varying stages of roll-out and implementation monitoring has been initiated. Staff surveys inform this implementation monitoring. In this context, WHO will consider the use of common UN staff survey instruments if and where appropriate.
Recommendation 4: Executive heads should ensure that resources allocated to change management are clearly earmarked and the intended results are measured, tracked and evaluated.	Accepted	In progress	As indicated above, WHO's approach has been to integrate and embed change management support into its Transformation projects and initiatives. This is to ensure that change management activities are fully mainstreamed into implementation efforts. As WHO's Transformation is ongoing, implementation monitoring, including its	**In Progress** WHO is now developing its next biennial workplan for the period 2022-2023. The scopes of work associated with the implementation of all major transformation initiatives, including associated enabling support and change management activities, will be addressed as part of this work planning process.

			approach to change management, is also ongoing.	
Recommendation 5: Executive heads should give greater prominence to the role that their strategic human resources management functions play in organizational change management. This would include promoting changes in individual attitudes and behaviours, establishing mechanisms to reinforce these, and creating channels to communicate feedback across all personnel.	Accepted	Implemented	Building a more flexible and adaptable UN system will require shifting the Human Resources function from a transactional to a strategic, asset management focus. This will in turn require further investment in HR, including to build change management expertise into this function for the purposes outlined in the recommendation. Over the course of 2019, WHO realigned its headquarters office in line with its new Organization-wide Operating Model. As part of this effort, WHO substantially redesigned, reconfigured and recapacitated its Corporate Human Resources function to increase this strategic capacity.	
Recommendation 6: Executive heads should include an item on the agenda of the next meeting of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination to consider how to support the United Nations Laboratory for Organizational Change and Knowledge to play a greater role in United Nations system reforms.	Accepted	In progress	WHO recognizes the value of having a shared resource and community of practice on change management within the UN. However, before endorsing a proposal that UNLOCK play a greater role in UN system reforms, further experience and evidence of the effectiveness of UNLOCK's change model is needed. WHO participated in the 2018 and 2019 annual UNLOCK peer exchange meetings and continues to engage informally with this network.	**Implemented** WHO participated in the HLCM March 2020 (virtual) meeting during which the UNLOCK initiative was discussed. WHO and other HLCM representatives took note of the UNLOCK briefing and encouraged the UNSCC (which hosts the UNLOCK initiative) to actively share information so that HLCM members can better understand how to best benefit from its services. [Reference documents: CEB/202/HLCM/10 Briefing Note – UN Laboratory for Organizational Change and Knowledge (UNLOCK) & Report of the HLCM 39th Session (March 2020, virtual consultation)]

3.3 Review of the integration of disaster risk reduction in the work of United Nations system in the context of the 2030 Agenda for Sustainable Development (document JIU/REP/2019/3)[27]

The present report contains a review of the work of the United Nations system entities, focusing on inter-agency coordination and systemic coherence for a more effective and efficient implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030, which was endorsed by the General Assembly in its resolution 69/283 in 2015. Subsequently, in 2016, the revised United Nations Plan of Action on Disaster Risk Reduction for Resilience (United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development) was endorsed by the United Nations System Chief Executives Board for Coordination (CEB) at its spring session in 2016. Disaster risk reduction is an essential strategy to ensure the achievement of the 2030 Agenda for Sustainable Development. In addition, the Sendai Framework calls for the United Nations system as a whole to support its implementation in a coordinated, effective and coherent approach, within the respective mandates of the United Nations entities.

The review identifies the existing cooperation between the United Nations system and the regional and national stakeholders on disaster risk reduction. The recommendations of the report aim to address gaps and reinforce collaboration among the system organizations to work as one, effectively and efficiently delivering on disaster risk reduction strategies in the context of the 2030 Agenda.

The report has three recommendations, one of which is addressed to legislative bodies of the United Nations system, and the rest to the executive head.

Recommendations	Acceptance April 2020	Implementation Status April 2020	Remarks April 2020	Update April 2021
Recommendation 1: The governing bodies of the organizations of the United Nations system should request the secretariats of their organizations to present a map of interlinkages between the core mandate of their organizations and disaster risk reduction and report on the progress made on disaster risk reduction accordingly, using the specific guidance provided by the "Results	Accepted	In progress	Submitted for consideration of legislative/governing bodies in document EBPBAC32/4. WHO's extensive submission to the JIU Review demonstrates the interlinkages between WHO's core mandate and disaster risk reduction (DRR) and the contributions of WHO offices and many technical programmes to DRR. WHO's approach is consistent	**In Progress** The report was presented to WHO's Governing Bodies at the October 2020 PBAC meeting (EBPBAC32/5). Member States noted the report without comment. WHO continues to scale up the Organization's commitment to the implementation of disaster risk reduction, the Sendai Framework, and the

[27] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_3_en.pdf (accessed 4 May 2020)

Framework of the United Nations Plan of Action on Disaster Risk Reduction for Resilience – guidance for monitoring and reporting on the progress of the implementation of the United Nations Plan for Action on disaster risk reduction".			with a broader appreciation of the wide range of capacities in health and other sectors that are required to reduce health and other risks associated with all types of emergencies. It is founded on strengthening the resilience of health systems in communities and countries to manage and control routine risks so they do not become emergencies, and the implementation of health emergency and disaster risk management (Health EDRM) measures which target prevention, preparedness, response to, and recovery from the elevated health risks and consequences associated with emergencies. WHO is developing tools that will enable more systematic mapping of activities in WHO (and the health sector) to implement DRR as described in the Sendai Framework, UN Plan of Action, International Health Regulations (IHR) (2005) and other related frameworks. WHO, at global, regional office and country office levels, provides reports on progress in reducing health risks and consequences of emergencies and disasters through reporting on the 13th General Program of Work (GPW13) and biennial work plans which, to reduce the reporting burden, should form the basis of WHO reporting against the Results Framework of the UN PoA. WHO supports the outcomes of the UN Senior Leadership Group meeting in July 2019 to review the Results Framework: a simpler and more systematic approach to reporting across WHO and the UN System as a whole is required to improve the coverage and quality of response especially at country level.	UN Plan of Action for DRR across WHO and as a member of the UN System. This is evident in a number of ways such as the WHO 13th GPW and biennial work plans, applying a risk management approach to the IHR (2005) and to the management of COVID-19, implementation of the WHO Health Emergency and Disaster Risk Management Framework, development of guidance notes on Sendai Framework reporting for Ministries of Health and as a member of the CADRI Partnership. WHO has provided substantial reports, including on the Results Framework of the United Nations Plan of Action on Disaster Risk Reduction for Resilience and has contributed to the review and revision of the Results Framework. WHO's work was also reflected in the UN Secretary General report on the UN system implementation of the Sendai Framework and other UN SG reports. WHOs extensive report to the JIU mapped the WHO's core mandate with our contributions to disaster risk reduction. Given the development on health EDRM in WHO, we plan to update this mapping in the future, based on tools that WHO is developing to support mapping of the implementation of the Sendai Framework and implementation of the WHO Health EDRM Framework by Member States, WHO and other organizations.
Recommendation 2: The Secretary-General, in leading the reform of the United Nations development system, together with the executive	Accepted	In progress	WHO welcomes the strengthening of DRR in the UN Sustainable Development Cooperation Frameworks (UN SCDFs) as the mainstreaming of actions to	**In Progress** Reflecting the greater prominence of health and disease outbreaks on the UN system for DRR

heads of the organizations, should ensure that the new generation of United Nations Sustainable Development Cooperation Frameworks systematically include disaster risk reduction as part of the common strategic plans of the country teams, to enable risk-informed development and planning, with allocated resources for its implementation, and a common reporting system to measure progress against the priorities of the Sendai Framework and the United Nations Plan of Action on Disaster Risk Reduction for Resilience, with detailed reporting on operational activities to the governing bodies.			reduce risk within and across sectors is fundamental to building the resilience of communities and countries, strengthening health security and sustainable development including the pathway to universal health coverage. Common Country Analysis that form the basis of the UN SDCFs should incorporate assessments of the range of risks that countries face, including natural, technological, societal and biological hazards (e.g. epidemic and pandemic risks), and the capacities and resources available in country to manage them, e.g. through the IHR Monitoring and Evaluation Framework. "Protecting health from emergencies" is one of three key pillars of the WHO's 13th GPW, thus reflecting the emphasis that the WHO Governing Bodies and Secretariat have placed on reducing the health effects of emergencies and disasters. Combining the GPW, the IHR, WHO regional strategies related to DRR and health security and the Health EDRM Framework, these policies, frameworks and plans give WHO the impetus to take stronger action and reporting for the UN PoA and the Sendai Framework. WHO is incorporating a stronger focus on risk assessments in WHO Country Support Plans and WHO work planning, as well in joined up approaches across health emergency, health systems, environmental health and other programmes in countries with high risks of emergencies, fragility and/or conflict. Yet a truly risk informed approach will require a fully integration of risk, related to emergencies and other sources, in development programs across the organization. Noting that some UN agencies are further advanced in applying a risk-informed approach to development and planning, there would be value for the UN System to have common practical guidance on risk-informed planning, drawing on this experience of UN agencies.	agenda, WHO collaborated with UNDRR to develop a) UN Guidance note on integrating DRR and climate change adaptation in the UN sustainable development cooperation framework (UNSCDR), b) Appendix 1: Special addendum for integration of disease outbreaks, epidemics and pandemics in Cooperation Frameworks; c) development and delivery of training packages to roll out the two aforementioned guidance. WHO/UNDRR developed the Public Health System Resilience Addendum to the Disaster Resilience Scorecard for Cities, with training in May 2020. WHO is working with UNDRR to include biological hazards in guidance on National Disaster Risk Management Strategies and policies. The COVID-19 pandemic has led to greater interagency coordination in the UN System including in the domain of disaster risk reduction and resilience. WHO senior executives shared lessons identified from COVID-19 in the annual meeting of the Senior Leadership Group for Disaster Risk Reduction and Resilience resulting in three recommendations for applying these lessons to strengthen UN system and Member State capacities to manage risks of disease outbreaks including pandemics, and other disasters in future. The results of the project are due to be reported in July 2021 to the Senior Leadership Group. WHO reports to its governing bodies on all-hazard disaster risk management including for disease outbreaks; and contributes to other relevant WHO and independent reports, such as the Global Preparedness Monitoring Board and

			WHO's operational activities to reduce risks and consequences of emergencies are central to the WHO Secretariat's reporting framework to World Health Assembly and the Regional Committees. Through the GPW13, policies, plans, reporting and technical guidance, WHO has increased visibility of the Sendai Framework and the UN PoA with the aim of demonstrating and expanding their relevance to many programmes in WHO.	reviews of the WHO Health Emergencies Programme and the IHR. Further action include strengthening "risk-informed programming" in WHO taking account of country risk profiles, conflict sensitivity analysis and WHO corporate risks, and scaling up comprehensive WHO reporting on all-hazard health emergency and disaster risk management across the WHE programme and other departments and programmes.
Recommendation 3: The executive heads of the organizations working in the field, in contributing to the ongoing reform of the reinvigorated resident coordinator system, should ensure that the United Nations country teams plan for dedicated capacity to implement risk informed development activities and that such activities in the field are reported to headquarters, including by monitoring their contribution to implementing the Sendai Framework, taking into account the reporting framework for Sustainable Development Goals.	Accepted	In progress	WHO welcomes this recommendation as it aligned with the main thrust of the 1GPW13 is to focus on improved results at country level. This translates into efforts to increase our staff capacities in WHO Country Offices to implement activities that will reduce risks and consequences of current and future emergencies and disasters. As WHO has a strong country presence, WHO is well-placed to take an active role in strengthening UN system action at country level. Given the hesitancy in financing risk reduction by funding agencies, there is a need for the UN System to bring together key stakeholders, including representatives of funding agencies, to arrive at joint solution through case-building and evidence for disaster risk reduction including emergency preparedness and operational readiness. Through a stronger focus on research, innovation and analytics (for example, through the WHO Health EDRM Research Network. The Research and Development Blueprint and the Pandemic Influenza Framework, and establishment of the Office of the Chief Scientist) WHO is strengthening the evidence base for the investment in Health EDRM as part of wider WHO scientific	**In Progress** WHO continues to build on the evidence base for risk-informed development activities through the actions of entities such as the Office of the Chief Scientist, the Health Security Preparedness Department. Research and development has been scaled up through the WHO Health EDRM Research Network hosted by WKC, the Research and Development Blueprint for COVID-19 and the evidence and analytics unit for health security. A risk-informed approach is being enhanced by WHO's work on risk assessments, for example through initiatives in the Health Information Management and Risk Assessment department and the development and roll out of the Strategic Toolkit for Assessing Risks in the Health Security Preparedness Department. WHO published Technical guidance notes on Sendai Framework reporting for Ministries of Health, developed a joint Working Paper with UNDRR on reporting on COVID-19 for the 2021 Sendai Framework monitor by countries, and

			enterprise. GPW13 is also designed to increase investment in WHO programmes to protect people's health from emergencies. The monitoring of WHO's and Member State contributions to implementing the Sendai Framework will be improved by reporting on the implementation of the GPW13 and the roll out of the WHO Sendai Framework mapping tools in WHO and with Member States in future. Reporting on country activities will be directed to our WHO Country Offices, Regional Offices and respective governing bodies (Regional Committees) as well as to headquarters. These reports also take account of the results framework for regional strategies for DRR, for example, PAHO's Regional DRR Plan of Action, SEARO Regional Plan for Strengthening the IHR, Asia Pacific Strategy for Emerging Diseases and Public Health Emergencies (APSED III), and the WPRO Framework for Action for Disaster Risk Management for Health. WHO and heath sector reporting against the SDGs is supported by the inclusion of SDGs and Sendai Framework Indicators in GPW13 and the WHO Reference List of 100 Core Health Indicators, and the development of WHO guidance notes for Sendai Framework reporting by ministries of health which cover all 7 Sendai targets for publication later in 2020.	will support the roll-out through the development and delivery of training courses in collaboration with the UN Office for Disaster Risk Reduction. As indicated in previous progress reports, WHO will continue to strengthen its reporting on the implementation of the Sendai Framework, alongside the IHR and the SDGs, through statutory reporting to WHO governing bodies at regional and global levels. The WHE program has a high priority to strengthen country office staffing and support country level implementation. WHO is working with the WHO Academy on the development of learning programmes to enhance the awareness and capabilities of county office staff to address the spectrum of health emergency and disaster risk management across prevention, preparedness, response and recovery.

3.4 Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (document JIU/REP/2019/2)[28]

In its resolution 67/226, the United Nations General Assembly requested the Joint Inspection Unit (JIU) to undertake a system-wide evaluation of the effectiveness, value added and impact of the System-wide Action Plan on Gender Equality and the Empowerment of Women as a tool for performance monitoring and accountability for submission to the General Assembly following its full implementation. The present report covers the first phase of implementation of the System-wide Action Plan, which began in 2012 and ended in December 2017. The main objectives of the report are: (a) to provide the General Assembly with an assessment of the Action Plan as a system-wide performance monitoring and accountability framework; (b) to review the processes and procedures for its implementation across the United Nations system; and (c) to share good practices and lessons learned.

The report has five recommendations, one of which is addressed to legislative bodies, and the rest to the executive head.

Recommendations	Acceptance April 2020	Implementation Status April 2020	Remarks April 2020	Update April 2021
Recommendation 1: The executive heads of the United Nations system organizations should critically assess on a regular basis the quality assurance mechanisms in place in their organization to ensure that ratings by indicator under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women are accurate according to the technical notes issued by the United Nations Entity for Gender Equality and the Empowerment of Women and that such ratings are appropriately supported by evidence.	Accepted	In progress	For the 2019 report WHO initiated an approach that is unique in the UN system: "UNSWAP clinics" with the staff from each of the Departments involved in the 17 performance indicators. An external expert on UNSWAP reporting supported the preparation and facilitation of the clinics. In each clinic the requirements for each indicator are revised and a draft response is planned. Then, the Department (Business Owner) fully drafts the response and then a revision period of at least two rounds takes place where the draft response is reviewed by the external expert and by the Unit in charge of the UNSWAP. During these two rounds of	**Implemented** WHO has strengthened its quality assurance and supported with a year-long process of remedial action plans for each of the 17 UNSWAP indicators. WHO also has a rigorous process of validating evidence to support its reporting and uses an innovative approach of annual internal clinics with key business owners ahead of the reporting cycle to ensure sound processes to gather evidence, report and identify follow-up actions. As a mechanism to assure the ratings of the quality assurance, WHO conducted a peer review with ITC that verified the accuracy of the WHO 2019 rating.

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[28] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_2_english_0.pdf (accessed 4 May 2020).

			revision all the information is checked against the sources and the supporting material, links and document for each response are verified. The full report is then assembled, and a final quality check is conducted once more for the report as a whole, particularly with the Department for Programming and Budgeting and the Department for Human Resources. This quality check process with external and internal experts guarantees the accuracy and pertinence of the ratings according to the UNSWAP Technical Notes while also enhances/builds the capacity of the staff. This quality check process has also been a fundamental factor in that fact that WHO's ratings show a declining trend as WHO is unable, unfortunately, to meet more and more performance indicators in each reporting cycle.	
Recommendation 2: Before the end of 2020, the members of the United Nations System Chief Executives Board for Coordination should coordinate within the Board's existing mechanisms to comprehensively review the results achieved following the implementation of the first phase of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and provide a forum for endorsing the framework as revised in 2018.	Accepted	In progress	WHO, through the dedicated Unit in charge of the UNSWAP, coordinates with UNWOMEN for input on gender-related issues in the agenda of meetings of the United Nations System Chief Executives Board. Also, WHO's dedicated Unit provides the Director-General with briefings on gender-related issues for his participation in the UN CEB meetings.	**Implemented** WHO senior leadership reviews the UN Women annual letter and takes appropriate responses, including annual remedial action plans. WHO issued a follow-up report on gender to the 148th session of the Executive Board (January 2021) in document EB148/25 Add.1 Progress towards achieving the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (available at https://apps.who.int/gb/ebwha/pdf_files/EB148/B148_25Add1-en.pdf)

Recommendation 4: The legislative and governing bodies of the United Nations system organizations should review the UN-Women annual letter addressed to the executive management, accompanied by indications of strategies and measures envisioned by the executive heads to be undertaken to improve compliance with the indicators included in the System-wide Action Plan and their expected contribution to gender equality and the empowerment of women.	Accepted	In progress	Submitted for consideration of legislative/governing bodies in document EBPBAC32/4. WHO is committed to transparency and accountability; therefore, this recommendation is welcome and fits well with the Organization's culture and governance mechanisms, which promote and enshrine Member States' dialogue on the performance of the Organization and the review of senior leadership strategies, plans and measures, including those for gender equality and the empowerment of women.	**Implemented** Two of WHO's governing bodies, the Executive Board (EB) and the Programme Budget and Administration Committee (PBAC), have now as a standing item in the agenda the revision of progress on the UNSWAP. The first report to PBAC was presented in October 2020 (document EBPBAC32/5) and the second to the 148th session of the Executive Board in January 2021. The latter (document EB148/25 Add.1 Progress towards achieving the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, available at https://apps.who.int/gb/ebwha/pdf_files/EB148/B148_25Add1-en.pdf) provided an update on mainstreaming and responded to Member State requests for WHO to share the findings/follow-up to the annual UN Women letter (voiced at PBAC32).
Recommendation 5: Before the completion of the System-wide Action Plan 2.0, the executive heads of the United Nations system organizations should ensure an independent assessment of effective progress towards gender mainstreaming to promote gender equality and the empowerment of women within their organization, using the Action Plan as a benchmark, as applicable.	Accepted	In progress	Based on the recommendation of the 31st meeting of the EBPBAC, the workplan of the WHO Evaluation Office for 2020-2021 include an evaluation of gender mainstreaming to promote gender equality and the empowerment of women within their organization.	**In Progress** As presented to Member States at PBAC 32, and in document EBPBAC32/5 and PBAC report to the Executive Board EB147/2 "the Organization-wide evaluation workplan for 2020–2021, approved by the 146th session of the Executive Board in February 2020, includes an evaluation of the integration of gender, equity and human rights in the work of the Organization." (see document EB146/3, paragraph 59] The WHO Evaluation Office is currently designing/conducting this evaluation that will be completed in 2021.

3.5 Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development (document JIU/REP/2018/7)[29]

The overall objective of the review is to offer evidence on the uptake of policy research, identify gaps and overlaps in research cycles and outline ways for the United Nations system to produce and use research more effectively, in particular in support of the implementation of the Sustainable Development Goals.

The report has seven recommendations that are relevant to WHO, of which one is addressed to the governing bodies, three to the Secretary General as the Head of CEB, and the rest to the Executive Head.

Recommendation	Acceptance April 2020	Implementation Status April 2020	Remarks April 2020	Update April 2021
Recommendation 2: The Executive Heads of the United Nations system organizations should establish, in the set-up of their programme budgets and finance (cost accounting) systems, a means to report on the cost of research activities by the end of 2020.	Accepted	Implemented	Beginning from 2020, WHO's activity work-plans include a classification for research on tasks. This enables a costing of all planned and implemented research activities across the country, regional and HQ levels of WHO. The WHO hosted UNICEF/UNDP/World Bank/WHO Special Programme for Research and Training in Tropical Diseases (TDR), UNDP/UNFPA/UNICEF/WHO/World Bank Special Programme of Research, Development and Research Training in Human Reproduction (HRP), and Alliance for Health Policy and Systems Research (AHPSR) have public workplans that reflect costing.	
Recommendation 4: The Executive Heads of United Nations system organizations should carry out periodic assessments of specific research needs and of potential suppliers of research products and xii associated costs, with the long-term objective of strengthening internal capacities for research, as appropriate, and making systematic use of research produced by academia.	Accepted	Implemented	WHO's 2020-21 Progamme Budget has an output (4.1.3) that specifies improving research capacities, promoting and coordinating research priorities, and ensuring quality evidence informs policy and practice. WHO's newly established Science Division includes a Department of Research for Health which has units explicitly tasked to provide research support, guide research prioritization and promote evidence to policy. In addition, the Department of Quality Assurance of	

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[29] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_7_english_0.pdf (accessed 4 May 2020).

			Norms and Standards within the Science Division provides quality assurance of normative guidelines issued by WHO, including best in class requirements for systematic reviews to inform those guidelines.	
Recommendation 6: The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should consider calling on the Executive Heads of United Nations system organizations who have not yet done so to establish a system-wide policy on open data access, supporting software and research sharing among the United Nations system organizations.	Accepted	In progress	WHO is ready to participate in a UN system wide data sharing policy.	**Implemented** WHO has data sharing policies already for data sharing during emergencies and non-emergency situations. These have recently been reviewed and an implementation plan is being rolled out along with capacity building to ensure a move towards open data access. WHO is building the World Health Data Hub to facilitate data sharing and access. WHO is also a signatory to the Joint Statement on Data Protection and Privacy in the COVID-19 Response of the UN System organizations.
Recommendation 7: The Secretary-General of the United Nations and the Executive Heads of other United Nations system organizations should review the level of involvement of researchers from the South and adopt policies and frameworks that will stimulate capacity-building for all dimensions of the policy research functions, including research uptake at the national level, and report thereon to the General Assembly and to the governing bodies, respectively, by the end of 2020.	Accepted	Implemented	WHO hosts the UNICEF/UNDP/World Bank/WHO Special Programme for Research and Training in Tropical Diseases (TDR) has an explicit mandate to strengthen capacities of low- and middle-income countries to conduct research and use research evidence while setting policies and strategies. WHO also hosts the UNDP/UNFPA/UNICEF/WHO/World Bank Special Programme of Research, Development and Research Training in Human Reproduction (HRP) which is the main instrument within the United Nations system for research in human reproduction. It supports and coordinates research on a global scale, synthesizes research through systematic reviews of literature, builds research capacity in low-income countries and develops dissemination tools to make efficient use of ever-increasing research information.	

			The WHO hosted UNICEF/UNDP/World Bank WHO Special Programme for Research and Training in Tropical Diseases (TDR) conducts ongoing reviews of the adoption of research it funds by countries as well as tracking the proportion of funding that goes to LMIC (LMIC being the focus of the programme). These reviews are institutionalized via a key performance indicator in its Performance Framework. In addition, the Special Programme tracks all research from its Structured Operational Research Training initiative (SORT-it) after 18 months to assess how much has been adopted by countries to change practice.	
Recommendation 8: The Executive Heads of the United Nations system organizations involved in the United Nations Network on Migration should instruct the relevant units to assess the options of inter-agency collaboration, on the basis of converging interests and specific competencies, with regard to decision-making on migration-related research projects, by the end of 2019	Accepted	In progress	The WHO hosted UNICEF/UNDP/World Bank/WHO Special Programme for Research and Training in Tropical Diseases (TDR), UNDP/UNFPA/UNICEF/WHO/World Bank Special Programme of Research, Development and Research Training in Human Reproduction (HRP), and Alliance for Health Policy and Systems Research (AHPSR) have funded twelve research projects to conduct research on sexual and reproductive health and rights, infectious diseases of poverty and the health systems response linked to the current mass migration in the Americas. Each of the partners brings policy and technical expertise in supporting the projects that will be funded by the grant programme. The initiative is also supported by the UK Department for International Development (DFID). The UN Network on Migration has been established to support Member States in the implementation of the Global Compact for Migration (GCM) 23 GCM objectives including health under objective 15. The Network has developed a workplan and established Working Groups which focus on concrete, time-bound deliverables against which impact can be measured. Each Working Group focuses on specific	**In Progress** UN Network on Migration has now setup a Global Knowledge Platform, to which WHO contributes. The Network's Working Group on Data, and with other related groups such as the UN Expert Group on Migration Statistics (WHO participates in all) are considering various normative research projects.

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<td>technical issues, providing technical advice and inputs to the Network as a whole; including by providing tools and guidelines and through facilitating joint action at the regional and country levels. Co-leads and members of the working groups are currently developing and implementing different stages of the workplan and have not yet identified migration-related research projects.

There are 4 core priorities, 5 thematic priorities and 6 workstreams:
I. Enhance national capacities in data collection, analysis and dissemination (WHO is participating agency)
II. Alternatives to detention are promoted and utilized;
III. States' capacities are strengthened to expand regular migration pathways and reduce vulnerabilities faced by migrants (WHO is a participating agency);
IV. Decent work (WHO is a participating agency);
V. Ensuring returns are safe and dignified, and reintegration is sustainable; and,
VI. Access to services for migrants (WHO is lead agency).

WHO and UN-Habitat will co-lead Workstream 6 'access to services for migrants' e.g. health, housing, education, on-the-job/vocational training and other public services including water and sanitation. The Workstream 6 workplan was developed with the aim to collect good practices, identify gaps and priority areas, and to develop operational guidance by July 2020.</td>
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<td>**Recommendation 9**: The governing bodies of the United Nations system organizations should take measures to ensure that commitments to inter-agency collaboration, including through the establishment of a global data knowledge platform and the facilitation of academic exchanges, as stipulated in the Global Compact for Safe,</td>
<td>Accepted</td>
<td>In progress</td>
<td>Submitted for consideration of legislative/governing bodies in document EBPBAC32/4.

Led by IOM, the Core Workstream 1.2 of the UN Network on Migration aims to establish a Connection Hub and Global Knowledge Platform – which are two</td>
<td>**In Progress**

UN Network on Migration has now setup a Global Knowledge Platform, to which WHO contributes.</td>
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Orderly and Regular Migration, are implemented by the end of 2020.			critical components of the capacity building mechanism in the United Nations that supports efforts of Member States to implement the GCM. Core Workstream 1.2 will ensure that all elements of the UN Network on Migration workplan will feed into the Connection Hub and Global Knowledge Platform and develop an effective mechanism to link requests for support to the relevant expert/expertise in a timely manner. These platforms will be designed to facilitate peer-to-peer solutions to field needs, speedy access to high-quality knowledge and provide a user-friendly repository of existing practices and initiatives. This workstream will also establish a collaborative review mechanism and format for bespoke products by the Network and identify key sources of knowledge, experts and existing relevant research, with a view to compiling expert databases. The Connection Hub and the Knowledge Platform are to be delivered by July 2020.	
Recommendation 12: The Secretary-General of the United Nations, in consultation with all Executive Heads of the United Nations system organizations, should encourage long-term partnerships with academic communities at the global, regional and national levels, and establish basic guidelines for such partnerships.	Accepted	Implemented	WHO Collaborating Centres are institutions such as research institutes, parts of universities or academies, designated by the Director General, that have a formal mechanism of collaboration with WHO. Currently there are 800+ WHO Collaborating Centres in over 90 countries, of which 361 are doing research with and for WHO.	

3.6 Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system (document JIU/REP/2018/6)[30]

A perspective relating to the inclusion of persons with disabilities and their rights, as outlined in the Convention on the Rights of Persons with Disabilities and particularly as relates to accessibility, must consequently be effectively incorporated into all facets of the work of the United Nations system organizations. Persons with disabilities should have a representative voice, chosen by persons with disabilities themselves, in every platform that has an impact on their interests, for they are best positioned to identify their own needs and the most suitable policies for meeting those needs. In the United Nations system, such deliberative platforms are the meetings and conferences convened

The present review was included in the programme of work of the Joint Inspection Unit (JIU) for 2018, to assess the current status of accessibility for persons with disabilities to United Nations system conferences and meetings.

The report has ten recommendations that are relevant to WHO, of which one is addressed to the governing bodies, and the rest to the Executive Head.

Recommendations	Acceptance April 2020	Implementation Status April 2020	Remarks April 2020	Update April 2021
Recommendation 1: The executive heads of United Nations system organizations should task the relevant offices with developing, by the end of 2020, a draft policy on the accessibility of conferences and meetings for persons with disabilities, as well as guidelines for policy implementation, and present them to their respective legislative bodies, should the endorsement of those bodies be required for the policy to take effect.	Accepted	In progress	WHO has begun work to plan implementation of the UN Disability Inclusion Strategy (UNDIS) in all three levels of the organization. A WHO policy for implementation of the UNDIS will contain components related to accessibility of conferences and meetings and guidelines for their successful implementation. 1) WHO will submit the first report to the office of the UN Undersecretary General on the implementation of the UNDIS on April 2020. 2) According to the preliminary plan, the WHO Disability Policy will be	**Implemented** The WHO Policy on Disability was launched by the Director-General on 3rd December 2020. This comprehensive and wide-ranging policy serves serve as the primary framework for implementation of the UNDIS across the Organization. It includes specific commitments to the accessibility of meetings and conferences in paragraph 20: "20. The Organization will assess the accessibility of all buildings, goods and services related to WHO programmes and operations, including WHO conferences and events, offices and related infrastructure, information management and technology, communication, and procurement processes implementing and monitoring actions to progressively and incrementally improve accessibility at all three levels of the Organization. The

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[30] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_6_english_0.pdf (accessed 04 May 2020)

			launch on the International Day of Persons with Disabilities, December 3rd 2020. We will have time until 2025 for its implementation. Regarding 1), this report has already been requested and will mainly contain information on the baseline for the indicators of the UNDIS. Since we have had already several consultations we have all information needed.	principles of Universal Design will guide actions to improve accessibility, where possible ensuring that products, environments, programmes and services can be used by all people, to the greatest extent possible, without adaptation or reconfiguration. Improving accessibility is the responsibility of respective office and departments, who will be called upon to develop action plans which prioritize and resource the gaps identified, engaging organizations of persons with disabilities and host governments or ministries as appropriate. Progress on improving accessibility will be included in Director-General reports to the Executive Board and addresses to the WHA, in line with annual reporting on the UNDIS."
Recommendation 2: For all major conferences that are hosted off the premises of United Nations system organizations, the executive heads of these organizations should ensure that accessibility requirements are clearly stipulated in individual agreements concluded with the hosting entity for specific conferences and meetings.	Accepted	In progress	This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1.	**In Progress** This recommendation will be implemented within the scope of WHO's UNDIS commitments. WHO has developed an action plan for the implementation of the WHO Policy on Disability, in line with the UNDIS Accountability Framework. This includes a specific indicator and actions over the next three years (2021-2023) relating to accessibility of the conferences and meetings (Indicator 6.1). In 2021, WHO proposes to develop accessibility guidelines for meetings and events which will include minimum requirements relating to meeting rules and procedures and budget allocation for accessibility; criteria for selecting venues; consultation and involvement of organizations of persons with disabilities; provision of reasonable accommodations for participants; and remote participation options. These guidelines will be developed initially for meetings and conferences coordinated by HQ, and then adapted later to regional and country levels.
Recommendation 3: The executive heads of United Nations system organizations that have not yet done so should appoint, by December 2021, a focal point on	Accepted	In progress	This recommendation will be incorporated into the WHO	**Implemented** WHO has established the UNDIS Working Group with membership of focal points from custodian departments

accessibility within their organization under terms of reference that clearly define the focal point's role and responsibilities as regards enhancing the accessibility of conferences and meetings for persons with disabilities.			implementation of the UNDIS as stated above for recommendation 1.	across the Organization. A focal point from Department of Operational Support and Services has been appointed to the working group and is responsible for the implementation of actions to strengthen the accessibility of meetings and conferences over the next three years.
Recommendation 4: The executive heads of United Nations system organizations should instruct relevant offices that address accessibility-related matters to develop, by December 2021, standard operating procedures with regard to their operational responsibilities to improve the accessibility of conferences and meetings for persons with disabilities.	Accepted	In progress	This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1.	**In Progress** This recommendation will be implemented within the scope of WHO's UNDIS commitments. As mentioned under Recommendation 2, HQ will be developing guidance on accessibility which will include minimum requirements relating to meeting rules and procedures for meetings and conferences. These guidelines will be developed initially for meetings and conferences coordinated by HQ (in 2021), and then adapted later to regional and country levels (probably from 2021-2022).
Recommendation 5: The executive heads of United Nations system organizations should make it mandatory for organizers of meetings and conferences to ensure, by December 2021, that: (a) The participation of persons with disabilities is fully supported by registration processes that are accessible for persons with diverse disabilities; (b) Clauses are included in accessible registration forms to ask specifically about accessibility requirements; (c) Information on accessible facilities and services is disseminated to all potential participants through accessible websites and information notes; (d) Accessible post-conference and post-meeting satisfaction surveys consistently include questions to assess satisfaction with the accessibility of facilities and services.	Accepted	In progress	This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1. WHO has already implemented a mechanism for visitors to meetings to specify if they would need special assistance in the event of an evacuation.	**In Progress** Update from April 2020 was included in WHO Document to Governing Bodies EBPBAC32/5. This recommendation will be implemented within the scope of WHO's UNDIS commitments. WHO has already implemented a mechanism whereby visitors to meetings can specify if they would need special assistance in the event of an evacuation. More comprehensive actions relating to this recommendation are planned in 2021 through the WHO Policy on Disability and Action Plan for implementation, as referenced in Recommendation 2.

Recommendation 6: The executive heads of United Nations system organizations should, by December 2021, provide the option for remote participation in all meetings and conferences that they organize, with no prejudice to the efforts to make attendance at meetings and conferences accessible to persons with disabilities.	Accepted	In progress	Update on the implementation: This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1.	**In Progress** This recommendation will be implemented within the scope of WHO's UNDIS commitments. As mentioned under Recommendation 2, WHO guidelines on accessible meetings and conferences to be developed in 2021 will include remote participation options.
Recommendation 7: The executive heads of United Nations system organizations should issue instructions to information and communications technology and facilities management offices to undertake periodic accessibility assessments of organizational facilities and services for conferences and meetings, and to ensure that organizations of persons with disabilities are adequately consulted at all stages of the process.	Accepted	In progress	This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1.	**In Progress** This recommendation will be implemented within the scope of WHO's UNDIS commitments. In 2021, the Organization will assess the accessibility of conferences and events across HQ and regional office levels (in line with guidelines / standards to be developed). WHO is also proposing to assess the accessibility offices and related infrastructure (Indicator 6.2 in the WHO Action Plan). The WHO UNDIS Working Group will report annually on accessibility to leadership through the WHO UNDIS Steering Committee.
Recommendation 8: The executive heads of United Nations system organizations should task procurement offices with drafting, by December 2021, provisions for incorporating accessibility checks and/or requirements into procurement policies and guidelines for consideration and adoption by the relevant decision-making authority.	Accepted	In progress	This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1.	**In Progress** This recommendation will be implemented within the scope of WHO's UNDIS commitments. WHO's Action Plan includes an indicator focused on accessibility and inclusion in procurement processes (Indicator 8). In 2021, WHO proposes to update procurement policies and tools, to set accessibility requirements for relevant goods and services, and to audit the accessibility of procurement processes.
Recommendation 9: The executive heads of United Nations system organizations should develop and implement through relevant interagency mechanisms, by December 2021, a common system-wide mandatory specialized training module on	Accepted	In progress	This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1. WHO would be happy to support the	**In Progress** This recommendation will be implemented within the scope of WHO's UNDIS commitments. WHO's Action Plan also includes the development of a mandatory training module on disability inclusion, which all

disability inclusion and accessibility for personnel involved directly or indirectly in the servicing of conferences and meetings, including, but not limited to, staff in conference management, facilities and services management, human resources management, and procurement, legal, ICT, medical, public information and safety and security services.			development of a system-wide training module.	staff will be required to undertake (Indicator 14) – this will be developed in 2021 and rolled out in 2022-2023. Furthermore, tailored training on accessibility is planned on accessible meetings and conferences (Indicator 6.1) and accessible infrastructure and premises (Indicator 6.2) over the next three years.
Recommendation 10: The **legislative bodies** of United Nations system organizations should include in their agendas the review of periodic reports submitted to them on the state of accessibility of conference and meeting facilities and services for persons with disabilities, including the state of progress of actions to address accessibility deficits.	Accepted	In progress	Submitted for consideration of legislative/governing bodies in document EBPBAC32/4. This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1.	**In Progress** WHO accepts this recommendation with the understanding that any reporting will be part on implementation of the UNDIS, and not separately, EBPBAC32/5 presented this recommendation to Governing Bodies (see https://apps.who.int/gb/pbac/pdf_files/pbac32/pbac32_5-en.pdf). It noted this recommendation is implemented as it is current practice in WHO. PBAC Report to the EB EB147/2 noted Member State discussion of the report (see https://apps.who.int/gb/ebwha/pdf_files/EB147/B147_2-en.pdf). See also EB147 summary records https://apps.who.int/gb/or/e/e_147-PSR.html

3.7 Opportunities to improve efficiency and effectiveness in administrative support services by enhancing interagency cooperation (document JIU/REP/2018/5)[31]

The policy context for this review includes: the direction given repeatedly by the General Assembly, especially in its two most recent resolutions on the quadrennial comprehensive policy review, 67/226 and 71/243, in pursuit of more cost-efficient support services, by reducing the duplication of functions and administrative and transaction costs through the consolidation of support services at the country level; and the requirement for integrated support across the United Nations system for the 2030 Agenda for Sustainable Development. Having examined, in 2016, the predominantly internal measures taken by United Nations system organizations to improve their administrative efficiency through the development of multifunctional shared services centres in low cost locations, the Joint Inspection Unit (JIU) undertook to examine the opportunities for efficiency gains by United Nations system organizations in working together.

The setting in which this report is presented has evolved significantly since its inception. The Secretary General has made far-reaching proposals for the repositioning of the United Nations development system in support of the 2030 Agenda, the General Assembly has welcomed the measures envisaged, including a common back office and an ambitious common premises target. Within the framework of the United Nations Sustainable Development Group, the Business Innovations Group1 has been tasked with moving this agenda forward.

The report has five recommendations that are relevant to WHO, of which one is addressed to the governing bodies, two to the Secretary General, one to the United Nations Sustainable Development Group, and one to the Executive Head.

Recommendations	Acceptance April 2020	Implementation Status April 2020	Remarks April 2020	Update April 2021
Recommendation 1: Executive heads, in coordination with the Chair of the United Nations Sustainable Development Group and with a view to a coherent system-wide approach, should, by the end of 2020, enhance existing systems or implement new ones to accurately identify resources devoted to administrative support services, irrespective of funding source	Accepted	In Progress	Update October 2018 WHO endorsed the UN system data cube methodology at the last HLCM meeting in October 2018 and looks forward to the announced roadmap to guide the production of financial data according to the agreed standards.	In Progress WHO notes this recommendation is primarily the responsibility of UNSDG and DCO. WHO uses, and reports on the UN System Data Cube standards. WHO is currently in the process of updating its ERP system that will go live starting from the

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[31] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_5_english_0.pdf (accessed 04 May 2020)

or cost classification, and set out how efficiency should be defined and assessed.			**Update February 2020** WHO has been using UN System Data Cube standards since 2019 and reported on 2018 data as requested by the CEB. WHO is in the process of enhancing its current reporting for 2019 data**.**	end of 2022. WHO will continue to contribute to UNSDG and DCO efforts.
Recommendation 2: The legislative bodies should request executive heads to develop performance indicators and targets to drive improvements in the delivery of administrative support services, and to post performance publicly.	Accepted	In Progress	**Update October 2018** WHO's Global Service Centre regularly provides status reports and targets on administrative support services. In addition, WHO joined the International Aid Transparency Initiative (IATI) in October 2016. Through its IATI Web portal, WHO regularly provides information on programme of work, available and projected funds, financial flows and results achieved. However, in order for a proper comparison to be made among organizations, the UN System agencies must agree on performance indicators and targets, as well as a harmonized measurement of performance, before executive heads decide to post such information publicly. **Update February 2020** This recommendation should ideally come through the UN Cube reporting. WHO has many performance indicators and remains ready to contribute once this work is initiated.	**Implemented** As noted in previous updates, and in the WHO report its Governing Bodies in October 2020 on this JIU report (EBPBAC32/5), WHO's Global Service Centre regularly provides status reports to senior management on administrative support services targets and key indicators. In addition, through its International Aid Transparency Initiative web portal, WHO regularly provides information on its programme of work, available and projected funds, financial flows and results achieved. WHO reports on the UN system's CUBE reporting. For its part, WHO has implemented this recommendation (noting that the CEB is responsible for harmonizing performance measurement indicators across agencies)
Recommendation 6: The United Nations Sustainable Development Group should refocus the common business	Accepted	In Progress	**Update October 2018**	**Implemented**

operations of United Nations country teams on a more limited agenda, such as common premises, facility services and procurement. All country teams should be required, by the end of 2020, to put forward a business case on common premises. They should also be required to establish joint long-term agreements and service contracts by the end of 2020.			WHO supports this recommendation where it is cost-effective and where this is in line with the technical mandate of the Organization and the priorities of its Member States. WHO, being a specialized agency, is often hosted by local authorities in rent-free or subsidized premises (as it is the case the for the majority of WHO's country offices and for the Global Service Centre in Kuala Lumpur). Hence, this recommendation is not cost-neutral for WHO and might imply additional costs that are currently not planned for. In addition, a decision in this sense would require an assessment of the programmatic implications for our specialized agency's close relation with the Ministry of Health and local Public Health authorities. Update February 2020 The recommendation is superseded by the UNGA resolution 72/279. WHO, continues to agree with this recommendation and as part of the UNSDG, contributes to the implementation of the UN development system reform, with respect to common premises and common back office.	This recommendation is strongly related/superseded by JIU Report 2020/3 on UN Common Premises. WHO has been an active member of the previous BOS team, and now DCO, contributing to analyses for Common Premises. It is DCOs responsibility to ensure implementation of this recommendation. WHO further notes there is no one-size-fits-all response across countries, as well as the need to consider context along with several parameters (including strategic partnership, programmatic delivery, host government needs and relationships, and cost-effectiveness).
Recommendation 7: The Secretary-General, in conjunction with other executive heads of entities with field-based programmes, should, by the end of 2020, develop a specific proposal that defines how to apply mutual recognition as a vehicle for capacity consolidation, so as to reduce redundancy and rationalize physical presence.	Accepted	In Progress	Update October 2018 WHO is aware of the statement for mutual recognition which the "4+1" agencies are currently in the process of signing. As a consequence we are now	**Implemented** WHO signed the Mutual Recognition statement in December 2018, and continues to collaborate with the UNSDG which is responsible for overseeing cross-UN application of the Statement.

			evaluating the procedural, legal and financial implications for WHO. Update February 2020WHO signed the Mutual Recognition statement in December 2018. Further work on this is taken up by the UNSDG Business Innovation Strategic Results Group (BIG) to which WHO contributes.	
Recommendation 10: The Secretary-General and the executive heads of organizations that operate global, multifunctional shared services centres or envisage one (FAO, the Secretariat, UNDP, UNHCR, UNICEF, UNOPS and WHO) and of WFP, as well as other executive heads willing to participate, should, by the end of 2019, constitute a shared services board to develop the business case for and operational design of global shared services.	Accepted	In Progress	Update October 2018 WHO supports this recommendation but believes the timeline of 2019 may not be practical. It would be preferable that a more realistic time-frame is firstly determined by the above-mentioned organizations in order to provide a comprehensive programme of work for the establishment of the shared service board. Update February 2020WHO is engaged in the UN Reform Initiatives at various levels and in various fora. We believe this recommendation is superseded by the UN Reform Initiative as carried out by the UNSDG Business Innovations Strategic Results Group (BIG).	**Implemented** WHO continues to contribute to any inter-agency initiatives resulting from this recommendation.

3.8 Review of whistle-blower policies and practices in United Nations system organizations (document JIU/REP/2018/4)[32]

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 April 2019	Implementation Status April 2019	Remarks April 2019	Update April 2020	Update April 2021
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.	In Progress IOS is following discussions in UN-RIS to implement the protocol for an SOP for dealing with potential investigation of allegations against the executive head of the organization. We note that the JIU report A442 has recently also provided guidance on this matter. Expected by end 2020.	**In Progress** WHO notes there is not yet a uniform approach across the UN The WHO adopted approach will also respond to Recommendation 7 of JIU Report 2020/1 on the state of the investigation function in the UN system
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.	In Progress WHO's whistleblower policy is recognized as best practice in the UN	**Implemented** WHOs Whistle-blower policy is recognized as best practices in the UN system

				and will be reviewed to address specific points.	
Recommendation 4: By 2020, the legislative bodies of the United Nations system organizations should request executive heads to ensure that the 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	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4. 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.	In Progress IOS's new charter was signed by the Director-General in June 2019 and is available on the WHO website under the accountability tab.	**Implemented** 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 is implemented per WHO Financial Rule XII and IOS Charter and for CRE as per reporting line to DG
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.	Implemented Communications will remain continuous to address ongoing and developing issues as well as update/keep abreast of developments, with intermittent campaigns. There is clear information, also available externally on the internet, about reporting https://www.who.int/about/ethics/integrity-hotline. There will be further communication campaigns in 2020, and in the future.	
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.	There is an established practice which will be documented in 2020.	

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.	IOS has existing SOPs for the intake, prioritization, planning, and monitoring the conduct of investigations covering all types of cases.	
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.	Implemented IOS has existing reporting to Governing Bodies, through the Annual report to the WHA on statistics of cases received (including allegations of retaliation) as well as anonymized summaries for all substantiated findings (see document WHA A72/40 – Annex 6). This report is cross-referenced to Management's report on the results of any related disciplinary action (see WHA A72/41 – Outcome of investigations in paragraphs 26 32)	
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.		

3.9 Review of mechanisms and policies addressing conflict of interest in the United Nations system (document JIU/REP/2017/9)[33]

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 April 2019	Implementation Status April 2019	Remarks April 2019	Update April 2020	Update April 2021
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	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.		

[33] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_9_english.pdf (accessed 4 May 2020).

functions, as appropriate, and in consultation with any future inter-agency forum.					
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 disclosure programmes and propose any changes to the rationale and scope of those programmes that are needed to increase their effectiveness.	Under considerati on		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4 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.	Accepted and Implemented WHO submits annual report on ethics to the Organization's governing bodies through the Executive Board of the World Health Assembly on a yearly basis. The report contains information concerning 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.	Implemented All WHO letters of appointments (including staff and non staff) have been updated to include a reference to the code of ethics and professional conduct.	
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	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.	In progress In progress, in addition to the ethics training modules and the induction training for all new staff, a mandatary base ethics training is under development.	**Implemented** Ethics training on sexual harassment and sexual exploitation and abuse is mandatory and compliance is being monitored by HRT. Compliance has to be marked in the annual performance management system. Regarding declarations of interest the electronic tools for staff and experts contain guides for staff and have been rolled out with training and guidance

refresher courses after service intervals, as appropriate.				
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.	Accepted & Implemented WHO submits annual report on ethics to the Organization's governing bodies through the Executive Board of the World Health Assembly on a yearly basis. The report contains information concerning conflict of interest management.	

3.10 The United Nations system – private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (document JIU/REP/2017/8)[34]

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 April 2019	Implementation Status April 2019	Remarks April 2019	Update April 2020	Update April 2021
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		

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[34] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_8_english_1.pdf (accessed 4 May 2020).

			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 partnerships with the private sector, including by entrusting them with specific tasks and agenda items on which to report.	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 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.	Under consideration WHO has continued to foster engagements and partnerships with different stakeholders, including private sector, where these benefit public health and in accordance with the Framework of engagement with non-State actors[35] and other relevant policies. Through participation in UN coordination mechanisms in its role as the directing and coordinating authority on international health, WHO continues to share experience gained and lessons learned, recognizing these as catalysts for enhancing processes, promoting best practices and innovating solutions for future engagements and partnerships with relevant stakeholders including the private sector.	**Under consideration** This recommendation does not fall under WHO's managerial responsibilities. However, WHO is encouraging and continue to foster engagements and partnerships with different stakeholders, including private sector, where these are advancing public health and in accordance with WHO's rules and policies including the Framework of engagement with non-State actors. While participating in the UN coordination mechanisms as the directing and coordinating authority on international health, WHO continues to share experience gained and lessons learned, recognizing these as catalysts for enhancing processes, promoting best practices and innovating solutions for future engagements and partnerships with relevant stakeholders including the private sector.
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	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	Under consideration As one element of implementation of the Framework of Engagement with non-State actors, WHO maintains a Register[36] where profile information	**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

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[35] http://www.who.int/about/collaborations/non-state-actors/A69_R10-FENSA-en.pdf (accessed 4 May 2020)

[36] https://www.who.int/about/collaborations-and-partnerships/who-s-engagement-with-non-state-actors/who-register-of-non-state-actors (accessed 4 May 2020)

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.			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.	submitted by non-State actors as well as plans and reports on collaborative engagements are made publicly available. While recognizing the value of common databases and supporting their integration, WHO's experience has confirmed the need for carefully defined roles and data entry modalities, as well as the importance of planning for regular maintenance, adaptation, and upgrades.	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. This data base, mandated by WHO's Governing Bodies, is accessible to other UN agencies (and the public) and thus would fulfill the spirit of the recommendation.
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.[37]	Accepted (with conditions) In response to the 2017 Report of the United Nations Secretary-General on repositioning the United Nations development system (United Nations General Assembly Economic and Social Council, 21 December 2017. Report of the Secretary-General) which called for a coherent and streamlined approach on due diligence standards and procedures across the United Nations system as part of stepping up the scale and scope of partnerships with the business community to accompany the requirements of the 2030 Agenda, WHO has actively participated in the consultative process and provided inputs to the United Nations Sustainable Development Group on a	**Implemented** As noted in earlier comments, WHO's Governing Bodies clearly defined standards and approaches for managing engagements with non-State actors (including the private sector), risk management and due diligence in the FENSA framework. WHO continues to report on FENSA and elements related to this recommendation to its Member States at WHO's Executive Board (February2020-EB146/34 see https://apps.who.int/gb/ebwha/pdf _files/EB146/B146_34-en.pdf)

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[37] https://www.who.int/about/collaborations-and-partnerships/who-s-engagement-with-non-state-actors (accessed 4 May 2020).

				proposed common approach to prospect research and due diligence for business sector partnerships. In its contributions towards increasing harmonization, efficiency and transparency across the United Nations family, WHO had the explicit confirmation that such approach does not does not supersede policies regulating engagement with the Business Sector, and ensued due diligence and risk assessment practices, which Member States have explicitly negotiated and approved through governing bodies.	

3.11 Review of donor reporting requirements across the United Nations systems (document JIU/REP/2017/7)[38]

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 April 2019	Implementation Status April 2019	Remarks April 2019	Update April 2020	Update April 2021
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	Accepted & In progress Any action taken: WHO recognizes the importance of this issue and, at Organizational level, is making significant efforts to address this directly with Member States and other contributors.	**Implemented** The Funding compact, presented in the A/74/73/Add.1-E/2019/14/Add.1 and welcomed by the ECOSOC in E/RES/2019/15 can be seen as implementation of this recommendation. It as not done in the framework of the CEB, but UNSDG. WHO reported on this in A72/49
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	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	In progress	**Implemented** WHO continues to maintain the system and portal for partnership agreements as noted in the April 2019 update.

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[38] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_7_english.pdf (accessed 4 May 2020).

the details of reporting on the use of funds provided.			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.	In progress In 2019, the Global IT Fund (GITF) Steering Committee approved the business case for establishing an online corporate solution to strategically manage WHO relations with its contributors. The CEM system is being designed to: a. facilitate the management of contributor relationships and intelligence and help capture funding opportunities to improve visibility on pipeline funding; b. allow for the development of customized workflows to enable the clearance of documents; c. facilitate and monitor the implementation of distributed funds in line with the terms and conditions of the respective agreement (e.g. level of earmarking, timeline and reporting requirements); d. manage reporting and visibility more consistently across WHO, thus better meeting contributor expectations and managing the Voluntary Contributions allocation across Major offices to ensure better	**Implemented** The WHO corporate repository (Enterprise Content Management (ECM) system) that includes all agreements and donor reports, and a new Contributor Engagement Management (CEM) are fully operational and reflect implementation of this recommendation.

				equity on financing across the organization.	
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.	Accepted & In progress

Plans are developing under Transformation to create a donor reporting unit at HQ under the PRP Department with a remit to include quality assurance of reporting. | **Implemented** WHO has updated its internal guidance, coordination and capacity for donor reporting across its Business Centers across the three levels of the Organization |
| **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 | Under consideration | **Accepted and Implemented** Donor report preparation-related costs are included, to the extent possible, in specified funding donor agreements. |
| **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. | Accepted and in progress | **Implemented** WHO collaborates with other UN agencies and uses common templates where feasible (e.g, Grand Bargain, MDTFs, etc). It must be noted that donors stipulate their templates. |
| **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 | Under consideration | | Submitted for consideration of legislative/governing bodies in document EBPBAC30/4 | Accepted and Implemented

This recommendation was presented in the Reports of the JIU (EBPBAC30/4)- Report by the Director-General to the Member States. EB noted this recommendation. | |

reporting to individual donors on the use of their earmarked contributions.				

3.12 Results-based management in the United Nations development system (document JIU/REP/2017/6)[39]

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. Further consideration of the recommendations and follow-up actions will be informed by a planned evaluation of RBM by the WHO Evaluation Office as approved by the Member States in the annual evaluation workplan for 2020-2021 (EB 146/38 and EB147/5).

Recommendations	Acceptance April 2019	Implementation Status April 2019	Remarks April 2019	Update April 2020	Update April 2021
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, [40] 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	Under consideration	**Accepted and In Progress** WHO's Transformation process, along with further enhancements to WHO's results-based planning, budgeting, monitoring and reporting, ensuring holistic and consolidated strategy for RBM in WHO. A WHO evaluation of RBM is planned for 2021.

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[39] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2017_6_english__0.pdf (accessed 4 May 2020).

[40] 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 4 May 2020) 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.

			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.	Under consideration	**Accepted and Implemented** For its part, WHO has been innovating in refining its approach to results measurement, tracking and reporting, operationalization of a new planning and results system, and enhancing its use to revise policies, programmes and budgets – all part of its GPW13. the Planning, Resource Coordination and Performance Monitoring Department and its network across the organization is the backbone support function for RBM. There are special entities that perform the other elements of the RBM cycle, e.g., risk management, resource mobilization and the WHO Transformation Initiative will continue to ensure that those are aligned and well-coordinated.
Recommendation 3: Executive heads should strengthen the development of the culture of results by including in their 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.	Under consideration		WHO's Thirteenth General Programme of Work 2019-2023 is highly focused on delivering impact in countries and changing the mindset with regard to measuring these results in countries.	Under consideration	**Accepted and Implemented** As a part of WHO's Transformation Agenda, WHO introduced a Values Charter driving culture change, including for manging for results, accountability, enhancing measurement and tracking of results. In addition. While maintaining the RBM principles, WHO's approach to ensuring impact in countries continue to adapt to the needs and context. These developments are routinely reported to WHO's Governing Bodies.

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.	Under consideration	**Accepted and In Progress** WHO is shifting towards a more rigorous monitoring and performance assessment. It introduced an innovative approach, i.e,, Output Scorecard which assesses the Secretariat contributions to health outcomes. This will eventually be linked to team and individual performance goals. WHO is taking an incremental approach, but the goal is that performance management involves assessing staff accountability towards contributing to the strategic goals of the Organization.
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.	Under consideration	**Accepted and In Progress** With the introduction of the innovative Output Scorecard methodology, the Secretariat has strengthened the use of monitoring and assessment information in management discussions and decision making. Strategic discussions are conducted based on the results of the assessment. The results of a planned WHO evaluation of RBM in 2021will also inform setting strategies, enhancing processes and refining interventions.

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.	Under consideration	**Accepted and In Progress** WHO's Member Sates MS did not have any comments on this recommendation during its May 2019 PBAC30 meeting, and noted the Report. WHO routinely reports to its Member States (via Reports to PBAC, EB, and WHA) on the Programme Budget, GPW13 Impact Framework, Transformation and Results Reports. Governing Bodies are asking questions and receiving input about "what works, does not and why".

3.13 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)[41]

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 April 2019	Implementation Status April 2019	Remarks April 2019	Update April 2020	Update April 2021
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		

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[41] 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 4 May 2020).

			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 *Back of the room document* 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 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.	Accepted & Implemented 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	Accepted	Implemented	Information regarding the status of implementation of prior years' accepted JIU recommendations is		

monitoring procedures on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018.			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.	In progress Since 2017, the CEB sessions are held entirely in retreat format, as reported by the CEB Secretariat [42]. The UN Secretary-General presents regularly the CEB Annual Overview Report to the UN Economic and Social Council. WHO is ready to support discussion on such agenda item.	**In Progress** This recommendation is beyond WHO's managerial control
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.		

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[42] Accessible at: https://www.unsystem.org/content/chief-executives-board-annual-overview-reports (accessed 4 May 2020)

3.14 Donor-led assessments of the United Nations system organizations (document JIU/REP/2017/2)[43]

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	Update April 2020	Update April 2021
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 28th 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.	In progress	**Implemented** The recommendation was presented to Member States in EBPBAC28/4, with PBAC noting the report in EB143/5**.** External donor assessments of WHO are under the control of the respective Member State. Those that make their findings public (DFID MARs) are considered within respective WHO units and tracked by the External Relations office. The MOPAN assessment (last one in 2027-2018) is reflected on the EVL website and linked to the MOPAN website.

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[43] 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 4 May 2020).

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	In progress	**Implemented** WHO's Evaluation Office serves as the Organization focal point for selected external donor assessments, facilitating and coordinating them within WHO. The largest of these exercises was coordinating the MOPAN external assessment within WHO in 2017-2018.
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	In progress	**Implemented** a) WHO's Evaluation Office facilitates selected external donor assessments (including MOPAN), and as part of this process discusses various elements; EVL also coordinates across WHO on design of all EB-approved evaluations. b) WHO has implemented an Organizational Learning process since 2018 that consolidates findings and recommendations coming from audits, evaluations and donor-led external reviews and assessments, identifies priority, recurrent cross cutting issues and their root causes, and tracking follow-up action.
Recommendation 5: The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.	Partially accepted – Implemented		

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.				28th 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 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.	

3.15 Knowledge management in the United Nations system (document JIU/REP/2016/10)[44]

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	Update April 2020	Update April 2021
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.	Under consideration	**Under consideration**
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	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.	Under consideration	**Under consideration**

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[44] 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 4 May 2020).

descriptions and organizational core competences, by the end of 2020.						
Recommendation 4: The executive heads of the United Nations system organizations, if they have not already done so, should establish norms and procedures for the retention and transfer of knowledge from retiring, moving, or departing staff, as part of the organizations' succession planning processes.	Under consideration		A system of handover notes being required for all departing staff from a position will ensure the required transfer of knowledge. This system is being piloted through the mobility exercise.	Accepted - in progress It has proved successful in the voluntary mobility exercise; however, no decision has been taken as yet to expand its use.	In progress	**In progress**

3.16 Safety and security in the United Nations system (document JIU/REP/2016/9)[45]

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	Update April 2020	Update April 2021
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: • 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	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			

[45] 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 4 May 2020).

• Existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments			countries by the United Nations Designated Official for Security and the United Nations Security Management Team, supported by the United Nations Department of Safety and Security.			
Recommendation 2: The Executive Heads of the United Nations system organizations, through the Inter-Agency Security Management Network and the Department of Safety and 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 Head of Global Security, including its Steering Group WHO. 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	In progress	**Implemented** The Road Safety Policy under the UN Security Management System (UNSMS) had been reviewed on 01 May 2017. A UN-wide Road Safety Strategy had been launched in February 2019; and the WHO Policy on Road Safety and Vehicle Management in May 2019.

				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 particular duty station are included in the individual performance appraisal systems in place for all staff within their respective organizations.	Accepted	In progress	Following changes in the security risk management approach, the Inter-Agency Security Management Network has set up a technical working group to develop a security compliance assessment mechanism. In the interim, work is under way to ensure that all offices and senior officials are in compliance with the United Nations Security Management System Policy by the end of 2018.	In progress The Inter-Agency Security Management Network is in the process of developing a security compliance assessment 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%.	In progress	**Implemented** The Inter-Agency Security Management Network had promulgated the Compliance, Evaluation and Best Practices as Chapter V, Section D of the Security Policy Manual. A global Security Risk Management Measures (SRMM) Compliance Assessment had been conducted from June – November 2020. Compliance to security policies is also covered under the provisions of the Staff Safety Policy of the WHO eManual.
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	In progress	**Implemented** A SRMM Compliance Mechanism had been put in place, and institutionalized to be conducted regularly to form part of key performance indicators

						at all levels of the organization. In accordance with the UN Security Management System and WHO Framework of Accountability, senior management at all levels have prescribed responsibility and accountability on security and compliance.

3.17 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)[46]

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	Update April 2020	Update April 2021
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	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	In progress	**Implemented** WHO has established the SDG Global Action Plan, a Global Action Plan for Healthy Lives and Well-being for All that brings together 13 multilateral health, development and humanitarian agencies to better support countries to accelerate progress towards the health-related Sustainable Development Goals (SDGs). It also serves as the secretariat for the

[46] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2016_5_English.pdf (accessed 4 May 2020).

			Member States to generate, analyse, disseminate and use high-quality health data and information to plan and monitor universal health coverage, and progress towards meeting the Sustainable Development Goals and other national and subnational priorities. This involves: increasing the impact of global public goods to address critical gaps and inadequacies in current country data systems and capacities to meet the data and monitoring requirements of universal health coverage and the broader health agenda of the Sustainable Development Goals; convening and working with regional and national institutes, global partners, academia and other networks to strengthen country-level capacity to generate, analyse and use high-quality public health data; and developing a well-aligned network of health observatories at the global, regional and country levels, with enhanced functionality for data collection, transfer, analysis, communication and accessibility. The Secretariat is also developing a collaborative platform to establish and promote data standards and	(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 General, WHO, UNICEF and the World Bank. 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. 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: 1. Champion the importance of bringing leaders in health and statistics together to		Health Data Collaborative – a partnership of over 60 partners to support countries in strengthening their data and health information systems. WHO also is working with the IAEG-SDGs to support with tools to enable the disaggregation of data for the different SDGs to monitor inequality. WHO continues to participate actively in the Inter-Secretariat Working Group on Household Surveys, the Committee for the Coordination of Household Surveys and the Secretary General's Data Strategy and its implementation. WHO is also renewing collaboration with the foundation that is to host the PARIS 21 collaboration to build national statistical capacity.

			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.	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. The countries also proposed to have health statistics in the 2020 UN Statistical Commission agenda for substantive discussions. 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. 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.		

3.18 Fraud prevention, detection and response in United Nations system organizations (document JIU/REP/2016/4)[47]

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	Update April 2020	Update April 2021
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				

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[47] 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 4 May 2020).

			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 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.	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, 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	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				

the corporate level, and more frequently, based on need, at the operational level.			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 dedicated to operationalize the strategies and action plans.	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 larger ethics training for staff, as well as updating the fraud policy and guidelines in its online eManual.	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 2nd half of 2019. In addition, anti-fraud training will be part of the ethics training package mandatory for all staff in 2019.	In progress IOS Charter was approved in June 2019	**In Progress** WHO is currently updating its overall anti-fraud framework (including its policy) with a view to adapt its anti-fraud strategies to its latest organizational changes, actual risk exposures and to align with the temporary definition of fraud which considers more explicitly corruption risks for example.
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	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,				

addressed in the internal control frameworks.			mismanagement, errors and fraud, and fraud is included within the risk assessment component of the Framework. Primary focal point: Office of Compliance, Risk Management and Ethics				
Recommendation 8: When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.	Accepted	Implemented	WHO prepares an annual Statement on Internal Control on the effectiveness of internal controls, appended to the annual financial statement, which responds to, among others, issues related to fraud. Primary focal points: Department of Finance, with support from Office of Compliance, Risk Management and Ethics				
Recommendation 9: The executive heads of the United Nations system organizations should instruct their legal offices to review and update the legal instruments for engaging third parties, such as vendors and implementing partners, with particular attention to anti-fraud clauses and provisions.	Accepted	Implemented	Document A69/6 "Framework of engagement with non-State actors" is the organizational reference for how WHO engages with non-State actors, including vendors and implementing partners. Primary focal points: Office of the Legal Counsel, supported by the Department of Partnerships and non-State Actors and Office of Compliance, Risk Management and Ethics				

Recommendation 10: The executive heads of the United Nations system organizations should ensure that proportionate fraud prevention and detection capabilities are an integral part of automation systems' functionalities, including automated activity reports and data-mining modules in their respective enterprise resource planning systems (ERPs).	Accepted	In progress	Business Intelligence – an organization-wide optimization of data collection and analysis - is in the process of being rolled out, with the aim to transform raw data (finance, procurement, HR, programme planning, IT, technical health units, DGO, etc.) into meaningful and useful information presented in an easy manner for business analysis purposes. Additionally, 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.	In progress IOS continues to use BI and data analytics as part of its audit plans in 2019 and plans to expand analytics in the investigation area in 2020.	**In Progress** WHO will take the opportunity of the planned replacement of the ERP to ensure fit for purpose automated anti-fraud controls are embedded.
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	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				

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.			corporate significance to WHO and may be subject to retaliatory action as a result. The policy includes an explicit reference to reporting of fraud, and references WHO eManual Section XII.14.1 Fraud policies and reporting of suspected fraud. Primary focal point: Office of Compliance, Risk Management and Ethics				
Recommendation 12: The executive heads of the United Nations system organization, if they have not already done so, should implement the good practice of establishing a central intake mechanism for all fraud allegations in their respective organizations. In the interim, for organizations with decentralized intake mechanisms, immediate action should be taken to: (a) establish an obligation for decentralized intake units to report to a central authority any allegations received, ongoing cases under investigation and closed cases, indicating the action taken; and (b) establish formal intake procedures and guidelines, including: clear criteria for the preliminary assessment, the official, office or function authorized to make the assessment, the process to be followed and the arrangements for reporting on the results of the preliminary assessments.	Accepted	Implemented	WHO's Integrity Hotline (managed by an external provider) acts as a centralized reporting mechanism, and it is widely publicized on the global public website and regional intranet sites. Related to the investigation function, WHO conducts a formal intake screening of reports of suspected misconduct and is entrusted to do preliminary assessments and subsequent investigations. The Organization has standard procedures and guidelines for the conduct of investigations – including tools and templates – as well as a repository for investigation case files and related administrative documentation. Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit				
Recommendation 13: The executive heads of the United Nations system organizations, in consultation with the	Accepted	In progress	WHO has an Investigations Log for recording all reports of concern received in relation to	In progress WHO completed the external	In progress An action plan has been developed to	In progress	**Implemented** In addition to completed "best

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.			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.	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	monitor the implementation of the recommendations of the Peer Review of the investigations function due for 2019.	IOS has completed a "best in class" review of the investigations function to assess, the direction, structure, resources and tools required to ensure that we are "best in class" including benchmarking with external entities. Implementation of "best-in-class recommendations is in progress – including steps to strengthening investigations capacity in 2020	in class" review and its follow-up, WHO's strengthening efforts of its investigation function are routinely reported to its Governing Bodies. See also JIU report 2020/1 reviewing progress on agencies' investigation function.
Recommendation 14: The executive heads of the United Nations system organizations, in consultation with the Office of Legal Affairs (OLA) of the United Nations, and their respective legal offices, should strengthen existing protocols and procedures for referrals of fraud cases (and other misconduct) to national enforcement authorities and courts for criminal and civil proceedings, as well as for asset recovery, and ensure that referrals are done in a timely and effective manner.	Accepted	Implemented	WHO systematically attempts to recover "defrauded" resources and ensures that referrals are done in a timely and effective manner on a case-by-case basis. WHO eManual Section XII.14.1 Fraud policies and reporting of suspected fraud states that: "Where it has been concluded that misconduct has occurred resulting in financial loss to the Organization, the Director-General may decide to make use				

			of all means available to the Organization in order to recover misappropriated funds, including by taking civil action before national courts." Primary focal points: Department of Human Resources; Office of the Legal Counsel				
Recommendation 15: The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual basis a consolidated and comprehensive management report on the performance of anti-fraud activities, based on key performance indicators. The report shall include, inter alia, the level of fraud exposure, status of compliance with anti-fraud policies, fraud statistics, sanctions imposed, fraud losses and recovery of assets, and lessons learned.	Accepted	In progress	The annual report of the Independent Expert Oversight Advisory Committee (IEOAC) presents a review of WHO's financial statements, financial reporting and accounting policies; provision of advice on the adequacy of internal control and risk management; and review of the effectiveness of the Organization's internal and external audit functions, and monitoring on the implementation of audit findings and recommendations. This report is presented to the PBAC and considered by the WHA. Additionally, the IOS Annual report to the WHA includes statistics on the types of alleged misconduct reported to the Office. Further, summaries of all investigation reports are included with details of the related loss estimates, recommendations for recovery of losses, and the relevant disciplinary measures applied, if available.	Implemented Complementing earlier reported actions, WHO reports regularly to Member States with summaries of all investigation reports with details of the related loss estimates, recommendations for recovery of losses and the relevant disciplinary measures applied, if available. The Secretariat systematically attempts to recover defrauded resources and ensures that referrals to, or requests for assistance by, other relevant authorities are dealt with in a timely and effective manner on a case-by-case basis.			

			Following the finalization of the CEB document defining fraud and implementing partners within the UN system, and based on collective decisions by all CEB members regarding the need for and language of key performance indicators on fraud, WHO will report to the IEOAC. Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit	One of WHO's Principal Risks is "Failure to prevent and effectively address fraud/corruption in the Organization." Progress on mitigation of this risk has been discussed by senior management and actions proposed are implemented accordingly.			
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.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC26/4. 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. Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit	Accepted.	Implemented		