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Agenda Item 10

WFP/EB.1/2016/10*

Administrative and Managerial Matters

For consideration

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

Reports by the Joint Inspection Unit Relevant to the Work of WFP

Draft decision**

The Board takes note of the information and recommendations in “Reports by the Joint Inspection Unit Relevant to the Work of WFP” (WFP/EB.1/2016/10*).

The Joint Inspection Unit

1. The Joint Inspection Unit (JIU), established by the United Nations General Assembly 2150 (XXI) in 1966, is an independent external oversight body of the United Nations system mandated to conduct evaluations, inspections and investigations system-wide. The JIU is composed of 11 inspectors whose aim is to help improve management and methods, promote greater coordination among United Nations organizations and determine whether activities undertaken by participating organizations are carried out in the most economical manner.
2. The JIU's participating organizations are the United Nations, its affiliated bodies and specialized agencies. WFP is a participating organization through its constitutional ties to the United Nations and the Food and Agriculture Organization of the United Nations (FAO). Relevant JIU reports are addressed to the Executive Director for transmission to the WFP Board.

** This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

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Joint Inspection Unit Reports for WFP Action

3. Since the submission of the last annual report to the Board on JIU recommendations (WFP/EB.1/2015/10), the JIU has issued five reports that require WFP action, which may be found on the JIU website in Arabic, English, French and Spanish, at www.unjiu.org.
4. The following JIU reports and notes include new recommendations for WFP action:
 - i) “Analysis of the Evaluation Function in the United Nations System” (JIU/REP/2014/6)
 - ii) “Use of Non-Staff Personnel and Related Contractual Modalities in the United Nations System Organizations” (JIU/REP/2014/8)
 - iii) “Contract Management and Administration in the United Nations System” (JIU/REP/2014/9)
 - iv) “Evaluation of the Mainstreaming of Full and Productive Employment and Decent Work by the United Nations System Organizations” (JIU/REP/2015/1)
 - v) “Review of Activities and Resources devoted to Address Climate Change in the United Nations System Organizations” (JIU/REP/2015/5)
5. Annex I outlines 36 new recommendations from the five JIU reports issued since the last report to the Board, and WFP’s responses and follow-up actions.
6. Annex II updates the status of 18 recommendations from reports previously reported to the Board.
7. Annex III provides updates on five recommendations from JIU notes, both new and previously reported to the Board. While reports are presented to the executive heads with recommendations for both management and legislative body action, notes are presented for management action only, and do not require follow-up by the legislative body. However, in line with WFP’s practice of sharing information with the Board, the responses to the notes have also been included.
8. Follow-up has resulted in the closure of 40 recommendations, as reported in Annexes I, II and III (see Table 1).

TABLE 1: STATUS OF JIU RECOMMENDATIONS FOR EB.1/2016				
JIU programme of work year	Closed	Accepted, implementation in progress	Under consideration	Total
2008	1	1	0	2
2010	1	3	0	4
2011	4	2	0	6
2013	0	5	0	5
2014	29	6	1	36
2015	5	1	0	6
TOTAL	40	18	1	59

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2014/6 Rec. 2	Analysis of the evaluation function in the United Nations system	The executive heads of United Nations system organizations should adopt a balanced approach in addressing the purpose of evaluation for accountability, and for the development of a learning organization that has the appropriate incentive systems for innovation, risk-taking and the use of multidisciplinary perspectives.	Accepted	Implemented	Closed	The WFP Evaluation Policy (2016–2021) approved at EB.2/2015, reiterates the dual purpose of evaluation for accountability and learning. The policy also clarifies and strengthens the associated incentives, roles and accountabilities. Evaluative thinking, behaviour and systems in WFP’s culture of accountability and learning, should enhance its contribution to ending global hunger.
2014/6 Rec. 3	Analysis of the evaluation function in the United Nations system	The legislative bodies should request the executive heads of United Nations system organizations to develop comprehensive budget frameworks and resource allocation plans for their respective evaluation functions, based on the cost of maintaining an effective and sustainable evaluation function that adds value to the organization. The plans should be submitted for consideration to the legislative bodies within existing budgetary and reporting mechanisms and processes.	Accepted	In progress	Open	The Board notes that in line with the response to the 2014 United Nations Evaluation Group/Development Assistance Committee (UNEG/DAC) Peer Review (WFP/EB.A/2014/7-D), which identifies sustainable financing of evaluation as a priority, WFP committed to assigning 0.8 percent of contribution income to the evaluation function. The target will be met progressively over the life of the WFP Evaluation Policy (2016–2021). WFP is also considering options for sustainable financing of evaluation activities as part of the ongoing Financial Framework Review. As part of the Management Plan, the Secretariat submits the centralized evaluation function’s work plan to the Board for consideration each year, and reports regularly on the budget for centralized evaluation in the Annual Evaluation Report. Corporate reporting systems for budget and expenditures will be appropriate for increasing the visibility and transparency of budget allocation and expenditures for decentralized evaluation.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2014/6 Rec. 4	Analysis of the evaluation function in the United Nations system	<p>The legislative bodies should direct the executive heads of United Nations system organizations to review and revise, as necessary, existing policies for the appointment of the heads of evaluation offices, in order to enhance independence, integrity, ethics, credibility and inclusion, with due regard to the following criteria:</p> <ul style="list-style-type: none"> • Term limits should be established for a single non-renewable term of office of between five and seven years, with no possibility for the incumbent of re-entry into the organization; • The head of evaluation should have qualifications and substantial experience in evaluation, complemented by experience in the related fields of strategic planning, basic and operational research and knowledge management, and should have excellent management and leadership attributes. 	Accepted	In progress	Open	The Board notes that in line with this recommendation and Recommendation 12 from the 2014 UNEG/DAC Peer Review, the WFP Evaluation Policy (2016–2021) provides for the appointment of the Director of Evaluation for a single six-year term with no re-entry into WFP. An Executive Director’s circular will disseminate the Evaluation Charter, which specifies governance and roles in the evaluation function across WFP and the terms, authority, accountability and selection process of the new position of Director of Evaluation. Together, the Charter and Policy constitute the governance framework for WFP’s evaluation function.
2014/6 Rec. 5	Analysis of the evaluation function in the United Nations system	The Secretary-General of the United Nations, in his capacity as chair of the United Nations System Chief Executives Board for Coordination (CEB), should request UNEG to collaborate in developing a robust and harmonized quality-assurance system for the evaluation function across the United Nations system.	Accepted	Implemented	Closed	WFP welcomes this recommendation to the Secretary-General and, as a member of the CEB, will participate in any inter-agency activities resulting from it. The Office of Evaluation is closely engaged in inter-agency activities, including reviewing and updating the norms and standards for evaluation. UNEG/DAC will continue to provide assurance on United Nations system evaluation functions through the peer review mechanism.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2014/6 Rec. 6	Analysis of the evaluation function in the United Nations system	The executive heads of United Nations system organizations should make the use of evaluation an organizational priority based on a well-defined vision, strategy and results framework for the evaluation function, and report to their legislative bodies on the level, nature and impact of use of evaluation.	Accepted	In progress	Open	<p>Following the findings and recommendations of the 2014 UNEG/DAC Peer Review, WFP is taking steps to increase use of evaluation and its impact on WFP's performance by:</p> <ul style="list-style-type: none"> i) expanding the Office of Evaluation's role in project and policy planning and approval processes, including participation in WFP committees and task forces in an observer or advisory capacity; ii) developing an evaluation strategy for implementing the WFP Evaluation Policy (2016–2021) and enhancing reporting to support the Board's oversight of evaluation across WFP; and iii) improving systems for strengthening WFP's learning and accountability culture and ensuring that evaluation results are integrated into WFP's policies, strategies and programmes. <p>The Office of Evaluation will continue to prepare synthesis evaluations that present common findings to support organizational learning and performance management and inform future policy, strategy and programming.</p>

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2014/6 Rec. 7	Analysis of the evaluation function in the United Nations system	The executive heads of United Nations system organizations should request evaluation offices to reassess the policies, strategies and priorities of the evaluation function. They should strategically position the evaluation function in their respective organizations so as to enhance its relevance in enabling the United Nations system to address current changes and challenges, and to achieve impact and sustainability.	Accepted	Implemented	Closed	UNEG/DAC carried out a peer review of WFP's evaluation function in 2013–2014. The WFP Evaluation Policy (2016–2021) approved in November 2015 incorporates changes following the peer review recommendations, including establishing a decentralized evaluation function (see also response to recommendation 6). The WFP Evaluation Policy (2016–2021) and the theory of change aim to embed evaluation into WFP's culture of accountability and learning to strengthen WFP's contribution to ending global hunger.
2014/6 Rec. 9	Analysis of the evaluation function in the United Nations system	The executive heads of United Nations system organizations should develop the institutional framework and necessary support systems to enhance the quality and added value of decentralized evaluation and the role it could play in supporting the United Nations system to address emerging challenges, including those of the post-2015 development agenda, and to enhance coherence and alignments in evaluation within and across United Nations system organizations, and with national institutions.	Accepted	Implemented	Closed	In line with the Evaluation Policy, WFP is committed to an evaluation model that combines centralized evaluation with demand-led decentralized evaluation. The Secretariat will maintain the high quality of the centralized evaluation function and will develop a decentralized function over the life of the policy by setting the framework of norms and standards, accountabilities and coverage; enhancing capacity across WFP to meet stakeholders' requirements; strengthening WFP's culture of learning, together with its partners; and facilitating evidence-based decision-making.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2014/8 Rec. 1	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should revise their non-staff policies, including the definition of non-staff and the criteria for the use of non-staff personnel, by using the employment relationship principle in accordance with relevant labour recommendations of the International Labour Organization.	Accepted	Implemented	Closed	WFP policies stipulate the conditions of employment and criteria for non-staff contracts, including definitions for each type of non-staff contract. WFP updates its policy framework for non-staff contracts regularly; for example, the Executive Director abolished the Author Contract modality in 2013 and WFP is currently conducting a pilot project to review Service Contracts in field offices and explore the possibility of abolishing the modality in favour of regular staff contracts.
2014/8 Rec. 2	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The legislative/governing bodies of the United Nations system organizations should systematically exercise their oversight functions on the use of non-staff personnel through regular reviews of non-staff personnel information/data provided by the respective executive heads.	Accepted	In progress	Open	The Board notes that the Secretariat will include statistical information on the employment of consultants and other non-staff personnel in the Annual Performance Report, beginning with the report presented to EB.A/2016.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2014/8 Rec. 3	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should review the use of non-staff personnel with a view to identifying long-serving non-staff personnel under a de facto employment relationship and establish a plan (short- to medium-term) to terminate the inappropriate prolonged use of non-staff personnel. The plan, including resources required, should be presented to the legislative/governing bodies for endorsement and provision of the necessary financial support.	Under consideration		Open	<p>WFP considers the engagement of non-staff as a contingent workforce to be a key driver of its ability to achieve both operational effectiveness and cost-efficiency objectives. The volatility of global emergencies compels WFP to have surge capacity to respond with flexibility, scalability and agility, while funding unpredictability limits its ability to make long-term staffing commitments. The decentralized use of non-staff contracts enables WFP to deploy skilled personnel quickly. Controls and policy frameworks are in place to ensure that hiring managers use non-staff contracts appropriately, and the frameworks are reviewed regularly (see responses to recommendations 1 and 4).</p> <p>WFP launched a talent pool initiative to recruit highly competent professionals, including WFP non-staff personnel, for international professional positions (see also recommendation 9).</p>

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2014/8 Rec. 4	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should strengthen their internal monitoring, control and oversight of the use of non-staff personnel, through the sustained application of effective internal control mechanisms, systematic corporate monitoring and information/data collection, analysis and audits. They should ensure that a central department/unit at the corporate level is held responsible for global monitoring, analysis and reporting on the issue.	Accepted	Implemented	Closed	<p>As part of WFP's decentralized model, hiring managers have delegated authority to manage non-staff contracts. In line with the "three lines of defence", controls, policy frameworks and oversight functions are in place to provide assurance on the use of non-staff contracts.</p> <p>The Human Resources Division is responsible for establishing control measures, developing policy frameworks and providing guidance and support to ensure that managers use non-staff contracts appropriately.</p> <p>The global human resources function provides support and carries out second-line control activities. For example, human resource officers review non-staff hiring requests to determine whether staff with the requisite skills and experience are available to perform the duties defined in the employment documents, and require performance appraisals for re-employment and contract renewal.</p> <p>Internal Audit and other third-line oversight functions provide independent assurance on risks related to the use of non-staff contracts.</p>

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2014/8 Rec. 5	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should ensure periodic analytical reporting both internally (to senior management) and externally (to the respective governing body) on the use of non-staff personnel in their organizations. Such reports should include detailed data and analysis on the use of non-staff, including the number of non-staff and associated expenditure, their weight in the total workforce, the breakdown of contractual modalities and the areas and locations used, the developing trends and the potential risks and corresponding measures.	Accepted	Implemented	Closed	WFP is committed to providing high-quality internal and external reports on human resources and the use of non-staff. With regard to internal reporting, the Human Resources Division has a dedicated Information Systems Support and Reporting Branch and provides internal reports to support management decision-making. With regard to legislative body reporting, please see the response to recommendation 2.
2014/8 Rec. 6	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should ensure that updated and consolidated practical guidelines on the use of non-staff personnel are in place to guide managers involved in decision-making on the use of non-staff contractual modalities.	Accepted	Implemented	Closed	WFP policies stipulate the conditions of employment, selection criteria and accountability for the use of non-staff contracts. The Human Resources Manual, available to all WFP personnel, consolidates policies in a user-friendly wiki format. The global human resource function provides further support and guidance for managers on the proper use of non-staff contract modalities.
2014/8 Rec. 7	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should ensure that individuals working for the organization under third-party/outsourcing contracts have decent working conditions, including a fair salary and social benefits and entitlements.	Accepted	Implemented	Closed	As highlighted in the report, the conditions of service for non-staff at WFP include a medical scheme, death and disability insurance, short-term disability coverage, and United Nations travel documents as needed. Field-based non-staff may also be eligible for annual, sick and maternity leave and pension arrangements. The Human Resources Division reviews policies regularly to identify any gaps and ensure that the conditions of service are fair and competitive.

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2014/8 Rec. 8	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should ensure that the gender balance policy and related measures include non-staff personnel, including United Nations Volunteers (UNVs). Gender balance in non-staff personnel recruitment should be promoted and monitored as part of the overall gender equality policy.	Accepted	Implemented	Closed	The WFP gender policy identifies leadership in and advocacy for equal representation of women and men as a key responsibility of WFP senior managers. WFP has set targets for gender balance as part of the talent acquisition framework for fixed-term staff. As non-staff comprise a contingent workforce, explicit targets for gender balance in non-staff hiring are not in place.
2014/8 Rec. 9	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should allow long-serving non-staff (including UNVs) to apply as internal candidates for vacant staff positions, with a view to ensuring fairness and providing a measure to reduce long-serving non-staff in the organizations.	Accepted	Implemented	Closed	WFP launched the talent pool initiative to facilitate the recruitment of highly competent professionals who could play important roles in achieving zero hunger. Non-staff personnel employed under all types of contract, including UNVs, are eligible for the talent pool and encouraged to apply. Successful applicants remain in the talent pool for 12 months. Hiring managers consider talent pool candidates for short- and long-term international professional employment opportunities at entry and mid-management levels (P2, P3 and P4) in WFP offices worldwide.
2014/8 Rec. 10	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should ensure that there is a clear, fair and rational mechanism for the determination and adjustment of remuneration levels of non-staff personnel, particularly in respect of long-serving non-staff.	Accepted	Implemented	Closed	WFP policies on the management of non-staff contracts provide a framework for the establishment and adjustment of remuneration levels of non-staff personnel based primarily on the services performed. Specific criteria are in place for each type of contract. For example, the remuneration of locally recruited personnel must be consistent with levels of pay for comparable work in the local labour market, while remuneration of international non-staff is based on corporate global remuneration benchmarks.

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2014/8 Rec. 11	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should ensure that long-serving non-staff personnel (including UNVs), have access to appropriate formal internal justice mechanisms. To that end, the executive heads should consider allowing them access to existing mechanisms or establish another practical system for their use.	Accepted	Implemented	Closed	<p>Consultants have access to the appeals process established in the WFP/FAO Staff Regulations and Rules, which includes final appeal to the International Labour Organization Administrative Tribunal.</p> <p>Non-staff personnel with Service Contracts or Special Service Agreements have access to the dispute resolution procedures in the terms of their contracts, which provide that disputes that cannot be settled amicably or through conciliation proceedings may be settled under the Arbitration Rules of the United Nations Commission on International Trade Law.</p> <p>In recent years, disputes between WFP and non-staff personnel have been addressed through appeals to the Executive Director, informally with the support of the Ombudsman, through arbitration and through direct negotiations with WFP.</p>

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2014/8 Rec. 12	Use of non-staff personnel and related contract modalities in the United Nations system organizations	The executive heads of the United Nations system organizations, as a matter of priority, should ensure and formalize the access of non-staff personnel (including UNVs) to mediation, the ethics office, the office of the ombudsman and other informal conflict-resolution mechanisms, and ensure that such personnel have recourse to the policies on the prevention of harassment and whistle-blowing. Furthermore, non-staff should be informed of those rights.	Accepted	Implemented	Closed	All non-staff personnel of WFP have access to informal conflict resolution services provided by the Office of the Ombudsman, which also manages mediation services, and through the Respectful Workplace Advisors programme. Support during conflict is available through Staff Counselling Services and a network of Peer Support Volunteers. WFP non-staff personnel also have access to the Ethics Office, which WFP considers a formal mechanism, for confidential advice and whistle-blower protection. As per the WFP Whistleblower Protection Policy, "Protection against retaliation applies to any WFP national or international staff member (regardless of the type of appointment or its duration), consultant, intern, service contract holder or special service agreement holder, UNV or volunteer."
2014/9 Rec. 1	Contract management and administration in the United Nations system	The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to update and, when necessary, develop specific policies, procedures, guidance and follow-up systems to ensure effective and efficient management of post-award contract activities.	Accepted	Implemented	Closed	The Board notes that at WFP, approximately 80 percent of procurement spending is on contracts that are managed pre- and post-contract by procurement or shipping officers directly, and much of the remaining spending is in specific areas – such as engineering or information technology – for which tailored procedures are already in place. Contract management is a functional capability that procurement and shipping officers are required to demonstrate; the capability is assessed as part of the Performance and Competency Enhancement (PACE) process. The Board recognizes the importance of contract management and notes that improving guidance is a key task of the new Supply Chain Division.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2014/9 Rec. 2	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should incorporate in their annual statements of internal controls certifications, by individuals with procurement and contracts management authority, that the execution of contracts has been in full compliance with the organization's policies, procedures and rules.	Accepted	Implemented	Closed	WFP will continue to highlight significant internal control weaknesses, including any related to contract management, in the annual Executive Director's Statement on Internal Control. WFP provides managers with guidance to support preparation of the assurance statement, including a checklist with questions related to contract management.
2014/9 Rec. 3	Contract management and administration in the United Nations system	The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to put in place a system whereby the persons designated to manage contracts after award are notified in writing about their accountability and responsibilities when managing a contract, and possess the required qualifications to manage the contract.	Accepted	Implemented	Closed	The Board notes that at WFP, most contracts are managed by professionally qualified procurement or shipping officers or by designated personnel who manage specific types of projects and contracts within their areas of functional expertise. Contract management is a functional capability required of these staff members, and is assessed as part of the PACE performance assessment process.
2014/9 Rec. 4	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should re-assess the financial and human-resource needs for post-award contract management in terms of current and projected contract volume, value, complexity and type and decide on the best support structures required (e.g. centralized or decentralized) to ensure best value for money and the achievement of the organization's objectives.	Accepted	Implemented	Closed	WFP recently updated its procurement support structure to a best-practice supply chain model, and has accordingly updated the organizational design and resources as outlined in the update on the Management Plan presented to the Board in November 2015. WFP has decentralized procurement functions, including contract management, to country offices and regional bureaux for contracts up to specified levels; larger and specialized procurement activities are carried out with the direct support of the Supply Chain Division or other functional areas as appropriate.

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2014/9 Rec. 5	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should develop a specific contract-management training programme in their organizations that includes courses offered as a requirement for all persons managing contracts of a certain size, value and complexity.	Accepted	Implemented	Closed	As noted in the response to recommendation 1, at WFP, most contracts are managed by professionally qualified procurement or shipping officers, or by specialized personnel who manage specific contract types. Contract management is a functional capability assessed as part of the PACE process. Individual learning and development plans are defined for each staff member as part of the PACE process. Personnel who manage contracts pursue appropriate training, including Chartered Institute of Procurement and Supply (CIPS) certification.
2014/9 Rec. 6	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should ensure that supervisors of persons managing contracts incorporate contract-management criteria in these persons' annual performance evaluations.	Accepted	Implemented	Closed	As noted in the response to recommendation 1, at WFP, most contracts are managed by professionally qualified procurement or shipping officers, or by specialized personnel who manage specific contract types. Performance assessment is based on functional capabilities including contract management.
2014/9 Rec. 7	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should ensure that for contracts of a certain value and complexity risk-management plans are in place covering post-award contract activities. These plans should include risk mitigation measures and clear designation of responsibility to those persons executing such measures.	Accepted	Implemented	Closed	WFP will continue to include risk-mitigation measures for complex and high-value contracts, with management or contract committee approval, performance bonds, due diligence reviews, contract clauses and other measures appropriate to the specific commodity, item or service.

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2014/9 Rec. 8	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for documenting and reporting on a contractor's performance in meeting contract requirements, and assigning responsibility and management accountability for completeness of the contractor's performance reporting.	Accepted	In progress	Open	WFP will continue to look into implementing new systems to centralize reporting on suppliers' performance. The Supply Chain Division has appointed a vendor management officer who will design the necessary guidance.
2014/9 Rec. 9	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should conduct a study in their organizations to analyse the causes of modifications in contracts above certain thresholds and identify systemic deficiencies contributing to cost increases and delays. Remedial action should follow to address such deficiencies.	Accepted	Implemented	Closed	The contracts committee will continue to review the causes of contract modifications.
2014/9 Rec. 10	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should ensure that, when applicable, appropriate levels of liquidated damages and other remedies are included in the standard clauses of contracts and are judiciously enforced to protect the interests and rights of their organizations.	Accepted	Implemented	Closed	WFP will continue to identify appropriate levels of liquidated damages for standard clauses and ensure that they are appropriately enforced.

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2014/9 Rec. 11	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should augment the capabilities of their existing information technology systems such as Enterprise Resource Planning systems, or consider other specialized contract-management systems, to support the management of post-award contract activities based on a cost/benefit analysis and taking into account the level of need for such functionality.	Accepted	Implemented	Closed	The WFP Management Information Systems Steering Committee will continue to consider system improvements, including those related to contract management, in line with the governance structure for information technology investments.
2015/1 Rec. 6	Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations	Executive heads of United Nations system organizations 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. Such organizations may wish to cooperate with the International Labour Organization (ILO) for support in this process.	Accepted	In progress	Open	WFP will re-examine its work to identify areas where the decent work agenda can be linked to WFP activities and to make existing linkages more explicit.

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2015/5 Rec. 1	Review of activities and resources devoted to address climate change in the United Nations system organizations	The executive heads of United Nations system organizations should present to the governing bodies of their organizations a long-term United Nations system-wide climate change strategy responsive to the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21), and request its endorsement and the support necessary for its effective implementation, in order to achieve measurable interim results by 2020.	Accepted		Closed	WFP will participate in inter-agency activities to implement the recommendation to establish a long-term United Nations system-wide climate change strategy and will seek Board endorsement and support as appropriate. The Secretariat plans to present a policy on climate change to the Board for approval in 2016.
2015/5 Rec. 2	Review of activities and resources devoted to address climate change in the United Nations system organizations	The governing bodies of the United Nations system organizations should support and endorse the participation of their respective organizations 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 manner consistent with the outcome of COP 21.	Accepted		Closed	The Board notes that WFP will participate in inter-agency activities initiated to implement recommendation 1, which calls for a long-term, system-wide strategy to combat climate change, and further notes that the Secretariat is committed to seeking the Board's endorsement and support as appropriate.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2015/5 Rec. 3	Review of activities and resources devoted to address climate change in the United Nations system organizations	The executive heads of the United Nations system organizations involved in areas with clear cross-linkages with climate change should elaborate and agree upon a common methodology to establish criteria to ensure the traceability of specific funding for climate change adaptation and mitigation, seeking consistency and coherence in the context of the climate change regime methodologies.	Accepted		Closed	WFP agrees with the aim of the recommendation to improve system-wide monitoring of resources required for climate change activities. However, there may be practical challenges in implementing this recommendation, given that most United Nations system organizations do not have existing capacity for thematic budget reporting. WFP will participate in any inter-agency activities initiated to implement the recommendation.
2015/5 Rec. 4	Review of activities and resources devoted to address climate change in the United Nations system organizations	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 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		Closed	WFP welcomes this recommendation and, as a member of the CEB, would participate in any inter-agency activities resulting from it.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2015/5 Rec. 6	Review of activities and resources devoted to address climate change in the United Nations system organizations	The executive heads of the United Nations system organizations involved in country activities in the United Nations Development Assistance Framework (UNDAF) should ensure that their organizations follow the United Nations Development Group (UNDG) guidance on integrating climate change in the UNDAF and build on existing good practices of engagement with the relevant United Nations Framework Convention on Climate Change (UNFCCC) bodies, for climate change assistance at the country and regional levels, in close cooperation with the resident coordinators, to enhance and strengthen capacity-building assistance to developing countries through Common Country Assessments (CCAs)/UNDAs.	Accepted		Closed	WFP welcomes this recommendation and looks forward to working with the UNDG and the Resident Coordinators to enhance assistance through the UNDAF.

* Column 4 acceptance categories: accepted, not accepted, under consideration, not relevant.

** Column 5 implementation categories: in progress, implemented; field left blank if implementation depends on the action of an entity other than WFP.

*** Column 6 status categories: open, closed

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/1 Rec. 8	Environmental profile of the United Nations system organizations	The executive heads of those organizations participating in the United Nations centres common support services in the locations where their premises and offices are established should agree to introduce environmental considerations based on local best practices and adopt an environmental management system to be mainstreamed into the management of their common facilities and building and procurement services.	Accepted	Implemented	Closed	In 2015, WFP joined a pilot project coordinated by Sustainable United Nations (a division of the United Nations Environment Programme) with the support of Swedish International Development Cooperation to implement Environmental Management Systems (EMS) at United Nations system organizations. The pilot focuses on WFP activities in Nairobi, Kenya. In parallel, WFP will begin to roll out EMS for operations in Kenya outside Nairobi and in Rome, with a longer-term objective of a global EMS. Work to implement the EMS will continue in line with available resources.
2010/1 Rec. 10	Environmental profile of the United Nations system organizations	The executive heads of the United Nations system organizations involved in field activities should establish in-house sustainable procurement policies and guidelines, taking account of the local conditions of the host country and the needs of field offices.	Accepted	In progress	Open	Sustainable procurement is a focus area of the EMS implementation pilot (see recommendation 8). Throughout the pilot, WFP will review policies and guidelines with a view to identifying opportunities to incorporate sustainability considerations in the purchase, use and disposal phases. With the support of a private partner, WFP is piloting sustainable procurement training for staff in Rome and at selected field locations.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/3 Rec. 10	Ethics in the United Nations system	The executive heads should ensure that mandatory ethics training is provided to all staff of their respective organizations, and should take the lead by participating in this training, including mandatory refresher courses that should take place every three years.	Accepted	In progress	Open	<p>The Ethics Office is taking a holistic approach, combining awareness, communication, and training in a variety of forums to support an ethical culture. The Ethics Office has partnered with other divisions to explain the nexus between ethics and processes, such as the Statement on Internal Control, human resources performance management and the Financial Disclosure Programme. The Ethics Office will also continue to train Respectful Workplace Advisors to be “ethics ambassadors”.</p> <p>The Ethics Office has a contract with a vendor to produce an ethics e-learning course and has engaged an external expert to develop course modules, including on discretion, confidentiality, privacy and information security. Functional areas, including human resources, legal, gender and communications, have provided inputs. Stakeholders will have the opportunity to review the course before it is finalized and provided to all WFP staff through the Learning Management System.</p>
2010/7 Rec. 10	Policies and procedures for the administration of trust funds in the United Nations system organizations	The executive heads of the United Nations system organizations should ensure that training programmes for field staff include adequate training on trust fund administration and management.	Accepted	In progress	Open	Trust fund procedures and guidance have been updated following extensive consultations with stakeholders in the regional bureaux, relevant Headquarters divisions and the leadership group. The Secretariat has prepared a comprehensive trust fund manual that is expected to be published shortly.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/5 Rec. 1	Accountability frameworks in the United Nations system	Executive heads of United Nations system organizations that have not yet developed stand-alone accountability frameworks should do so as a matter of priority inspired by the benchmarks contained in this report.	Accepted	Implemented	Closed	<p>In 2000, the Executive Board Working Group on Governance recommended that the WFP accountability framework have three elements: an Annual Performance Report presented alongside the Audited Annual Accounts; lessons learned from evaluation findings; and Standard Project Reports (WFP/EB.A/2000/4-D). Since 2000, WFP has further enhanced accountability governance:</p> <ul style="list-style-type: none"> • The Audit Committee was established and terms of reference revised. • An Executive Director's Statement on Internal Control was added to the annual financial statement package. • An Internal Control Framework was established and updated following international best practice. • The Resource Management Department was formed, bringing together resource management and performance management functions. • The Enterprise Risk Management Policy was approved by the Board.
2011/6 Rec. 1	Business continuity in the United Nations system	The Executive Heads of the United Nations system organizations who have not done so yet should develop business continuity policy/strategy, including the assignment of business continuity management with responsibility for implementation, to be submitted for information to the legislative bodies.	Accepted	Implemented	Closed	<p>An Executive Director's circular issued in October 2012 sets out the principles, scope, organization and management of a business continuity management programme for WFP and the strategy for its implementation. The Director of Emergencies is responsible for the implementation of business continuity management.</p>

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/6 Rec. 3	Business continuity in the United Nations system	The Executive Heads of the United Nations system organizations who have not done so yet should develop and approve a documented business continuity plan based on a risk assessment, identified critical functions and recovery time objectives.	Accepted	In progress	Open	WFP completed a comprehensive business impact analysis involving all functional areas in June 2014. Recovery strategies for critical business processes have been mapped and incorporated in the e-guide, WFP's process documentation repository, for training and self-help. A business continuity plan for Global Headquarters, including the regional bureaux, has been prepared and is pending approval by senior management. Critical functions and their recovery-time objectives have been determined for each functional area.
2011/6 Rec. 8	Business continuity in the United Nations system	Executive Heads should ensure that business continuity training be incorporated in the career and staff development courses, including induction training, and that periodic training be provided to critical staff in the organizations as an integral component of business continuity management.	Accepted	In progress	Open	The draft crisis management and business continuity plan includes a section on exercise, maintenance and review consistent with the emergency management framework of the United Nations Organizational Resilience Management System. A corporate response exercise was conducted in June-August 2015. The primary objective was to validate the Global Headquarters business continuity and crisis management plans, including by training staff and testing the processes and systems required for transfer of functions from one location to another. WFP will regularly train critical staff; the next training exercise will take place in Q1 2016.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2013/1 Rec. 1	Review of long-term agreements in procurement in the United Nations system	Executive heads should develop specific procurement policies and guidelines for the strategic use of long-term agreements (LTAs) by their organizations. These should aim to clarify the purpose, advantages, disadvantages, possible strategies, main elements, and types of LTAs, and when and how to establish them.	Accepted	In progress	Open	The Supply Chain Division will include the recommended guidance in the Goods and Services Procurement Manual, which it will revise in 2016.
2013/1 Rec. 2	Review of long-term agreements in procurement in the United Nations system	Executive heads should implement a policy to ensure that for every LTA a contract management plan is developed that clearly defines the contract work breakdown structure, roles and responsibilities of all parties involved, and control and accountability mechanisms. Detailed guidelines, methods and tools (including appropriate clauses and contractual mechanisms) must be provided to the contract managers.	Accepted	In progress	Open	The Supply Chain Division will include the recommended guidance in the Goods and Services Procurement Manual, which it will revise in 2016.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2013/2 Rec. 1	Records and archives management in the United Nations	The Secretary-General and each of the executive heads of the United Nations entities covered by this report should review their respective regulatory frameworks governing Record Archives Management (RAM) and recast them into a comprehensive and unequivocal set of principles, practice-oriented procedures and rules to keep pace with changes in the record-keeping environment and technology, and cover the whole life cycle of recorded information. They should ensure strict compliance with those principles, procedures and rules for any materials identified as records of the organization or entity.	Accepted	In progress	Open	<p>A comprehensive records-management framework is in place. An Executive Director's circular establishes records management policy and principles, and follow-on directives provide further detail on the implementation of records management policies and a handbook. The policies foresaw the management of records in electronic formats.</p> <p>With regard to the management of physical archives, WFP has updated its archive management systems to improve life cycle management and is updating its document retention policy. WFP has considered implementing a process to digitize important historical documents, but will not proceed at this time because of high implementation costs.</p>
2013/2 Rec. 4	Records and archives management in the United Nations	The Secretary-General and each of the executive heads of the United Nations entities covered by this report should ensure that information systems that capture, create or manage e-records meet international standards for record-keeping and the preservation of digital records and archives.	Accepted	In progress	Open	WFP is committed to adopting international standards such as International Organization for Standardization (ISO) 16175, which would improve the overall quality of records management and will introduce an improved platform for records management, most likely in combination with a new document management system to achieve seamless integration.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2013/3 Rec. 2	Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work	The Executive Heads of United Nations system organizations who have not yet done so should instruct their human resources management offices to develop and implement appropriate guidelines for the identification, screening and preparation of potential Resident Coordinator (RC) candidates as soon as possible.	Accepted	In progress	Open	WFP supports this recommendation and has introduced activities aimed at identifying, screening, and preparing RC candidates. WFP will continue to enhance its approach based on lessons learned in 2015, in order to identify a pool of strong leaders who are well-positioned to succeed in the Resident Coordinator Assessment Centre process and become RCs.
2014/1 Rec. 1	An analysis of the resource mobilization function within the United Nations system	The legislative bodies of the United Nations system organizations should periodically review the resource mobilization strategy/policy, including by providing political guidance and oversight of the implementation of the resource mobilization strategy/policy and by ensuring monitoring and the review of regular updates.	Accepted	Implemented	Closed	The Board recalls that the Corporate Partnership Strategy (2014–2017) was presented at its 2014 Annual Session (WFP/EB.A/2014/5-B). The Board agrees with the CEB inter-agency response to the recommendation, which calls for legislative bodies to review resource mobilization strategies, while cautioning against creating additional layers of reporting (United Nations General Assembly A/69/737/Add.1 – 7 August 2015).

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2014/1 Rec. 5	An analysis of the resource mobilization function within the United Nations system	The executive heads of the United Nations system organizations should organize dialogues with their respective donors to agree upon common reporting requirements which would simplify the reporting process for the respective organizations and satisfy the information needs of the donors with a view to reducing the reporting burden and associated costs.	Accepted	In progress	Open	<p>In 2015, the Secretariat continued to make progress on the performance-reporting improvement project, which aims to streamline reporting and engage donors in an open and evidence-based dialogue on the Standard Project Report (SPR). The project is being carried out in the context of a shift toward Country Strategic Plans, and is in preparation for the next strategic plan and Corporate Results Framework.</p> <p>At an informal consultation in May 2015, the Secretariat presented a revised structure for the SPR narrative section that consolidates project information into a country view. The new format will be used for the 2015 SPRs published in 2016. The Secretariat will improve the SPRs using an iterative approach; the next iteration will involve improvements to SPR financial reporting, and consider developments in the review of WFP's financial framework.</p> <p>WFP will continue to engage with donors to determine how the changes might affect donor-specific reporting.</p>
2014/3 Rec. 1	Capital/refurbishment/construction projects across the United Nations system organizations	The executive heads of the United Nations system organizations should establish close monitoring and periodic reporting mechanisms for capital/refurbishment/construction projects throughout all project phases.	Accepted	Implemented	Closed	<p>An Executive Director's circular issued in October 2014 assigns responsibilities to ensure efficient delivery and quality outcomes through strengthened guidelines, risk management, and controls for engineering services and construction activities. It formally establishes WFP Engineering, founded on a core of expertise and tasked to provide support and normative and technical direction for engineering services and construction activities.</p> <p>The Secretariat published subsidiary guidance in 2015 regarding responsibilities, detailed arrangements and procedures to manage and oversee engineering services and construction activities in accordance with industry best practices.</p>

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2014/3 Rec. 4	Capital/ refurbishment/ construction projects across the United Nations system organizations	The executive heads of the United Nations system organizations should ensure that the 19 best practices presented in the present review are followed when undertaking capital/refurbishment/construction projects.	Accepted	Implemented	Closed	<p>The Secretariat has issued guidance and procedures that incorporate the elements of best practice laid out in the report and that recognize the specialist and integrated nature of engineering activities from conception and procurement to delivery.</p> <p>WFP agrees with the report's emphasis on the need to maintain requisite expertise to manage all stages of complex engineering or construction projects. In particular, construction procurement, integrated into the construction management process, is a specialized activity that requires appropriate development based on industry experience and expertise. Under the terms of the Executive Director's circular, WFP has formalized such a core of expertise under WFP Engineering.</p>

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2014/4 Rec. 12	Post-Rio+20 review of environmental governance within the United Nations system	<p>The executive heads of the United Nations system organizations involved in country activities in the UNDAF should:</p> <p>(a) Adopt outreach and training policy; support the establishment of capacity-building in the United Nations country team; and disseminate the undg guidance notes on mainstreaming environmental sustainability and the integration of the three dimensions of sustainable development into the UNDAF process; and</p> <p>(b) Support the operationalization of the above-mentioned policy and the attendant expertise within the framework of the United Nations country team with the effective participation and contribution of specialists and experts of the United Nations Environment Programme (UNEP) and multilateral environmental agreements (MEAs), when feasible, as well as with the active use of sector experts of specialized agencies, funds and programmes, who have environmental knowledge and expertise working under the guidance of the Resident Coordinator.</p>	Accepted		Closed	<p>WFP welcomes the recommendation while recognizing that practical aspects of its implementation need to be considered at an inter-agency level. WFP looks forward to the CEB inter-agency response to the report.</p> <p>WFP will continue to participate in inter-agency activities in this area, including any initiated to implement the recommendation. For example, WFP is working with the United Nations Environmental Management Group to pilot the United Nations Environmental and Social Sustainability Framework. See responses to the recommendations of the 2015 JIU report on climate change.</p>

ANNEX III: RECOMMENDATIONS FROM JIU NOTES						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2008/4 Rec. 3 (Note)	Corporate consultancies in United Nations system organizations. Overview of the use of corporate consultancy and procurement and contract management issues	The executive heads of the United Nations system organizations should ensure that there are clear policies and procedures in place to guide staff in deciding under what circumstances to resort to corporate consultancy services.	Accepted	Implemented	Closed	The use of corporate consultancy services is a management decision. WFP uses paid and pro-bono consultancy services when external expertise or independent analysis is needed. WFP provides guidance on the procurement of services, including consultancy services, as part of its non-food procurement guidance. Improving guidance as appropriate is a task of the new Supply Chain Division.
2008/4 Rec. 6 (Note)	Corporate consultancies in United Nations system organizations. Overview of the use of corporate consultancy and procurement and contract management issues	The executive heads of the United Nations system organizations should: review the formal competition thresholds with a view to introducing new thresholds if justified.	Accepted	In progress	Open	The Supply Chain Division is reviewing thresholds. Updated circulars, directives, and supply chain manuals will reflect the revised thresholds.
2011/1 Rec. 12 (Note)	Procurement reforms in the United Nations system	Executive heads should adopt a vendor sanction policy as a matter of priority so as to enhance transparency and accountability in procurement activities.	Accepted	Implemented	Closed	The High-Level Committee on Management vendor management framework includes a model policy framework for vendor eligibility. An Executive Director's circular that promotes the framework has been issued.

ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2011/1 Rec. 13 (Note)	Procurement reforms in the United Nations system	Executive heads should develop a formal mechanism to review vendor complaints in order to enhance objectivity, fairness, transparency and consistency in the procurement process.	Accepted	Implemented	Closed	The Supply Chain Division receives very few complaints and handles them as they occur. It has appointed a Vendor Management Officer who will review complaints and raise complicated cases to the Contracts Committee, as needed.
2014/1 Rec. 5 (Note)	Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations	Executive heads of organizations which have not yet done so should develop effective workforce/succession planning with respect to posts occupied by staff due for retirement, take action to advertise all relevant vacancies at least six months in advance and ensure timely recruitment.	Accepted	Implemented	Closed	WFP has integrated succession planning into existing reassignment processes. WFP will ensure strategic succession planning for positions held by staff due to retire by October 2016 in the 2016 mid-year reassignment exercise. The Human Resources Division has advertised approved and funded positions internally, and candidates will be identified by February 2016. In addition, the Executive Director recently issued a circular that establishes procedures for selecting an internal leadership pool of candidates for potential reassignment to P5 and D1 positions. The leadership pool and talent pool for P2- to P4-level positions (see response to Use of non-staff, recommendation 9) will improve WFP's approach to succession planning.

Acronyms used in the document

CEB	United Nations System Chief Executives Board for Coordination
EMS	Environmental Management Systems
JIU	Joint Inspection Unit
LTA	long-term agreement
RC	Resident Coordinator
SPR	Standard Project Report
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNEG/DAC	United Nations Evaluation Group/Development Assistance Committee
UNV	United Nations Volunteer