JIU Reviews

2015-2019

Status of Implementation of Recommendations

World Health Organization

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1. Introduction

1.   This document provides details of the progress made in implementing the recommendations to executive heads of United Nations system organizations of reviews of the Joint Inspection Unit of the United Nations System (JIU) issued during the period January 2015 to September 2019 that are of direct relevance to the Organization and call for specific action at this stage.

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

1.2.   The Secretariat uses the web-based tracking system of the JIU to track the implementation of recommendations from the reviews, which is updated every six months. This template includes the recommendations copied verbatim from each JIU review report and details of the action taken and the status of implementation as extracted from the web-based tracking system in April 2020.

2. Update on progress in the implementation of recommendations from recent JIU reviews issued during the period October 2018 to September 2019 that are of relevance to WHO[1]

2.1 Review of audit/oversight committees in the United Nations system (document JIU/REP/2019/6)[2]

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 7 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 up on.

Recommendations relevant to WHO	Acceptance	Implementation status	Remarks
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 activities of the committee, where applicable, by the end of 2021.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC32/5. This is already a part of the current TORs of the IEOAC

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

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

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 EBPBAC32/5. This is already a part of the current TORs of the IEOAC
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 EBPBAC32/5. 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.
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 EBPBAC32/5. This is already a part of the current TORs of the IEOAC
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 EBPBAC32/5. 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.
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 EBPBAC32/5. 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.

2.2 Review of change management in United Nations system organizations (document JIU/REP/2019/4)[3]

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 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 6 recommendations, one of which is addressed to legislative bodies, and the rest to their executive heads.

Recommendations relevant to WHO	Acceptance	Implementation status	Remarks
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 EBPBAC32/5. 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 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.

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

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.
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 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.

2.3 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)[4]

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 3 recommendations, one of which is addressed to legislative bodies of the United Nations system, and the rest to the executive head.

Recommendations	Acceptance	Implementation status	Remarks
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 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".	Accepted	In progress	Submitted for consideration of legislative/governing bodies in document EBPBAC32/5. 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 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.

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

			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.
Recommendation 2: The Secretary-General, in leading the reform of the United Nations development system, together with the executive 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.	Accepted	In progress	WHO welcomes the strengthening of DRR in the UN Sustainable Development Cooperation Frameworks (UN SCDFs) as the mainstreaming of actions to 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.

			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.
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 GPW13 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 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. |

2.4 Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (document JIU/REP/2019/2)[5]

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 5 recommendations, one of which is addressed to legislative bodies, and the rest to the executive head.

Recommendations	Acceptance	Implementation status	Remarks
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 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, 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

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

			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.
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 EBPBAC32/5. 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.
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.

2.5 Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development (document JIU/REP/2018/7)[6]

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 v 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	Implementation status	Remarks
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 Programme 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 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, | Accepted | In progress | WHO is ready to participate in a UN system wide data sharing policy. |

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

supporting software and research sharing among the United Nations 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 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.

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, Orderly and Regular Migration, are implemented by the end of 2020.	Accepted	In progress	Submitted for consideration of legislative/governing bodies in document EBPBAC32/5. 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 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.

2.6 Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system (document JIU/REP/2018/6)[7]

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	Implementation status	Remarks
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) at 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. This report has already been requested and will mainly contain information on the baseline for indicators of the UNDIS. Several completed consultations to date have produced all required information. 2) According to the preliminary plan, the WHO Disability Policy will be launched on the International Day of Persons with Disabilities, December 3rd 2020. We will have time until 2025 for its implementation.

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

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.
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 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.	Accepted	In progress	This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1.
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.
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.
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	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.

that they organize, with no prejudice to the efforts to make attendance at meetings and conferences accessible to persons with disabilities.			
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.
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.
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 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.	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 development of a system-wide training module.
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 EBPBAC32/5. This recommendation will be incorporated into the WHO implementation of the UNDIS as stated above for recommendation 1.

2.7 Opportunities to improve efficiency and effectiveness in administrative support services by enhancing interagency cooperation (document JIU/REP/2018/5)[8]

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	Implementation status	Remarks
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 or cost classification, and set out how efficiency should be defined and assessed.	Accepted	In Progress	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. 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.

Recommendation			
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.	Partially accepted	In Progress	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. 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.
Recommendation 6: The United Nations Sustainable Development Group should refocus the common business 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.	Accepted	In Progress	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. 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.
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	WHO is aware of the statement for mutual recognition which the "4+1" agencies are currently in the process of signing. WHO 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	Accepted	In Progress	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-

(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.			mentioned organizations in order to provide a comprehensive programme of work for the establishment of the shared service board. WHO 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).

3. Update on progress in the implementation of recommendations from recent JIU reviews issued during the period January 2015 to September 2018 that are of relevance to WHO[9]

3.1 Review of whistle-blower policies and practices in United Nations system organizations (document JIU/REP/2018/4)[10]

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

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

Recommendations	Acceptance	Implementation status	Remarks April 2019	Update April 2020
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.
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	Not accepted		WHO does not have a critical mass of recommendations that would justify investing into such an appeal mechanism.	

[9] 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**).

[10] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_4_english_0.pdf (accessed 4 May 2020).

outline any agreed-upon mechanisms and processes in updates to protection against retaliation policies.				
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 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.
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.	

3.2 Review of internship programmes in the United Nations system (document JIU/REP/2018/1)[11]

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

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

Recommendations	Acceptance	Implementation status	Remarks April 2019	Update April 2020
Recommendation 2: Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.	Accepted	Implemented	The HLCM has created an informal working group on Internship in the UN system. WHO is chairing this working group and is therefore taking the lead, aiming at best practices to be implemented across the UN system.	
Recommendation 3: The executive heads of JIU participating organizations should consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.	Accepted	In progress	WHO has launched a reform of its global internship programme and policy and a progress report on measures implemented was provided to the 144th session of the Executive Board in January 2019.[12] WHO issued the updated policy, which is now part of the e-manual. The main update was provided at the 144th session of the Executive Board and there will be only a short update at the Seventy-second World Health Assembly in 2019. Additional updates will be issued in 2020 when stipends will be introduced.	Implemented Since January 2020, WHO has been providing stipends to interns who do not receive much or any external assistance. Following a merit-based selection process, interns are asked to complete a disclosure form indicating whether they will receive a grant, scholarship, bursary or other form of support. WHO calculates the amount that it will allocate to the intern ensuring that the total amount received (external support and WHO support) does not exceed 20% of the reduced daily subsistence allowance.

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[11] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_1_english.pdf (accessed 4 May 2020).

[12] See document EB144/47 - Human resources update, including on the global internship programme. Available at http://apps.who.int/gb/ebwha/pdf_files/EB144/B144_47-en.pdf (accessed 4 May 2020).

				See details in para 13 of EB146/48 Rev.1, January 2020; Link: https://apps.who.int/gb/ebwha/pdf_files/EB146/B146_48Rev1-en.pdf
Recommendation 5: The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on gender, country of origin, university from which the highest diploma was received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A report should be presented for information to the governing and/or legislative bodies of the organizations at their next sessions.	Accepted	Implemented	Implemented and published in document EB144/47.	
Recommendation 6: Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4. WHO accepts voluntary contributions to support the internship programme, as part of its existing funding mechanisms.	Accepted & Implemented Implemented as part of the resolution adopted by WHA71 (WHA71.13: Reform of the global internship programme)
Recommendation 7: Executive heads of the organizations of the United Nations system should establish a collaboration mechanism between the public information services of the organizations and the permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, based on the World Guide to Higher Education published by the United Nations Educational, Scientific and Cultural Organization.	Accepted	Implemented	The global internship vacancy announcement is distributed to the permanent representatives of Member States in order to facilitate outreach to capitals on a worldwide basis.	

3.3 Review of mechanisms and policies addressing conflict of interest in the United Nations system (document JIU/REP/2017/9)[13]

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

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

Recommendations	Acceptance	Implementation status	Remarks April 2019	Update April 2020
Recommendation 1: Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest, no later than December 2019.	Accepted	Implemented	WHO runs a mandatory annual exercise of declaration of interests targeting specific situations that present a risk of conflict of interest to the Organization.	
Recommendation 2: Executive heads of the United Nations system organizations, who have not yet done so, should direct their human resources services to introduce a mandatory conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in consultation with any future inter-agency forum.	Accepted	Implemented	WHO runs a mandatory annual exercise of declaration of interests, based on a form submitted by staff members, to identify potential situations of conflict of interest. Newly recruited staff members are asked to submit a declaration of interests upon joining the Organization.	
Recommendation 3: The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial disclosure programmes and propose any changes to the rationale and scope of those	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4 WHO submits an annual report on compliance, risk management and ethics to	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

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

programmes that are needed to increase their effectiveness.			the Programme, Budget and Administration Committee of the Executive Board (PBAC). The report contains information on conflict of interest management.	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 refresher courses after service intervals, as appropriate.	Accepted	In progress	WHO runs several ethics training modules, both online and in person through induction training, and tailor-made sessions are designed for specific offices. Further training modules are under development and these courses will be regularly updated and revised.	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.
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.

3.4 The United Nations system – private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (document JIU/REP/2017/8)[14]

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

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

Recommendations	Acceptance	Implementation status	Remarks April 2019	Update April 2020
Recommendation 3: Brokering partnerships and providing advice The Secretary-General of the United Nations and the heads of United Nations system organizations, assisted by the United Nations Global Compact, should coordinate and streamline a unique, system-wide package of information about the opportunities for partnerships offered to the private sector by the Sustainable Development Goals, for the benefit of interested organizations.	Not accepted		WHO recognizes the utility of coordinating and streamlining a common, system-wide package of information about the opportunities for partnerships offered to the private sector by the Sustainable Development Goals. However, WHO reviews its engagement with partners on a case-by-case basis, in accordance with the provisions of the Framework of Engagement with non-State actors and its policy on WHO engagement with global health partnerships and hosting arrangements.	
Recommendation 5: Enhanced role for the Private Sector Focal Points Network The heads of United Nations organizations should enhance the role and responsibilities of the Private Sector Focal Points Network with regard to sharing knowledge, promoting good practices and finding innovative solutions to problems related to partnerships with the private sector,	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	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

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

including by entrusting them with specific tasks and agenda items on which to report.			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.	Framework of engagement with non-State actors [15] 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.
Recommendation 6: A system-wide database All heads of the United Nations system organizations, assisted by the United Nations Global Compact, should jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on information voluntarily submitted by the participating organizations.	Under consideration		WHO has developed a publicly-available Register of non-State actors that contains the standard information provided by non-State actors and high-level descriptions of the engagement that WHO has with them. In view of its experience with the development of this database, WHO considers that a system-wide database would have to be very carefully designed in terms of the roles and responsibilities and users/owners and data entry and maintenance requirements.	Under consideration As one element of implementation of the Framework of Engagement with non-State actors, WHO maintains a Register [16] where profile information 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.
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	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	Accepted (with conditions) In response to the 2017 Report of the United Nations Secretary-General on repositioning the United Nations development system (United Nations

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

[16] 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)

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.			staff members and a handbook for non-State actors on engagement with WHO.[17]	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 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. Annex 1 UNSDG Common Approach

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

3.5 Review of donor reporting requirements across the United Nations systems (document JIU/REP/2017/7)[18]

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

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

Recommendations	Acceptance	Implementation status	Remarks April 2019	Update April 2020
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.
Recommendation 2: The executive heads of the United Nations system organizations that have not yet done so should put in place measures for ensuring that partnership agreements, concluded at the corporate level with the donors and at the corporate and field levels for individual programmes and projects, spell out the needs and requirements of the donors and the mutual commitments of the organizations and the donors, with respect to the details of reporting on the use of funds provided.	Accepted	In progress	Partnership agreements concluded by WHO at corporate level systematically address details of reporting and promote use of corporate reporting. The programme budget web portal (http://open.who.int/2018-19/home) is a key results and financial accountability instrument and the impact framework for the Thirteenth General Programme of Work, 2019-2023 is designed to increase confidence in corporate reporting.	In progress
Recommendation 3: The executive heads of the United Nations system organizations should encourage better access to, and dissemination and exchange of, information concerning donor	Accepted	In progress	WHO currently has such a repository. However, further work is needed to build more effective systems and related	In progress In 2019, the Global IT Fund (GITF) Steering Committee approved the business case

reporting among the member States and should ensure that every organization maintains a corporate repository for all contribution agreements and donor reports.			processes to better manage donor coordination, pipeline opportunities and donor reporting for the Organization.	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 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.

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
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
Recommendation 7: The governing bodies of the United Nations system organizations should request the executive heads to task, and adequately support, the internal audit and evaluation offices of their respective organizations with ensuring that the relevant oversight reports provide the required levels of assurance that would help minimize reporting to individual donors on the use of their earmarked contributions.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4	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.

3.6 Results-based management in the United Nations development system (document JIU/REP/2017/6)[19]

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	Implementation status	Remarks April 2019	Update April 2020
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,[20] these initiatives are mainstreamed in WHO and are incorporated into the WHO transformation agenda, including its response to UN system-wide reform. The Secretariat will also be informed by the results of the planned evaluation of WHO's results-based management framework.	Under consideration
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	Under consideration		See above response for recommendation 1.	Under consideration

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

[20] 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.

United Nations system are captured, supported, assessed for value and shared for adoption system-wide				
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
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
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
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

3.7 Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations (document JIU/REP/2017/5)[21]

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

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

Recommendations	Acceptance	Implementation status	Remarks April 2019	Update April 2020
Recommendation 1: The executive heads of organizations who have not yet done so should enhance the consideration of JIU reports/recommendations by their respective legislative bodies, in line with best/good practices identified, by the end of 2018.	Accepted	Implemented	The Secretariat continues to improve its reporting to governing bodies on JIU reports and recommendations in order to facilitate their consideration of the same, as evidenced by this report. The Programme, Budget and Administration Committee (PBAC) of the Executive Board has a standing agenda item in its meeting in May every year, at which a report from the Director-General of WHO is presented with listing of all relevant JIU reports issued during the preceding year and a reference to JIU website and hyperlinks to the reports/notes. A summary of the JIU reports and recommendations, actions taken on all recommendations addressed to the executive heads, and those recommendations addressed to the legislative body are included in this report. In addition, a *Back of the room document*	

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[21] 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).

			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. Through its Annual Report to the PBAC on the implementation of JIU reports, WHO is already implementing 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 already implements this recommendation.
Recommendation 5 The executive heads of organizations who have not yet done so should introduce appropriate verification and monitoring procedures on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018.	Accepted	Implemented	Information regarding the status of implementation of prior years' accepted JIU recommendations is made available to the PBAC in May of each year.	
Recommendation 6: The executive heads of organizations, when considering JIU recommendations intended to enhance coordination and cooperation, should propose the inclusion of the consideration of these recommendations on the programme of work of CEB and its applicable mechanisms with a timeline for taking a decision, with effect from 2019.	Accepted	In progress	WHO is ready to support the CEB secretariat in this regard.	In progress Since 2017, the CEB sessions are held entirely in retreat format, as reported by the CEB Secretariat [22] . 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.

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

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.	

3.8 Review of air travel policies in the United Nations system (document JIU/REP/2017/3)[23]

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

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

Recommendations	Acceptance	Implementation status	Remarks April 2019	Update April 2020
Recommendation 1: The legislative bodies of the United Nations system organizations should request their executive heads, who have yet to do so, to establish by 2019 a consistent percentage cost threshold below which the most direct route may be selected in lieu of the most economic route, taking into account the time thresholds established in each organization's travel policy for the selection of the most economic routes	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC30/4 WHO has changed its policy and aligned with the UN Secretariat on determination of the official itinerary. Travel takes place the least expensive route available, provided that the total additional time of the whole journey does not exceed the most direct route by 4 hours, and provided that the savings are at least US$ 200 versus the most direct route.	Accepted & Implemented As indicated in the previous update, in March 2018 WHO implemented a threshold of US$ 200. When savings are below this threshold, the most direct route may be selected. Based on the above, WHO considers that all actions were taken to address the JIU' recommendation, and that the recommendation should be accordingly closed.
Recommendation 4: The executive heads of the United Nations system organizations, that have not yet done so, should ensure by 2019 that effective measures are taken to enforce and monitor compliance with an advance purchase policy, including incorporation of advance planning rules and key performance indicators in travel policies that are regularly measured.	Accepted	Implemented	WHO has been implementing an advance purchase policy for several years and has recently adopted a much stricter approval process for travel requests that are submitted late. In addition, comprehensive reports monitoring the compliance with the advance purchase policy are available to all staff and regularly discussed in management meetings. Changes have been made in the enterprise resource planning (ERP) system so that travel requests for staff travel that are not fully approved 14 days in	

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[23] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2017_3_English.pdf (accessed 4 May 2020).

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

			related commitment with sufficient funds in the ERP system before confirming hotel reservations. Further expansion of OBT for air travel bookings is contingent on: (i) simplification of UN policy on business class entitlement (WHO is aligned with UN) to make it more easily implementable by online booking tools; and (ii) development of a similar interface with our ERP system to that which has been developed for the hotel booking platform. However, this is not envisioned in the next 12 months.	

3.9 Donor-led assessments of the United Nations system organizations (document JIU/REP/2017/2)[24]

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
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
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	In progress	In progress

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[24] 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).

			Coordinated Resource Mobilization Unit.		
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
Recommendation 5: The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC28/4.	Partially accepted – Implemented 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.	

3.10 Knowledge management in the United Nations system (document JIU/REP/2016/10)[25]

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
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
Recommendation 3: The executive heads of the United Nations system organizations, if they have not already done so, should take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.	Under consideration		This has not been part of the performance appraisal system to date. This can be considered the next time the appraisal system is reviewed.	Under consideration This is not anticipated for the time being.	Under consideration

[25] 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).

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

3.11 Safety and security in the United Nations system (document JIU/REP/2016/9)[26]

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
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 • Existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments	Not accepted		WHO recognizes the value of agreements with host countries that comprehensively address and assign responsibility for the protection of the personnel and assets of the United Nations system. However, WHO shares the concerns reflected in the United Nations System Chief Executives Board for Coordination's inter-agency response to the JIU report regarding the feasibility of implementing the recommendation, particularly by the deadline of April 2018, as well as the potential unintended consequences of each Organization renegotiating existing bilateral agreements. WHO prefers that country security matters be managed with host countries by the United Nations		

[26] 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).

			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 WHO unit covering Road Safety (not SEC). At the IASMN Steering Group meeting the following updates were provided: a. The UN-system-wide internal Road Safety Strategy was launched in February. b. The UN Road Safety Working Group continues to meet monthly to pursue its activities in several directions. The heads of the five pillars of the Strategy (road safety management, safer vehicles, safer road users, post-crash response and safer-driving environment) also continue to engage separately in their sub-working groups. c. UN Global Road Safety Week is scheduled on 6-12 May 2019 with the theme: 'Senior leadership and Road Safety'. d. WHO scheduled to participate and	In progress

				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
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

3.12 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)[27]

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
Recommendation 3 Executive heads of United Nations entities that work on national statistical capacity development should establish a network (a working group or task force) that will bring together the different entities' policy, programme and statistics departments in order to define how to better support more effective use of statistics by national stakeholders to achieve national development goals and should develop system-wide guidance for United Nations system entities on this issue.	Accepted	In progress	The United Nations Statistical Commission has established an Inter-Agency and Expert Group on Sustainable Development Goal Indicators, which meets regularly to discuss data development and methods for indicator monitoring. WHO is well represented at these meetings. The Department of Information, Evidence and Research coordinates WHO's engagement by monitoring the health-related Sustainable Development Goal indicators and providing support to strengthen the capacity of Member States to generate, analyse, disseminate and use high-quality health data and information to plan and monitor universal health	In progress. In addition to engagements and activities mentioned in the 2018 update, which are ongoing, to enhance the collaboration and coordination between the health sector agencies and statistical offices, first and foremost at the national level, WHO convened a high-level policy dialogue at the 50th session of the UN Statistical Commission. This was a breakthrough session 'statistics meets health', with representation from health sector and statistics leaders (Chief Statisticians) and senior country representatives, including Health Ministers from Bangladesh, Burkina Faso, India, Fiji, Mexico, Philippines, Senegal, Sudan	In progress

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[27] 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).

| | | | coverage, and progress towards meeting the Sustainable Development Goals and other national and subnational priorities. This involves: increasing the impact of global public goods to address critical gaps and inadequacies in current country data systems and capacities to meet the data and monitoring requirements of universal health coverage and the broader health agenda of the Sustainable Development Goals; convening and working with regional and national institutes, global partners, academia and other networks to strengthen country-level capacity to generate, analyse and use high-quality public health data; and developing a well-aligned network of health observatories at the global, regional and country levels, with enhanced functionality for data collection, transfer, analysis, communication and accessibility. The Secretariat is also developing a collaborative platform to establish and promote data standards and tools for strengthening country health information systems. It has also established a health data collaborative network across United Nations agencies and development partners to develop harmonized approaches to data standards and national capacity-building. | (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 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.	

3.13 Fraud prevention, detection and response in United Nations system organizations (document JIU/REP/2016/4)[28]

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
Recommendation 2: The executive heads of the United Nations system organizations, if they have not already done so, shall develop a corporate anti-fraud policy for their respective organizations or update an existing one, taking into account leading practices in the public and private sectors. The policy should be presented to the legislative and governing bodies for information, adoption and/or endorsement and should be reviewed and updated regularly.	Accepted	Implemented	WHO Fraud Prevention Policy & Fraud Awareness Guidelines policy and guidelines (effective April 2005), a stand-alone corporate anti-fraud policy, as well as myriad other anti-fraud related policies. WHO's policy defines fraud as "misappropriation, irregularities and illegal acts characterized by deceit, concealment or violation of trust" and provides concrete examples of such behaviours or actions. Primary focal point: Joint Inspections Unit			
Recommendation 3: The executive heads of the United Nations system organizations should take expeditious action to designate an overall corporate manager or entity at senior level to be the custodian of the anti-fraud policy and be responsible for the implementation, monitoring and periodic review of the policy.	Accepted	Implemented	WHO Fraud Prevention Policy & Fraud Awareness Guidelines policy and guidelines (effective April 2005) states that the Director-General has overall responsibility for the prevention and detection of fraud, misappropriations and other inappropriate conduct Primary focal point: Joint Inspections Unit			
Recommendation 4: On the basis of a comprehensive needs assessment,	Accepted	Implemented	Annual training for newly-appointed Heads of Offices in countries,			

[28] 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).

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.			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 the corporate level, and more frequently, based on need, at the operational level.	Accepted	Implemented	WHO's organization-wide risk management approach was rolled out in 2014, and fraud risks are specifically considered as part of the exercise. Top corporate risks are reported to the Executive Board on an annual basis, including fraud risks. Additionally, Internal Oversight Services undertakes a specific fraud risk assessment as part of its standard planning process for each compliance and integrated audit undertaken at the country office level. Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit			
Recommendation 6: The executive heads of the United Nations system organizations, if they have not already done so, should develop organization-specific comprehensive anti-fraud strategies and action plans	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	In progress WHO is developing an investigations policy document that outlines the Organization's	In progress WHO update to the IOS Charter approved April 2019 and the development of the new investigations	In progress IOS Charter was approved in June 2019

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.			discussions at the Fifth Committee meeting of the UN in March 2017. Primary focal point: Joint Inspections Unit	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.	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.	
Recommendation 7: The executive heads of the United Nations system organizations, if they have not already done so, should initiate a review of their internal control framework to ensure that proportionate anti-fraud controls do exist and that fraud risks identified in the fraud risk assessments are adequately addressed in the internal control frameworks.	Accepted	Implemented	The WHO Internal Control Framework and Internal Control Framework Self-Assessment Checklist (2013 and 2016) are reviewed annually and filled by all budget centres biannually. The ICF explicitly mentions the need to safeguard resources against loss due to waste, abuse, mismanagement, errors and fraud, and fraud is included within the risk assessment component of the Framework. Primary focal point: Office of Compliance, Risk Management and Ethics			
Recommendation 8: When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads	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			

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.						
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	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	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.

				controls and enhanced reporting capabilities. These efforts are ongoing.	Governance, Risk and Compliance in GSM to help prevent fraud, and revising its user provisioning in GSM.	
Recommendation 11: The executive heads of the United Nations system organizations, if they have not already done so, should revise their whistle-blower policies with a view to adopting good practices, and extend the duty to report fraud and other misconduct to contract employees, United Nations volunteers, interns and other non-staff, as well as to third parties, including vendors, suppliers, and implementing partners.	Accepted	Implemented	WHO's policy on "Whistleblowing and protection against retaliation" (2015) applies to all those (staff or other) who report, in good faith, suspected wrongdoing of corporate significance to WHO and may be subject to retaliatory action as a result. The policy includes an explicit reference to reporting of fraud, and references WHO eManual Section XII.14.1 Fraud policies and reporting of suspected fraud. Primary focal point: Office of Compliance, Risk Management and Ethics			
Recommendation 12: The executive heads of 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	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			

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.						
Recommendation 13: The executive heads of the United Nations system organizations, in consultation with the audit advisory committees, should ensure that the investigation function of their respective organizations establishes key performance indicators for the conduct and completion of investigations, and has adequate capacity to investigate, based on a risk categorization and the type and complexity of the investigations.	Accepted	In progress	WHO has an Investigations Log for recording all reports of concern received in relation to allegations of suspected wrongdoing. This Log also serves as the basis for recording information on investigation timelines for all phases of the investigation and provides statistics that are periodically reported to the WHO audit advisory committee (the Independent Expert Oversight Advisory Committee - IEOAC). As part of the quality control programme of the Office, IOS is planning to conduct an independent Peer Review of the investigations function in 2017.	In progress WHO completed the external independent Peer Review of the investigations function in October 2017 and an Action Plan has been established to address the related recommendations (No 22. IOS establish time targets for completing preliminary reviews and for completing investigations, to serve as Key Performance Indicators, and monitor their achievement) with a deadline of December 2019. Primary focal point: Joint Inspections Unit	In progress An action plan has been developed to monitor the implementation of the recommendations of the Peer Review of the investigations function due for 2019.	In progress 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
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	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			

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.			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. 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	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		

			key performance indicators on fraud, WHO will report to the IEOAC. Primary focal points: Office of Compliance, Risk Management and Ethics; Joint Inspections Unit	manner on a case-by-case basis. 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	

3.14 Review of the organizational ombudsman services across the United Nations system (document JIU/REP/2015/6)[29]

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

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

Recommendation	Acceptance April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019	Update April 2020
Recommendation 1: The executive heads of the United Nations system organizations, in consultation with staff representatives and the existing Ombudsmen, should review, update and disseminate across their respective organizations the terms of reference of the ombudsman, giving due consideration to the direction provided by the present report and using a staff-management consultation mechanism.	Accepted	In progress	The Secretariat has drafted revised terms of reference which are currently being reviewed by relevant in-house stakeholders.	In progress Internal discussions still ongoing	In progress	In progress The pertinence of the proposed ToRs changes will be reviewed in the context of a forthcoming external evaluation of OMB.
Recommendation 2: The executive heads of the United Nations system organizations, in cooperation with the ombudsman offices, should include questions relating to the ombudsman service in staff surveys and responses should be used by management, staff associations and the ombudsman office to increase staff awareness and	Accepted	In progress	Discussions have taken place with the stakeholders responsible for staff surveys in WHO, namely the Staff Association and the stakeholders involved in the Respectful Workplace Initiative (RWI) with a view to having additional questions in the future	In progress There are no plans for new surveys in the near future. However, OMB has discussed with the responsible entities in WHO the need to reflect the role and importance of the Ombudsman in future surveys´	In progress	In progress

[29] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_6_English.pdf (accessed 04 May 2020).

promote a better understanding of the ombudsman function in the organization.			surveys to increase staff awareness on the role of the Ombudsman.	questions. OMB will monitor the situation so that the Ombudsman is involved in any future survey to be organized.		
Recommendation 3: The executive heads of the United Nations system organizations should request their respective ombudsmen to ensure that their field staff have the option of an in-person consultation with the ombudsman of another United Nations system organization in the same location (for example, the regional ombudsman of UNOMS or the visiting ombudsman of another United Nations system organization).	Under consideration			Under consideration Issue needs to be raised with UNARIO	In progress	In progress Issue has been raised with UNARIO but no formal steps have yet been taken.
Recommendation 4: The executive heads of the United Nations system organizations should request their ombudsman offices to include in their work programme the development of a case management manual and to seek the cooperation of other United Nations system ombudsmen with a view to achieving a certain level of harmonization across the system.	Accepted	In progress	Work on a case management manual was discussed in the last UNARIO meeting in July 2016, and all participants agreed to set up a working group to elaborate a draft. Discussions on the content of the document are currently underway.	In progress Issue needs to be discussed in the context of UNARIO.	In progress	In progress Work on a case management manual was discussed again in the UNARIO meeting which took place in January 2019. The initiatives in this regard by the WB and IADB were reviewed with a view for the other organizations to following path. Need to revisit this matter in the context of the next UNARIO meeting.
Recommendation 5: The legislative bodies of the United Nations system organizations should make it possible for the ombudsman to report to them on systemic issues identified on a regular basis.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC26/4.	Implemented OMB report was submitted to the 142nd session of the Executive Board in January 2018 (document EB142/INF./2).		
Recommendation 6: The executive heads of the United Nations system	Accepted	Implemented	Training and certification are relevant aspects of			

organizations should request the ombudsman to include continuous training and certification of ombudsman practitioners in the strategic workplans of their ombudsman offices.			OMB compacts, including that for 2017. In that endeavor, the Ombudsman seeks to maintain an active understanding of professional developments in his area of work by continuing professional membership, most notably in the International Ombudsman Association (IOA), and to participate in relevant international meetings, in particular those organized by the Network of Ombudsmen and Mediators in the United Nations and Related International Organizations (UNARIO).			
Recommendation 7: The executive heads of the United Nations system organizations should establish an accountability and appraisal system for the ombudsman services and include the relevant provisions in the ombudsman's terms of reference. The system and the provisions should reflect the specific requirements of the ombudsman function by making accountability and the appraisal process inclusive and participatory for all stakeholders.	Accepted	Implemented	Recognizing the specific nature of the role of the Ombudsman, and taking account of the fundamental tenets of his work, most notably independence and neutrality, the WHO Director-General agreed to assess the performance of the Ombudsman through the so-called "compact" mechanism. Accordingly, in each year´s compact, the Ombudsman, in agreement with the Director-General, sets forth a number of general objectives which he undertakes to meet at the end of the cycle. The Ombudsman should review compliance with those			

			objectives in the context of the OMB Annual Report. As part of the Ombudsman´s accountability to all staff, and as a means to show transparency within the Organization, the compacts for the Ombudsman are posted on the OMB intranet. The Ombudsman compact for 2017 was signed on 16 February 2017.			
Recommendation 8: The executive heads of the United Nations system organizations should request their ombudsmen to discuss the findings and recommendations of the present review at the UNARIO meeting to be held in 2016 and to decide on the course of actions they intend to reflect in their programmes of work, either individually or collectively.	Accepted	Implemented	All UNARIO members have discussed individual recommendations and are working collaboratively on them.	The recommendations of the JIU report and the way forward were part of the agenda being discussed in the course of the 2017 UNARIO meeting		

3.15 Review of activities and resources devoted to address climate change in the United Nations system organizations (document JIU/REP/2015/5)[30]

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

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

Recommendation	Acceptance April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019	Update April 2020
Recommendation 1: The executive heads of United Nations system organizations should present to the governing bodies of their organizations a long-term United Nations system climate change strategy, responsive to the outcome of the twenty-first session of the COP 21 in Paris December 2015, and request its endorsement and the support necessary for its effective implementation, in order to achieve measurable interim results by 2020.	Accepted	Implemented	At the COP22 in Marrakesh, a special session was convened on "Health Actions for the Implementation of the Paris Agreement". The action day took as its basis that the Paris climate treaty is also a public health treaty, as "the right to health", will be central to the actions taken. The event followed the "Health Action Agenda" approved at the 2nd Global Conference on Health and Climate, held in Paris from 7-8 July 2016. The Health Action Day provided a global overview, and examples of 10 concrete initiatives through which the public health community at country, regional and global level is currently supporting actions to implement the Paris agreement, for a healthier and more sustainable society, and its plans to scale up ambition and			

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[30] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_5_English.pdf (accessed 4 May 2020).

			action. These were presented in alignment with the objectives of the Paris Health Action agenda: • Health adaptation to climate change: Increasing climate resilience of health systems, and health determinants. *To at least double annual investment in health adaptation to climate change from by 2020, with a focus on surveillance for climate sensitive health outcomes, and climate resilience & sustainable energy in healthcare facilities.* • Gaining the health "co-benefits" of climate mitigation, particularly reducing 6.5 million annual air pollution deaths. *To assess the number of deaths from air pollution at global, regional and national level; the expected health gains from Nationally Determined Contributions to the UNFCCC; and the potential for larger gains through more ambitious action.* • Ensuring support for health and climate action, through a new economic approach, and scale up of financial investments. *To define a coherent approach to link the economics of climate, environment and health, and how to value and promote climate and energy policies*			

			that are in the national health interest. • Engaging the health community and civil society in mitigation and adaptation. *By 2020, to triple the number of countries in which health professional organizations engage strongly on this issue, and ensure commitments from health organizations representing 30 million health professionals.* • Measuring national progress and reporting through the WHO/UNFCCC country profiles and SDG indicators. *By 2020, to double the number of countries with national evidence and progress tracking through climate and health country profiles, and to support reporting and tracking of indicators relevant to climate change and health, both under the SDGs, and by independent initiatives.*			

| Recommendation 2: The governing bodies of the organizations of the United Nations system should support and endorse the participation of their respective organizations, when they are involved in cross-cutting areas directly or indirectly related to climate change, in a system-wide United Nations strategy to combat climate change, in a consistent manner with the outcome of the UNFCCC COP 21 in Paris (December 2015). | Under consideration | | Submitted for consideration of legislative/governing bodies in document EBPBAC26/4. | In progress WHO signed a Framework Memorandum of Understanding with the secretariat of the United Nations Framework Convention on Climate Change (UNFCCC), the Kyoto Protocol and the Paris Agreement (herein referred to as the "UN Climate Change secretariat"), located in Bonn, Germany to provide a framework for strategic collaboration between the UN Climate Change secretariat and WHO in the areas of mitigation, adaptation and awareness raising with respect to: a. Authoritative and evidence-based guidance on health risks from climate change and the benefits associated with different climate change mitigation policies; b. Improving countries' capacity to appropriately address health in Nationally Determined Contributions, National Adaptation Plans, and other avenues, and to develop tools and standards to support | In progress A WHO report launched at the United Nations Climate Change Conference (COP24) in Katowice, Poland in December 2018 highlights why health considerations are critical to the advancement of climate action and outlines key recommendations for policy makers. WHO's COP-24 Special Report: health and climate change provides recommendations for governments on how to maximize the health benefits of tackling climate change and avoid the worst health impacts of this global challenge. It describes how countries around the world are now taking action to protect lives from the impacts of climate change – but that the scale of support remains woefully inadequate, particularly for the small island developing states, and least developed countries. Only approximately 0.5% of multilateral climate funds dispersed for climate change adaptation have been allocated to health projects. The report calls for countries to account for | Implemented: COP24 Special report: Health & Climate Change (https://www.who.int/globalchange/publications/COP24-report-health-climate-change/en/) This report is a contribution from the public health community to support the negotiations of the United Nations Framework Convention on Climate Change (UNFCCC). It was written at the request of the President of the 23rd Conference of the Parties to the UNFCCC (COP23), Prime Minister Bainimarama of Fiji, to the World Health Organization (WHO) to prepare a report on health and climate change, to be delivered at COP24. The three aims of this report are to provide: Global knowledge on the interconnection between climate change and health. An overview of the initiatives and tools with which the national, regional and global public health community is supporting and scaling up actions to implement the Paris Agreement for a healthier, more sustainable society |

				decision making and implementation of instruments such as health impact assessment (HIA) that assess health co-benefit opportunities and risks associated with climate policies and technologies; c. Supporting the integration of climate risks into WHO support to health policy and programmes, including in environmental health, health system strengthening and disaster preparedness; d. Tracking and reporting of the scale and nature of investments in protecting health from climate risks, and in development that both promotes health, reduces carbon emissions and increases resilience to climate change impacts; e. Identifying opportunities to more effectively engage and inform climate and health policy makers, practitioners, civil society and the wider public in communicating and preventing climate	health in all cost-benefit analyses of climate change mitigation. It also recommends that countries use fiscal incentives such as carbon pricing and energy subsidies to incentivize sectors to reduce their emissions of greenhouse gases and air pollutants. It further encourages Parties to the United Nations Framework Convention on Climate Change (UNFCCC) to remove existing barriers to supporting climate-resilient health systems. WHO's COP24 Special Report: health and climate change - Recommendations: Parties to the UNFCCC could advance climate, health and development objectives by: •Identifying and promoting actions that both cut carbon emissions and reduce air pollution, and by including specific commitments to cut emissions of Short Climate Pollutants in their National Determined Contributions; •Ensuring that the commitments to assess and safeguard health in the UNFCCC and Paris Agreement are reflected in the operational mechanisms at national and global levels;	Recommendations for UNFCCC negotiators and policy-makers on maximizing the health benefits of tackling climate change and avoiding the worst health impacts of this global challenge. The report is based on contributions from over 80 health professionals, academic experts, representatives of civil society and international agencies who have worked on climate change and health for over three decades.

				risks, and in taking advantage of opportunities for health; f. Measuring the progress that countries are making in protecting health from climate change, and reporting through the WHO/UNFCCC climate and health country profiles and the Secretary General's SDG progress reports.	•Removing barriers to investment in health adaptation to climate change, with a focus on climate resilient health systems, and climate smart healthcare facilities; •Engagement with the health community, civil society and health professionals, to help them to mobilize collectively to promote climate action and health co-benefits; •Promoting the role of cities and sub-national governments in climate action benefiting health, within the UNFCCC framework; •Formal monitoring and reporting of the health progress resulting from climate actions to the global climate and health governance processes, and the United Nations Sustainable Development Goals; •Inclusion of the health implications of mitigation and adaptation measures in economic and fiscal policy. WHO is working with countries to: •Assess the health gains that would result from the implementation of the existing Nationally Determined Contributions	

					to the Paris Agreement, and the potential for larger gains from the more ambitious action required to meet the goals of limiting global warming to 2°C or 1.5°C; •Ensure climate-resilient health systems, especially in the most vulnerable countries such as small island developing states (SIDS); and to promote climate change mitigation actions that maximize immediate and long-term health benefits, under a special initiative on climate change and health in SIDS, launched in partnership with the UNFCCC Secretariat and the Fijian Presidency of COP-23 and operationalized by the Pacific Islands Action Plan on Climate Change and Health; •Track national progress in protecting health from climate change and gaining the health co-benefits of climate change mitigation measures, through the WHO/UNFCCC Climate and Health country profiles, currently covering 45 countries, with 90 due for completion by the end of 2019.	

Recommendation 3: The executive heads of organizations involved in areas with clear cross-linkages with climate change should elaborate and agree upon a common methodology to establish criteria to ensure additionality of funding for climate change adaptation and mitigation, seeking for consistency and coherence in the context of the climate change regime methodologies.	Accepted	In progress	WHO is preparing an application to become implementing agency of the Green Climate Fund (GCF). GCF was established by 194 governments to limit or reduce greenhouse gas emissions in developing countries. It is guided by the principles and provisions of the UNFCCC. It is governed by a Board of 24 members, comprising an equal number of members from developing and developed countries. Its headquarter is in Songdo, Republic of Korea where it was established in December 2013.	In progress WHO made an application to become implementing agency of the GCF in 2017. The September 2017 Meeting of the GCF Board decided to extend the prioritization of direct access entities (i.e. national entities, and not UN agencies, as they consider that they have too many of these). WHO's application may not be considered until the second half of 2018 at the earliest, and if the prioritization of direct access entities is not extended further). The GCF Secretariat advised that the WHO application does not demonstrate adequately how WHO can act as a financial implementing agency - i.e. in distributing funds to other actors, as opposed to an executing agency (taking direct responsibility for doing the work). WHO challenged this, on the basis that GCF has accredited several agencies who have similar or lower implementing capacity than WHO, and considers that WHO is now being held to a different standard than our sister UN agencies, apparently because GCF has now imposed stricter	In progress While waiting for the accreditation, WHO is: 1) strengthening its involvement in the GCF activities; 2) Developing strategies for the implementation of projects on CCH jointly with UNDP and other accredited entities; 3) Working with ROs and COs and ensure that NDAs are approached in all countries waiting to develop project proposals; 4) Strengthening collaboration with AEs such as SPREP in each of the ROs; and 5) Ensuring coordination of WHO efforts to develop HNAPs and project proposals with GCF mechanisms.	Implemented. Although WHO is still waiting to become implementing agency of the GCF, WHO became a Readiness Delivery Partner of the GCF and we are confident this new collaboration will increase health access to climate change funds.

				standards. WHO considers that it should be treated in the same way other UN Agencies, and it is not realistic for us to act as a financial institution.		
Recommendation 4: Executive heads of the member organizations of the CEB, under the leadership of the Secretary-General in his capacity as Chair of the CEB, should promote the development of a common information-sharing system for the measurement and monitoring of the United Nations system activities and resources aimed at addressing climate change, by sector and type of funding, so as to ensure the most cost-efficient and effective delivery of activities to tackle climate change.	Accepted	Implemented	WHO and UNFCCC Climate and Health are jointly producing Country Profiles. The Project aims to provide Ministers of Health, health decision-makers and advocates with country-specific, evidence-based snapshots of the climate hazards and health risks facing countries. They present opportunities for health co-benefits though mitigation actions and provide a global platform to track national progress in policy response and implementation. The project has strengthened the linkages between climate and health communities; promoted innovative research on national climate hazard and health impact modeling; and engaged an inter-ministerial network of climate and health focal points to develop, advance and disseminate the findings. See more info at: http://www.who.int/globalchange/resources/countries/en/			
Recommendation 6: The executive heads of the United Nations system organizations involved in country activities in the UNDAF, should ensure that	Accepted	In progress	WHO actively participates in the development of the new UNDAF guidance and its companion pieces (currently being developed by the UNDG). WHO disseminated the interim UNDAF guidance to all its regional offices	In progress WHO has developed internal guidance for WHO country offices, ensuring that the guidance adopted in the UNDG is used while developing the UNDAF.	Implemented WHO as the UN specialized agency on health and member of the UNSDG has participated in the development of the 2017 UNDAF guidance and its	

their organizations follow the UNDG guidance on Integrating Climate Change in the UNDAF and build on existing good practices of engagement with the UNFCCC related bodies, for climate change assistance at the country and regional level, in close cooperation with the Resident Coordinators, to enhance and strengthen capacity-building assistance to developing countries through CCA/UNDAF.			and offices in countries, territories and areas and posted it on WHO Intranet. WHO will develop internal guidance once the new package of UNDAF guidance and its companion pieces is finalized. The new 2016 Guide for the formulation of the WHO Country Cooperation Strategy (CCS) strengthens the interlinkages of the CCS with UNDAF and the SDGs: "The CCS informs and reinforces the health dimension of the United Nations Development Assistance Framework (UNDAF) and acts as the main instrument for harmonizing WHO's cooperation in a country with the work of other United Nations agencies and development partners towards achieving the SDGs."	An internal global analysis of the CCS, completed in 2017, showed that 41 CCSs out of a total of 64 (64%) mentioned a linkage with the UNDAF outputs/outcomes or a similar United Nations programming process at country level. The WHO country office and CCS play a key role in shaping the UNDAF, particularly on issues such as universal health coverage, social protection, the social determinants of health and health in all policies, as well as on matters related to emergencies and climate change.	companion pieces. WHO has established an internal system to disseminate information to regional and country offices to ensure that WHO country offices make use of guidance and tools adopted in the UNSDG. Since the launching of the UN reform by the SG, WHO has been involved in the redesign of a revitalized UNDAF. In addition, WHO has established a process to collect information on WHO country presence for the implementation of the health-related Sustainable Development Goals. According to data collected for the 2018 for the WHO Country Presence to be launched in May 2019, of 128 UNDAF where WHO has participated, 68 include health effects of climate change. In addition, of the 127 WHO country offices which WHO participate in or chair thematic/results groups, 77 are involved in groups focused on environmental issues. (please note that this is still raw data and to be analysed) As part of the WHO UNFCCC Climate and Health Country Profile Project aims to raise awareness of the	

					health impacts of climate change, support evidence-based decision making to strengthen the climate resilience of health systems, and promote actions that improve health while reducing carbon emissions, in 2015 WHO released the first set of WHO climate change and health and country profiles. This first set of few country profiles, provided information about the current and future impacts of climate change on human health, current policy responses at country level and opportunities for health co-benefits from climate mitigation actions. The next series of climate and health country profiles is expected to be released in 2019. (Information is available https://www.who.int/globalchange/resources/countries/en/)	

3.16 Public information and communications policies and practices in the United Nations system (document JIU/REP/2015/4)[31]

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

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

Recommendation	Acceptance April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019	Update April 2020
Recommendation 1: The legislative/ governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in this report in order to enhance the strategic role of the public information and communication function in contributing to the achievements of organizational goals and priorities, thereby promoting global support for their organization.	Under consideration		Submitted for consideration of legislative/governing bodies in document EBPBAC26/4. The nine benchmarks are already in place with staff and funding established to sustain efforts.	Implemented		
Recommendation 2: Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communication function within their organization, by adhering to the nine benchmarks proposed in this report, as applicable.	Accepted	Implemented	The nine benchmarks are already in place with staff and funding established to sustain efforts.	WHO is currently reorienting communications to become more proactive and better showcase the work and impact of the Organization, as well as disseminating public health information		

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[31] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_4_English.pdf (accessed 4 May 2020).

Recommendation 3: The executive heads of the United Nations system organizations should encourage, as applicable, their representatives in the UNCG at principals' level and in the UNDG Communications and Advocacy Working Group to coordinate their work closely and to develop strong complementarities and synergies between the two Groups in order to further strengthen the public information and communications capacity in the United Nations system.	Accepted	In progress	WHO Department of Communications has regular contact with UNCG colleagues through regular emergency communication meetings hosted by UNDPI and attendance of NY based communications officer at UNCG weekly meetings. Geneva based staff have not been regularly attending UNCG meetings due to time differences.	In progress WHO regularly engages with UNCG at New York and Geneva level. Acting director was unable to attend the annual meeting of UNCG chiefs as this clashed with our Executive Board meeting.	Implemented	
Recommendation 4: The executive heads of the United Nations system organizations should take concrete measures to strengthen public information and communications capacity at the field level within their organizations, when applicable. This in turn would enable local UNCGs to conduct joint activities with due attention to local circumstances and organizations' mandated priorities, and reinforce the effectiveness and impact of those activities.	Accepted	In progress	WHO Department of Communications works collaboratively with communications officers at 6 regional offices and with one-third of country offices who have communications officers. We are actively working to build capacity through a proactive training program in regions and countries.	Ongoing WHO Department of Communications works collaboratively with communications officers at 6 regional offices and with one-third of country offices who have communications officers. We have a rolling programme to build capacity through a proactive training program in regions and countries.	In progress Strengthening of communications in WHO country offices is planned under the recent WHO transformation plan.	In progress
Recommendation 5: The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies of public information and communications.	Accepted	Implemented	WHO Department of Communications integrates social media into communication campaigns, initiatives, and other activities to leverage its audiences and interactivity.			
Recommendation 6: The executive heads of the United Nations system	Accepted	In progress	WHO Department of Communications has policies	Implemented		

organizations should strengthen the in-house capacity for social media management with a view to creating specific content and maintaining organizational accounts, as well as to providing advice on the proper use of social media.			posted and training to build and ensure quality control of Organizational social media use. The social media policy is currently under revision.	WHO Department of Communications has policies posted and training to build and ensure quality control of Organizational social media use.		

3.17 Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations - summary report (document JIU/REP/2015/1)[32]

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

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

Recommendation	Acceptance April 2017	Implementation status April 2017	Remarks April 2017	Update April 2018	Update April 2019	Update April 2020
Recommendation 6: Executive heads should instruct their respective technical units to re-examine their work to identify if there are areas where the decent work agenda can be linked to their activities and to make existing linkages more explicit	Accepted	In progress	WHO, together with ILO and OECD, embarked on developing a Five-Year Action Plan on Health Employment and Economic Growth [33] to implement the recommendations of the High-Level Commission on Health Employment and Economic Growth to create 40 million decent jobs in health and social services and to improve gender equality and working conditions in health care facilities. Collaboration with the ILO has further advanced to implement the global plan of action on workers' health (Resolution WHA60.26 "Workers' Health: Global Plan	In progress WHO finalized the implementation of 10-year global plan of action on workers' health under Resolution WHA60.26. The results will be discussed at the Seventy-first World Health Assembly, see pp 24-26 in http://apps.who.int/gb/ebwha/pdf_files/WHA71/A71_41-en.pdf. The Director-General of WHO made a special statement at the 32nd World Congress on Occupational Health, on 30 April 2018 in Dublin, about health and safety of workers and the commitment of WHO to work with ILO to achieve	In progress WHO developed a draft global action plan on health of refugees and migrants to be presented to the Seventy-second World Health Assembly. WHO developed a global strategy on health, environment and climate change, that includes actions on workplace health. WHO and ILO elaborated an outline for the development of national programmes for occupational health of health workers, under the ILO/OECD/WHO global action plan on health employment and inclusive economic growth	In progress

[32] Available at https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-notes/JIU%20Products/JIU_REP_2015_1_English.pdf (accessed 4 May 2020).
[33] http://www.who.int/hrh/com-heeg/hrh_heeg_3rdcall/en/ (accessed 4 May 2020).

| | | | of Action [34]), in particular regarding the occupational health and safety of health workers and the development of a joint methodology for monitoring the health of workers. The progress on workers' health will be reported to WHO's governing bodies in 2018 and WHO is developing a road map for health systems in implementing SDG 8 on decent work and economic growth.

The new WHO Gender Equality in Staffing Policy, which entered into force in January 2017, applies to international staff members holding fixed-term and continuing appointments in the professional and higher categories. The policy commits WHO to achieving at least a 1.5% increase in the percentage of female staff holding fixed-term and continuing appointments at P4 and higher level in the Organization, every year for the next five years, taking into account and monitoring the different levels of progress made by HQ and Regional Offices. The policy will be evaluated after two years. | decent work https://youtu.be/M5sKUBCzFKc.
WHO and ILO developed jointly a manual on occupational safety and health in public health emergencies (in print).
WHO has also issued a report on preventing disease through healthy and safe workplaces (in print).
WHO and ILO have embarked on the development of a joint methodology for measuring work-related burden of disease and injuries.
WHO has elaborated a road map for the contribution of action by health systems on workers' health to achieving SDGs, including SDG 8 on employment, decent work and economic growth.
WHO is also working with ILO on the health aspects of the future of work and the forthcoming UN strategy on the future of work and on addressing occupational safety and health of migrant workers under the UN Global Compact on Safe and Orderly Migration. | WHO and ILO concluded a formal agreement of the development of joint methodology for measuring work-related burden of diseases and issuing regularly estimates by risk factors, countries, sex and age groups.
WHO and ILO established a global occupational safety and health coalition – a multiparter initiative to promote common solutions and collaboration between health and labour sectors at the international, regional and country levels to achieve the SDG goals on health and wellbeing (SDG3) and decent work, employment and economic growth SDG8).
WHO provided contributions to integrated occupational health and other health aspects in the draft UN strategy on the future of work, that was discussed by the 36th session of CEB/HLCP plan of action.
WHO and ILO developed jointly a manual on occupational safety and health in public health emergencies http://www.who.int/occupational_health/Web_OSH_manual.pdf?ua=1
WHO has also issued a report on preventing disease through healthy and safe workplaces http://www.who.int/occupational_health/Preventing-disease- | |

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[34] http://www.who.int/occupational_health/publications/global_plan/en/ (accessed 4 May 2020).

					through-a-healthier-and-safer-workplace.pdf?ua=1 WHO and ILO have embarked on the development of joint methodology for measuring work-related burden of disease and injuries WHO has elaborated a road map for the contribution of action by health systems on workers' health to achieving SDGs, including SDG 8 on employment, decent work and economic growth.	