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**Executive Board
First Regular Session**

Rome, 10–11 February 2014

ADMINISTRATIVE AND MANAGERIAL MATTERS

Agenda item 9

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REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP



NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

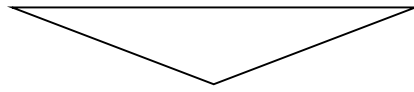
Director, RMF*: Mr S. O'Brien tel.: 066513-2682

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Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

* Finance and Treasury Division

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.1/2014/9).

* 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.

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 between 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.

Joint Inspection Unit Reports for WFP Action

3. Since the submission of the last annual report to the Board on JIU recommendations (WFP/EB.1/2013/11/Rev.1), the JIU has issued seven reports and four notes 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) "Staff Recruitment in United Nations System Organizations: A Comparative Analysis and Benchmarking Framework: Overview" (JIU/REP/2012/4)
 - ii) "Review of Individual Consultancies in the United Nations System" (JIU/REP/2012/5)
 - iii) "Review of Enterprise Resource Planning (ERP) Systems in United Nations Organizations" (JIU/REP/2012/8)
 - iv) "Lump-Sum Payments in Lieu of Entitlements" (JIU/REP/2012/9)
 - v) "Staff-Management Relations (SMR) in the United Nations Specialized Agencies and Common System" (JIU/REP/2012/10)
 - vi) "Financing for Humanitarian Operations in the United Nations System" (JIU/REP/2012/11)
 - vii) "Strategic Planning in the United Nations System" (JIU/REP/2012/12)
 - viii) "Staff Recruitment in United Nations System Organizations: A Comparative Analysis and Benchmarking Framework. Institutional Framework" (JIU/NOTE/2012/1)
 - ix) "Staff Recruitment in United Nations System Organizations: A Comparative Analysis and Benchmarking Framework. The Recruitment Process" (JIU/NOTE/2012/2)
 - x) "Staff Recruitment in United Nations System Organizations: A Comparative Analysis and Benchmarking Framework. Gender Balance and Geographical Distribution" (JIU/NOTE/2012/3)
 - xi) "Flexible Working Arrangements in the United Nations System Organizations" (JIU/NOTE/2012/4)
5. Annex I outlines 38 new recommendations from the seven 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 30 recommendations from reports previously reported to the Board.
7. Annex III provides updates on 21 recommendations from JIU notes, both new and previously reported to the Board. While the 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 63 recommendations, as reported in Annexes I, II and III (see Table 1).

TABLE 1: STATUS OF JIU RECOMMENDATIONS FOR EB.1/2014

JIU programme of work year	Closed	Accepted, implementation in progress	Accepted, implementation not started	Under consideration	Total
2006	0	1	0	0	1
2007	0	0	0	0	0
2008	3	3	0	0	6
2009	1	0	0	0	1
2010	8	6	0	0	14
2011	14	12	0	0	26
2012	37	3	0	0	40
2013	0	1	0	0	1
TOTAL	63	26	0	0	89

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

Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2012/4 Rec. 1	Staff Recruitment in United Nations system organizations: A comparative analysis and benchmarking framework: Overview	The legislative bodies of United Nations system organizations should direct executive heads to be guided by the 15 recruitment benchmarks proposed in this review when hiring external candidates to fixed-term positions of one year or more.	Accepted	In progress	Open	The Board requests the Secretariat to review the 15 recruitment benchmarks proposed in the report and, where applicable, to apply the benchmarks to the hiring of external candidates for fixed-term positions of one year or more. The Board also acknowledges that WFP requires one year of experience for P1 recruitments, in contrast to Benchmark 9, which does not require experience.
2012/4 Rec. 2	Staff Recruitment in United Nations system organizations: A comparative analysis and benchmarking framework: Overview	Executive heads of United Nations system organizations should report periodically to the legislative bodies on the authority delegated for recruitment, the accountability mechanisms set up in relation to such delegated authority, and their results, in line with benchmark 4.	Accepted	Implemented	Closed	Executive Director's Circular 2011/006 requires that staff members be recruited through a competitive process on the basis of merit, demonstrated competencies and performance. The circular also requires the use of assessment tools and panel interviews for international professional recruitment with a view to reinforcing the rigour and transparency of the process. Annex 1 of Executive Director's Circular 2011/001 provides clarification on delegation of authority for the recruitment of all categories of staff. Human Resources Directive 2011/003 provides guidance to managers and staff members on recruitment principles and processes for international professional staff members on fixed-term appointments. The directive also requires periodic reporting to senior management on the composition of WFP's international workforce and recruiting trends. The reports are shared with the Member States at the Board's Annual Session.
2012/4 Rec. 3	Staff Recruitment in United Nations system organizations: A comparative analysis and benchmarking framework: Overview	Executive heads of United Nations system organizations that have not yet done so should reduce the posting time for vacancies to no more than 30 days and seek the approval of the legislative bodies as appropriate.	Accepted	Implemented	Closed	In line with Human Resources Directive 2011/003, internal and external vacancy announcements are open for a minimum of two weeks. The closing date may be extended only if the Chief of the Recruitment and Reassignment Branch determines that the candidate pool is insufficient for competitive selection.



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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2012/5 Rec. 1	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations system organizations, taking into account international labour principles, should review their policies regarding the use of non-staff personnel with a view to clarifying the criteria for choosing between staff and non-staff contractual modalities, and should monitor and assess the use of non-staff personnel in their organizations to detect and address risks in a timely manner.	Accepted	Implemented	Closed	<p>Policy documents stipulate the conditions, criteria and characteristics of each contract type, which enables recruiting managers to select the contract most appropriate to operational exigencies. The criteria to be considered may include the type of duties to be performed, the duration of the assignment, the office's organizational structure and reporting lines, etc.</p> <p>Non-staff contracts allow hiring managers flexibility in human resources management. Consultancy contracts are used to employ the specialized skills and expertise needed for specific projects and activities but not available within WFP, and to meet the need for surge capacity in emergencies. To ensure the temporary replacement of regular staff on assignment elsewhere or on extended leave, WFP uses consultancy and short-term appointment contracts for international recruitment and Special Service Agreement (SSA) or Service Contract (SC) contracts for locally recruited employees. The Office of Internal Audit and other oversight bodies report annually on issues such as any inappropriate use of non-staff contracts.</p> <p>Recruitment decisions for consultancy contracts are delegated to hiring managers and the issuance of contracts to human resources officers. The human resources officer is responsible for checking personal profiles against the skills and experience required by the job, and for fixing a commensurate remuneration rate. For other non-staff contracts, human resource officers provide guidance to managers on contract modalities.</p> <p>Inconsistencies are discussed with the recruiting managers and settled according to established policies. Requests to recruit non-staff personnel to perform staff functions are approved for limited periods, usually for temporary replacements for absent staff or pending the finalization of recruitment of a fixed-term appointee.</p> <p>Waivers of requirements or restrictions are duly registered and subject to the approval of the Director of the Human Resources Division (HRM) on exceptional grounds.</p>





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Rec. No.	Report	Recommendation	Acceptance*	Implementa-tion**	Closure***	Remarks
2012/5 Rec. 2	Review of Individual Consultancies in the United Nations System.	The executive heads of the United Nations system organizations that have not yet done so should ensure that a specific consultancy policy, complemented by related guidelines and a dedicated contractual modality, is in place in their organizations.	Accepted	Implemented	Closed	WFP has had a consultancy policy since 2000.
2012/5 Rec. 3	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations system organizations should ensure that consultancy contracts in their respective organizations are complemented by comprehensive general conditions, including conflict of interest and code of conduct provisions.	Accepted	Implemented	Closed	Comprehensive general conditions are stipulated in WFP consultancy contracts.
2012/5 Rec. 4	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations system organizations, taking into account relevant international labour principles and good practices, should review the consultancy contracts in their respective organizations with a view to introducing contracts with a shorter duration in line with the ad hoc and temporary nature of the consultancy work, and developing a proper social benefits policy which considers the duration and the nature of the work performed.	Accepted	Implemented	Closed	WFP consultancy contracts may not exceed 11 months; a mandatory break in service of one month in every 12 is required. The mandatory break increases to three months if an individual is employed on a series of consultancy contracts for more than 44 months out of 48. WFP consultancy contracts provide medical, life and disability insurance covering illness or disablement, malicious acts, service-incurred accidents, illnesses, injuries and death.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2012/5 Rec. 5	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations organizations should ensure that there is an adequate policy on the use of retirees as consultants in their respective organizations and that compliance with this policy is effectively enforced.	Accepted	Implemented	Closed	WFP has a policy on the reappointment of United Nations retirees on consultancy contracts.
2012/5 Rec. 6	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations system organizations should consider appropriate modalities in order to provide consultants and other non-staff personnel with accessible and effective dispute settlement mechanisms and explore ways of listening to them and addressing their concerns.	Accepted	Implemented	Closed	While consultants are not formally represented by staff associations, they do have full access to WFP complaint mechanisms (Office of the Ombudsman, Ethics Office, HRM, Staff Counselling Unit, etc.) to address informal grievances. Consultants have the same access as regular staff to all levels of the formal justice system.
2012/5 Rec. 7	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations system organizations should ensure that roles and responsibilities for the use of consultants are clearly established and proper monitoring and internal control measures are introduced for the effective implementation of relevant policies.	Accepted	Implemented	Closed	WFP policies on consultants establish roles and responsibilities for consultancy management. HRM is tasked with assessing all consultancy recruitment requests and discussing and settling any inconsistencies with recruiting managers. Requests to recruit non-staff personnel to perform staff functions are approved for limited periods of time, usually either for temporary backfill purposes or pending the appointment of a regular incumbent. In addition, annual audits and assessment statements are used to monitor the effectiveness of policy implementation. Compliance officers are also assigned to large operations for this purpose.





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Rec. No.	Report	Recommendation	Acceptance*	Implementa-tion**	Closure***	Remarks
2012/5 Rec. 8	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations system organizations should review their roster and competition policy and practices regarding the use of consultants with a view to expanding the available pool of qualified candidates and adopting adequate competition measures, preferably adjusted to the duration and value of contracts.	Not accepted		Closed	WFP maintains a central consultants' roster. Candidates' skills and qualifications are screened by the Human Resources Division and functional staffing coordinators against established minimum requirements. The organization's mandate calls for rapid emergency response, which may not leave enough time for competitive recruitment.
2012/5 Rec. 9	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations system organizations should ensure that geographical diversity and gender balance are addressed in the consultancy policies of their respective organizations and promoted proactively.	Not accepted		Closed	WFP has set targets for geographical diversity and gender balance as part of workforce planning for the recruitment of international fixed-term staff. Consultants are not included within the scope of workforce planning because consultancy is contingent in nature.
2012/5 Rec. 10	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations system organizations should ensure that their respective organization has an up-to-date remuneration policy for the use of consultants supported by adequate guidelines for consistent implementation.	Accepted	Implemented	Closed	The WFP consultancy management policy includes guidelines on remuneration rates. The rates were revised in 2003, and again in 2008. The Human Resources Division will continue to review the rates periodically, taking into consideration whether they are adequate to attract qualified personnel.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2012/5 Rec. 11	Review of Individual Consultancies in the United Nations System	The executive heads of the United Nations system organizations should strengthen oversight on the use of consultants through effective performance evaluation, audits, monitoring and analytical internal and external reporting, with a view to ensuring proper use of contracts and efficient use of resources.	Accepted	Implemented	Closed	Consultancy management is delegated to hiring managers, but corporate oversight is exercised through audits and human resources processes such as Quality Assessment Reports, which are mandatory prior to release of terminal emoluments. Hiring managers can review the performance assessment of consultants prior to re-employment.
2012/5 Rec. 12	Review of Individual Consultancies in the United Nations System	The legislative/governing bodies of the United Nations system organizations should exercise their oversight function on the use of consultants through regular reviews of analytical information provided by the executive heads of the respective organizations.	Accepted	Implemented	Closed	The Board accepts that the Secretariat will continue to periodically provide statistical information on the employment of consultants by means of a formal report to Member States, upon request.
2012/8 Rec. 1	Review of Enterprise Resource Planning (ERP) Systems in United Nations Organizations	The executive heads of United Nations system organizations should ensure that staff members receive adequate training for their specific needs throughout the system's life cycle, and that appropriate resources are allocated to training on an ongoing basis.	Accepted	Implemented	Closed	During the ERP implementation project, a web-based eLearning tool was developed to provide self-paced training on the WFP Information Network and Global System (WINGS) processes and solutions. The business support team updates the eLearning content upon the release of new processes and solutions. The team also provides regular (at least quarterly) on-site training to regional and country offices on process and procedures supported by the ERP system, and collects inputs on potential process and system improvements.





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2012/8 Rec. 2	Review of Enterprise Resource Planning (ERP) Systems in United Nations Organizations	The legislative/governing bodies of United Nations system organizations should exercise their monitoring and oversight role on their respective ERP projects on an ongoing basis, including implementation, maintenance and upgrade policy, cost-efficiency and achievements of the overall objectives of the projects.	Accepted	Implemented	Closed	The Board agrees with the Chief Executives Board (CEB) inter-agency response to this recommendation, which emphasizes the importance of transparent reporting on the progress with, spending on and implementation of ERP systems. The CEB further notes that in a results-based framework, ERP systems are tools that organizations use to fulfil their mandates. The Board is confident that the Secretariat will continue to report on changes that affect the Board's work directly, such as any that affect the regulations and reporting under its authority; funding structure – for example when cost efficiencies are achieved or additional funding is requested; or the services provided to the Board.
2012/8 Rec. 3	Review of Enterprise Resource Planning (ERP) Systems in United Nations Organizations	The executive heads of United Nations system organizations should establish regular monitoring and reporting mechanisms for ERP projects throughout their life cycle.	Accepted	Implemented	Closed	The Management Information System Steering Committee oversees and approves major information technology (IT) initiatives, leading to further alignment of processes and IT ERP solutions.
2012/9 Rec. 1	Lump-Sum Payments in Lieu of Entitlements	The legislative/governing bodies of United Nations system organizations should request their respective executive heads to prepare a report on the usage of the lump-sum option for home leave travel which, inter alia, would compare the costs for providing the lump-sum option with those of organizing the travel for the eligible headquarter-based staff members for a period of two years. Upon consideration of the report, the legislative/governing body should decide in 2015 whether to take any action deemed appropriate.	Accepted	Implemented	Closed	The Board notes that new travel policies issued in September 2012 reinforce the use of the lump-sum option for home-leave travel; approximately 93 percent of staff opt for a lump sum in lieu of air ticket for home leave. The new travel policy requires corporate annual reporting on travel expenditure to the Executive Director and the Executive Management Group. The report will benchmark lump-sum costs against comparable ticketing. WFP will report to the Board on savings from efficiencies, including savings related to travel, in the Annual Performance Report (APR).

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2012/9 Rec. 5	Lump-Sum Payments in Lieu of Entitlements	The executive heads of United Nations system organizations should adopt a lump-sum amount to cover all travel-related expenses when a staff member and his/her eligible family members undertake home leave travel when the organization purchases the air tickets.	Accepted	Implemented	Closed	The Directive on Lump-Sum Travel Arrangements for Entitlement Travel provides for a lump sum of 75 percent of the full unrestricted International Air Transport Association (IATA) published economy class airfare for home leave, and other types of entitlement travel. For eligible dependents, the lump sum is calculated at 75 percent of the relevant fare for each family member, with reduced fares for infants and children. The entitlement to unaccompanied baggage in addition to the lump sum continues to apply in order to accommodate the large portion of staff operating in difficult duty stations.
2012/10 Rec. 1	Staff-Management Relations in the United Nations specialized agencies and common system	In reporting to their legislative/governing bodies on human resources issues, including on the composition of the labour force, Executive Heads of the organizations under review – who are not already doing so – should report on the number of persons under each category of non-staff contractual arrangements and on the corresponding rights, benefits, costs and duties that apply to the respective categories.	Accepted	Implemented	Closed	The Secretariat submitted an overview of the use of consultants in WFP (WFP/EB.A/2011/13-D), as recommended by the Joint Inspection Unit in its “Review of Management and Administration in the World Food Programme” (JIU/REP/2009/7) at the Board’s Annual Session in 2011. The report outlines the standards, conditions of service and procedures governing the engagement and management of consultants. It also provides statistics and trends in the employment of consultants in WFP, and related expenditures.
2012/10 Rec. 2	Staff-Management Relations in the United Nations specialized agencies and common system	The Executive Heads of the organizations under review, acknowledging the official representational status and functions of staff representative bodies and elected Staff Representatives, should facilitate their access to all available and necessary means of communication with staff-at-large, without censorship.	Accepted	Implemented	Closed	Staff Representative Bodies can communicate with their constituencies by any means without WFP management’s approval.





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Rec. No.	Report	Recommendation	Acceptance*	Implementa-tion**	Closure***	Remarks
2012/10 Rec. 3	Staff- Management Relations in the United Nations specialized agencies and common system	Where such texts are currently not existent, Executive Heads of the organizations under review should adopt Staff Rules to protect staff representatives against discriminatory or prejudicial treatment, based on their status or activities as staff representatives, both during and after the end of their term of office.	Accepted	Implemented	Closed	The recognition agreements with the WFP staff unions provide for protection against discriminatory or prejudicial treatment of persons for their role and activities as staff representatives. In addition, the Staff Rules incorporate the International Civil Service Commission (ICSC) Standards of Conduct (MS 304), which provide the same protections.
2012/10 Rec. 4	Staff- Management Relations in the United Nations specialized agencies and common system	Where joint Staff-Management bodies dedicated to SMR issues currently do not exist, the Executive Heads of the organizations under review should establish such bodies to undertake formal consultations on issues impacting upon conditions of service and staff welfare.	Accepted	Implemented	Closed	The Staff-Management Council (SMC) serves as a dedicated body for regular formal consultations on issues affecting conditions of service and staff welfare. In addition, WFP completed a Global Staff Survey in 2012, the results of which have been taken into account in the formulation of the 2014 human resources strategy.
2012/10 Rec. 5	Staff- Management Relations in the United Nations specialized agencies and common system	The Governing Bodies of the organizations under review which have a field presence should mandate their Executive Heads to ensure that when reporting on human resources issues, challenges faced by staff in the field are specifically detailed.	Accepted	Implemented	Closed	The Board notes that challenges faced by staff in the field are already included in reports and discussions on human resources (HR)-related issues. The next report to the Board including field staff issues will be the human resources strategy paper, to be presented to the 2014 Annual Session. The Board also recognizes that the Secretariat encourages all employees, including those in the field, to raise any type of concern confidentially on the <i>Just Ask</i> intranet page, an Executive Director's forum instituted to demonstrate high-level consideration and follow-up. Issues raised are addressed by the appropriate authorities and answers or follow-up decisions of global interest are communicated. Staff may also submit inquiries directly through the AskHR mailbox.

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2012/10 Rec. 6	Staff-Management Relations in the United Nations specialized agencies and common system	The Executive Heads of the organizations under review should allocate the appropriate resources to their respective human resources services to develop (preferably jointly with staff representatives) and implement training activities on SMR-related issues, and strongly encourage the participation of newly appointed managers and newly elected staff representatives in such training.	Accepted	In progress	Open	HRM is formulating development programmes for leadership and talent management as part of the 2014 strategy.
2012/10 Rec. 7	Staff-Management Relations in the United Nations specialized agencies and common system	The Executive Heads of the organizations under review should undertake staff surveys – incorporating questions that are comparable over time – at regular, two-to-four-year intervals (when feasible), to be conducted in a framework of objectivity, in particular through the participation of both staff and management representatives in the survey development process, its operation and its interpretation.	Accepted	Implemented	Closed	The Secretariat completed a Global Staff Survey in 2012. The staff representative bodies played a vital role in all aspects of the process. WFP expects to conduct these surveys at regular intervals.
2012/10 Rec. 8	Staff-Management Relations in the United Nations specialized agencies and common system	The legislative or Governing Bodies of the organizations under review should mandate their Executive Heads to prioritize the development of a burden-sharing formula and agreement with regard to financing all costs associated with the representational function of officials of staff federations that are recognized in the ICSC statutes and rules of procedures.	Accepted	Implemented	Closed	The Board notes that staff representatives are granted special leave on an ad-hoc basis to attend representation functions at the federation level. In addition, WFP funds the equivalent of a staff position for each of the two staff associations, which may use the funding at their discretion.



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2012/10 Rec. 9	Staff-Management Relations in the United Nations specialized agencies and common system	In the organizations under review where formal provisions do not yet exist, the legislative/Governing Bodies should adopt regulations granting Staff Representative Bodies (SRBs) the right to effectively present statements during meetings of relevant inter-governmental organs dealing with issues related to staff welfare.	Accepted	Implemented	Closed	The Board recalls that SRBs were invited to address the Board at the 2012 and 2013 Annual Sessions, and notes with appreciation that the Executive Director has committed to continuing this practice at each Annual Session. It further notes that SRBs are present as observers on recruitment, promotion and staff reassignment committees.
2012/11 Rec. 1	Financing for Humanitarian Operations in the United Nations System	The Secretary-General should request the Emergency Relief Coordinator, as Chairperson of the Inter-Agency Standing Committee (IASC), to ensure that the Consolidated Appeals Process (CAP) is developed as an instrument to generate a strategic financial planning framework to: (a) Meet holistic resource requirements of disaster-affected countries for sustained assistance – from emergencies to early recovery, prevention, risk reduction and reconstruction – that are realistically assessed on a country-by-country basis for disaster-prone countries and countries in fragile situations; and (b) Enable all humanitarian actors to participate in common evidence-based needs assessments to mobilize and deliver adequate resources on a timely, predictable and sustainable basis.	Accepted	Not Applicable	Closed	WFP welcomes this recommendation to the Secretary-General. However, as noted in the CEB inter-agency comments on the report, WFP and other agencies have some concerns about the feasibility and implications of the recommendation. Conceptually, WFP supports the strengthening of CAP so that it may contribute to strategic financial planning, but encourages caution to avoid unintended consequences for resource mobilization. WFP feels the recommendation would have been enhanced had it indicated more clearly which actors should participate in needs assessment and had it recognized that governments may well have preferences as to which humanitarian actors they want to work with. Further, in some cases, needs assessment may depend on official information that is not necessarily available to the United Nations.



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2012/11 Rec. 3	Financing for Humanitarian Operations in the United Nations System	The General Assembly should mandate the Secretary-General to present, with the support of the IASC, a proposal on a set of good humanitarian funding principles advocating soft earmarking and a participatory approach, taking into account the good practices in the inclusive programme-based management and governance arrangements of common humanitarian funds (CHF) at the country level and the experience made through the Good Humanitarian Donorship initiative.	Accepted	Not applicable	Closed	The Board welcomes this recommendation to the General Assembly. WFP has worked with the Good Humanitarian Donorship Working Group and continues to advocate for more flexible, predictable and timely contributions. See also the Secretariat's responses to recommendations JIU/2009/7 Rec. 1 and JIU/REP/2007/1 Rec. 2 in its update to the 2012 First Regular Session of the Board on JIU recommendations, and the "Funding for Effectiveness" strategy approved by the Board in 2005 (WFP/EB.2/2005/5-B).
2012/11 Rec. 5	Financing for Humanitarian Operations in the United Nations System	The Secretary-General should request the Emergency Relief Coordinator to task the IASC with establishing system-wide general guidelines on the establishment, replenishment and provision of agency-specific emergency and recovery funds and reserves so as to enable the humanitarian and other assistance organizations concerned to extend quick and timely assistance, and bridge the gap between the commitment and mobilization of the funds required.	Accepted	Not applicable	Closed	WFP welcomes the spirit of this recommendation to the Secretary-General. As highlighted in the report, WFP's advance financing mechanisms have enabled it to expedite responses. The Forward Purchase Facility is estimated to have led to supply lead-time gains of, on average, two and a half months, a 70 percent improvement (see WFP/EB.A/2013/6-K/1). The Secretariat agrees with the CEB response to this recommendation, which acknowledges that it may be difficult to develop system-wide guidelines given the differences in the governance and mandates of the various agencies.
2012/11 Rec. 7	Financing for Humanitarian Operations in the United Nations System	The Secretary-General, as Chair of the CEB, and with the assistance of the Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Development Group (UNDG), should promote the development of harmonized	Accepted	Not applicable	Closed	WFP welcomes the recommendation to the Secretary-General to expand the tracking of humanitarian portfolio data to cover a broader set of institutions. The Secretariat supports the CEB's response to this recommendation, which calls for the consolidation and interconnection of existing systems, including the Financial Tracking Service.





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		humanitarian portfolio databases applicable at the country level, so as to bridge information from the United Nations Development Programme (UNDP) and OCHA, as well as the international finance institutions (IFIs) and multilateral development organizations.				
2012/11 Rec. 8	Financing for Humanitarian Operations in the United Nations System	The Secretary-General, as Chair of the CEB, and with the assistance of OCHA, UNDP and UNDG, should support, where feasible, the establishment of joint management units at the country level to ensure cost-effective, accountable and systematic management of resources, and harmonize processes, reporting data formats and methodologies on humanitarian and related development projects.	Accepted	Not applicable	Closed	WFP welcomes this recommendation to the Secretary-General. The Secretariat agrees with the CEB response that setting up joint management units might be a challenge but that if they were to be created, they would be best placed within the United Nations country team secretariats, under the supervision of the Resident Coordinator or Humanitarian Coordinator.
2012/12 Rec. 1	Strategic Planning in the United Nations System	The Secretary-General, in his capacity as Chair of the CEB, drawing upon the support of the United Nations Strategic Planning Network and/or a CEB ad hoc task force, should review with the executive heads the respective strategic plans of their organizations with a view to defining a coherent overarching framework and common goals for strategic planning to ensure consistency and avoid the overlap of activities across the United Nations system.	Not applicable		Closed	WFP actively supports United Nations system coordination through existing mechanisms and is already participating in ongoing efforts to arrive at common indicators in the context of the CEB. WFP will continue to participate in processes that the Secretary-General may consider necessary if the recommendation is accepted.

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

Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2012/12 Rec. 3	Strategic Planning in the United Nations System	The Executive Heads of the United Nations system organizations, through the existing inter-agency coordination mechanism of the CEB, including the High-Level Committee on Management (HLCM), the High-Level Committee on Programmes (HLCP) and UNDG, should define and agree on a commonly accepted terminology for strategic planning, and report thereon to their legislative bodies and the Economic and Social Council of the United Nations (ECOSOC), in order to establish a comparison basis and facilitate aggregation in planning, monitoring, evaluating and reporting on implementation of the strategic plans of their respective organizations.	Accepted	Not applicable	Closed	Harmonized terminology would enhance effectiveness and facilitate enhanced country-level strategic planning and the reporting of results. As a member of the CEB, WFP would engage in any initiatives to harmonize strategic planning terminology.
2012/12 Rec. 4	Strategic Planning in the United Nations System	The legislative bodies of the United Nations system organizations should formulate and define relevant system-wide sectoral strategic frameworks through ECOSOC to address the long-term goals established by the 2005 World Summit Outcome, adopted by the General Assembly in resolution 60/1, as well as those established by the missions and mandates of the system organizations as a result of global conferences.	Not applicable		Closed	The Board acknowledges the recommendation that ECOSOC should develop system-wide sectoral strategic frameworks, and would support efforts to address long-term goals coherently. The Board agrees with the CEB response to this recommendation, which highlights practical concerns about preparing and following up system-wide frameworks, especially given that ECOSOC does not have structural links with the agencies' legislative bodies. See also the response to Recommendation 1.



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

Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2012/12 Rec. 5	Strategic Planning in the United Nations System	The legislative bodies of the United Nations system organizations should instruct their respective secretariats to adopt the necessary measures by the end of 2015 to harmonize and/or align the planning cycles of their strategic plans so that all the organizations are ready to start a new harmonized reporting cycle to Member States in 2016.	Accepted	Implemented	Closed	The Board notes that, in response to the CEB recommendation for funds and programmes to harmonize planning cycles to the Quadrennial Comprehensive Policy Review (QCPR), WFP extended its 2008–2011 Strategic Plan by two years to 2013 (WFP/EB.A/2009/5).

* Column 4 acceptance categories: Accepted, Not accepted, Under consideration, Not relevant, No reply yet

** Column 5 implementation categories: Not started, In progress, Implemented

*** 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
2006/2 Rec. 4	Oversight Lacunae in the United Nations System	The legislative bodies should decide that the members of the Advisory Committee on Administrative and Budgetary Questions (ACABQ), ICSC and JIU and other similar bodies within the United Nations system be subject to a uniform regime barring them from any appointment, including as a consultant, in the United Nations system organizations for which they have had oversight responsibilities both during their service and within three years of ceasing that service.	Accepted	In progress	Open	<p>The Board requests the Executive Director to include in the recruitment policy a regulation that bars members of ACABQ, ICSC, JIU and similar bodies in the United Nations system – with oversight responsibilities over WFP – from any appointment at WFP during their service and for three years after ceasing that service.</p> <p>The Executive Director has approved a change in the recruitment policy to implement this recommendation. An Executive Director's Circular is being prepared to update WFP's recruitment policy.</p>
2009/7 Rec. 6	Review of Management and Administration in the World Food Programme (WFP)	The Executive Director should undertake measures to increase representation of developing countries at the senior management level within the Programme.	Accepted	Implemented	Closed	<p>As of September 2013, 41.7 percent of WFP's international professional staff were nationals of developing countries.</p> <p>WFP seeks to increase developing-country representation through staff development initiatives and targeted succession planning. Because the WFP workforce is mobile and most positions are filled internally, few senior-level recruitments are made externally. Forty-three percent of staff at levels P2 to P5 promoted in the most recent promotion exercise were from developing countries.</p> <p>WFP recognizes that further action is required to reach the target of 40 percent nationals of developing countries at senior levels. In 2013, 32 percent of the 41 participants in the Rome-based Management Assessment Centre (MAC) were nationals of developing countries. For 2014, the target is 64 MAC participants, with a larger proportion from developing countries.</p>



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/1 Rec. 4	Environmental Profile of the United Nations System Organizations	The executive heads of the organizations, in consultation with the CEB, should: (a) Put in place common administrative and financial guidelines to integrally record and report in the proper budget lines those expenditures incurred both in reducing CO ₂ emissions and in purchasing carbon offsets for the implementation of the Strategy for a climate-neutral United Nations; and (b) Improve the measurement and reporting of the environmental practices and expenditures of their organizations through the use of the environmental management accounting document developed by the United Nations Department of Economic and Social Affairs (DESA) so as to better disclose financial and environmental decisions.	Accepted	Implemented	Closed	<p>(a) WFP has finalized the first round of project funding under its Energy Efficiency Programme (EEP) (ref. directive COO2012/002). Through EEP it is tracking the capital and operating costs and the benefits of reducing CO₂ emissions against greenhouse-gas reduction goals. Carbon emission offsetting is not currently included in WFP's emissions reduction strategy. Costs and savings for non-EEP-funded projects may be reported voluntarily in the annual greenhouse gas footprint exercise. Systematic use of EEP will be contingent on capacity development of field staff in energy auditing, and project implementation and reporting.</p> <p>(b) The DESA environmental management accounting guidelines are not referenced in the Strategic Plan for Sustainability Management in the United Nations System. WFP does not consider it cost-effective to attempt to follow the guidelines in isolation and will pursue better reporting and analysis of environmental costs and benefits as outlined in paragraph (a) above.</p>



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/1 Rec. 6	Environmental Profile of the United Nations System Organizations	The executive head(s) of organization(s) should negotiate, wherever appropriate, with the host country(ies) where their respective organizations are located agreements providing for support by the host country for the implementation of the plans and policies of United Nations system organizations to green their premises and offices, ultimately to be added as an annex to the headquarters agreement.	Accepted	In progress	Open	WFP, the Government of Italy and the Headquarters property-owner have reached agreement in principle on introducing higher environmental performance criteria into the re-development of the Headquarters premises. Aspects of the agreement were implemented in the "Red Tower" refurbishment in 2011, such as improvements to lighting, air-conditioning and heating and the sustainable sourcing of materials. This work will continue in 2014 with the development of a long-term design for refurbishing the WFP Headquarters that includes sustainable construction principles.
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	In progress	Open	As regards common support service premises, WFP is committed to the development of local best environmental practices and their incorporation into an environmental management system (EMS) for common facilities and building and procurement services. Subject to funding WFP previously committed to the development of an EMS for all its facilities and operations worldwide, as the greatest risks and benefits may often be encountered in remote field locations and in marginal environments.



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/1 Rec. 9	Environmental Profile of the United Nations System Organizations	The executive heads of the organizations of the United Nations system should define, where appropriate in consultation with their governing bodies, the legislative basis and common norms and standards applicable to their in-house environmental management system, based on best practices identified within the system. They should also ensure that their respective staff are fully aware of and responsible for this policy through the promulgation of internal instructions and information accessible to all.	Accepted	In progress	Open	In their 2013 meetings, the CEB and HLCM committed to developing an EMS “through a gradual, voluntary and flexible process” using a common framework that maximizes efficiencies from knowledge-sharing. WFP is part of the working group preparing the common framework. Subject to resource availability, WFP expects to develop and implement an EMS in 2014 and 2015.
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 practices within WFP’s global operations will be one of the areas of potential significant impact considered during the development of an EMS, in line with HLCM commitments (see recommendation 9 above).



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	Management supports this recommendation and has collaborated with the Inspector General and the Ombudsman to design mandatory staff training on ethics. The design was refined by HRM, and funding is being sought to conduct the training. Ethics training is currently provided to all new inductees to WFP and to procurement officers and Respectful Workplace Advisers in country offices and regional bureaux. In addition, ethics awareness training was rolled out to Country Directors in each region in 2011 and 2012.
2010/3 Rec. 11	Ethics in the United Nations System	The executive heads should undertake biennial staff surveys on integrity awareness and publicize the results on the intranets of their respective organizations.	Accepted	Implemented	Closed	The Global Staff Survey, which included ethics-related questions, was completed in November 2012. The results were posted on the WFP intranet in February 2013.
2010/7 Rec. 2	Policies and Procedures for the Administration of Trust Funds in the United Nations System Organizations	The legislative bodies of the United Nations system organizations should invite all donors to respond favourably to the efforts made by the organizations to increase the portion and volume of thematic trust funds and other types of pooled funds, in order to facilitate more efficient trust fund management.	Accepted	Implemented	Closed	The Board encourages application of the best practice of thematic trust funds and other pooled funds in core technical areas within WFP, along with the WFP Secretariat's clustering and reduction of the number of trust funds. WFP has identified important thematic areas and encourages donors to provide resources to strengthen WFP's capacity in these areas.
2010/7 Rec. 3	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 risks related to trust funds are assessed, and measures are taken to manage them.	Accepted	Implemented	Closed	Risks related to trust funds are identified and managed as part of the corporate risk management process, with periodic review.



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/7 Rec. 4	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 review, consolidate and update existing legal instruments relating to the administration and management of trust funds in their organizations, and ensure that they are available to and accessible by all staff concerned in a user-friendly format.	Accepted	Implemented	Closed	WFP has issued an updated <i>Financial Resources Management Manual</i> , which consolidates WFP norms concerning resource management, including the management of extra-budgetary resources. The manual is available to all WFP staff in a user-friendly Wiki format.
2010/7 Rec. 7	Policies and Procedures for the Administration of Trust Funds in the United Nations System Organizations	The legislative bodies of the United Nations system organizations should review the harmonized cost-recovery policies and principles for trust funds and activities financed by other extra-budgetary resources, once they have been agreed within the CEB, with a view to updating the cost-recovery policies of their organizations accordingly.	Accepted		Closed	The Board will review the proposed harmonized cost-recovery policies and principles following CEB's agreement on the issue. WFP is not aware of any inter-agency action taken in response to this recommendation. As a member of CEB, WFP would participate in any review of cost-recovery and extra-budgetary resources. The WFP Management Plan 2014–2016 includes an expanded section on extra-budgetary resources with a view to better informing Member States on WFP's management of such resources.
2010/7 Rec. 9	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 review and update the provisions for delegation of authority with regard to trust fund management with a view to adjusting to the changing and increasing role of the regional and country offices.	Accepted	Implemented	Closed	WFP has clear guidance on delegation of authority with regard to trust fund management including the roles of regional bureaux and country offices. The Strengthening of Managerial Control and Accountability Initiative and the Legal Office reviewed the delegation of authority in 2010–12, including with respect to trust funds.



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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	Draft rules and procedures are under review. When they are finalized, recommendations for ensuring user-friendly dissemination of guidance and training will be addressed. Procedures are being updated to incorporate guidance in line with WFP's organizational strengthening Fit for Purpose process including new standardized trust fund procedures, and increased capacity in regional bureaux and country offices.
2010/8 Rec. 10	Inter-Agency Staff Mobility and Work/Life Balance in the Organizations of the United Nations System	The executive heads of the organizations of the United Nations common system should systematically assess the performance of work/life balance programmes periodically and include, inter alia, a cost-benefit analysis of such programmes as part of their regular performance reporting.	Accepted	Implemented	Closed	WFP has participated in inter-agency efforts to enhance work/life balance programmes and to measure their impact on staff welfare. At its 65 th session, the General Assembly asked the Secretary-General to report on efforts to enhance understanding and implementation of the principles of work/life balance and a flexible workforce at its 67 th session. WFP has reported on flexible working arrangements, spouse employment, rest and recuperation, breastfeeding and special leave. The Advisory Committee on Occupational Safety and Health has drafted a revised occupational health and safety policy, which has been submitted to senior management for approval. Once the policy is in force, the Staff Counselling Unit will conduct regular staff surveys to measure use of and satisfaction with policies in support of work/life balance.



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/1 Rec. 1	Review of the Medical Service in the United Nations System	Executive heads of United Nations system organizations should appoint focal points in their respective organizations to facilitate the development and implementation of the necessary Occupational Safety and Health policies and procedures, and should present them without delay to their respective legislative bodies for adoption.	Accepted	In progress	Open	The revised occupational safety and health policy calls for a designated safety and health official to be appointed by the Chief Operating Officer.
2011/1 Rec. 2	Review of the Medical Service in the United Nations System	The legislative bodies of United Nations system organizations should adopt appropriate standards with regard to Occupational Safety and Health issues, taking into account and ensuring compatibility with emerging modifications to the Minimum Operating Safety and Security Standards.	Accepted	In progress	Open	The revised occupational health and safety policy is based on international standards.



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/3 Rec. 3	South-South and Triangular Cooperation in the United Nations System	The legislative bodies of United Nations system organizations should request the Executive Heads to establish identifiable and dedicated structures, mechanisms and focal points tasked with developing agency-specific corporate policy and support strategy, and ensure coordination on South-South and triangular cooperation within their respective organizations and inter-agencies, through the reallocation of the necessary staff and resources for this purpose, as appropriate.	Accepted	Implemented	Closed	<p>WFP has mainstreamed South–South cooperation (SSC) in the 2014-2017 Strategic Plan. WFP commits to partnering with, among others, FAO, IFAD, UNDP, UNICEF, the World Bank and regional and international organizations to develop safety-net system capacity, including through SSC. Through its Centre of Excellence Against Hunger in Brazil, WFP also advances SSC and strengthens the capacity of communities and governments to operate sustainable school feeding programmes. WFP works with governments to develop policy, contain costs, build institutional capacity, decentralize procurement and ensure community participation.</p> <p>General Assembly resolution 67/226 on the QCPR also calls for supporting SSC, increasing information-sharing and reporting on inputs into and results achieved through SSC and triangular cooperation. WFP will report on this work in the APR.</p>
2011/3 Rec. 9	South-South and Triangular Cooperation in the United Nations System	The legislative and governing bodies of the United Nations system organizations should request the Executive Heads to apportion a specific percentage – not less than 0.5 percent – of core budget resources for the promotion of South-South cooperation (SSC) in their respective areas of competence, in consultation with programme countries; and to agree with donor countries to use a specific portion of extra-budgetary resources to finance SSC and triangular cooperation initiatives.	Accepted	Implemented	Closed	<p>The Board notes management's efforts to mobilize resources and develop innovative resource mobilization tools to support South–South and triangular cooperation initiatives. To encourage South–South contributions, management should continue to use strategies such as the twinning mechanism, which matches in-kind contributions with cash contributions to cover food transport, handling and other support costs, including with cash from WFP's Emerging Donor Matching Fund.</p> <p>Resources for South–South and triangular cooperation initiatives are provided through donor funding for the programmes and support structures approved by the Board each year. The percentage of core budget resources allocated to these activities varies from year to year.</p> <p>See also remarks from 2011/3 Rec. 3.</p>



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/4 Rec. 7	Multilingualism in the United Nations System Organizations: Status of Implementation	The executive heads should take the necessary measures to ensure full compliance with the <i>Association internationale des interprètes de conférence</i> (AIIC)-United Nations agreement for interpretation and the Consultative Committee on Administrative Questions – <i>Association internationale des traducteurs de conférence</i> (CCAQ – AITC) agreement for translation, in particular by ensuring greater awareness of these agreements at Headquarters and in the regional offices and by setting up compliance monitoring systems.	Accepted	In progress	Open	The Executive Board Secretariat ensures full compliance with the terms and conditions of both agreements. A circular to improve corporate compliance with these agreements is planned for distribution in early 2014.
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	In progress	Open	WFP has implemented the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework of internal control, including for performance and risk management. WFP has included the development of an accountability framework in the “Managers’ accountability and performance” workstream of the organizational strengthening programme being implemented in 2013-2014.



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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	In progress	Open	An Executive Directors circular on business continuity management (BCM) issued in October 2012 sets out the principles, scope, organization and management of a BCM programme for WFP, and the strategy for its implementation. The Director of Emergencies is responsible for the implementation of BCM under the Preparedness and Response Enhancement Programme (PREP).
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	All Headquarters divisions/business units conducted a business impact analysis in 2009 that included the identification of critical functions and their associated recovery time objectives. Results have been consolidated in a draft WFP Headquarters business continuity plan. A WFP Business Continuity and Crisis Management Planning Framework has been prepared to assist development and documentation of plans at all levels. A business impact analysis of all WFP global Headquarters business activities is scheduled for completion in the first quarter of 2014.
2011/6 Rec. 4	Business Continuity in the United Nations System	Executive Heads should ensure that the scope of business continuity plans of the United Nations system organizations includes their field offices. Overseeing and control mechanisms should be in place to ensure the coherence and interoperability of the business continuity plan with the headquarters and the United Nations country team, where appropriate.	Accepted	In progress	Open	The Executive Director's circular on BCM requires Country Directors to ensure that BCM is embedded in their preparedness and response measures through the emergency preparedness and response package. The role of regional bureaux in oversight of country office business continuity plans, and the necessary control mechanisms, will be included in the WFP Headquarters business continuity plan. An emergency preparedness and response package has been designed for the regional bureaux, including a template to facilitate the preparation and maintenance of regional business continuity plans. WFP is collaborating with the BCM Unit in New York along with the Rome-based agencies for the adoption of an organizational resilience management framework.



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/6 Rec. 7	Business Continuity in the United Nations System	Legislative bodies of the United Nations organizations should, on the basis of the executive heads' budget proposals, provide the necessary financial and human resources for the implementation, continuous monitoring, maintenance and updating of the approved business continuity plans developed on the basis of the organization's business continuity (BC) policy/strategy.	Accepted	In progress	Open	Financial and human resources have been provided under PREP for implementation of the business continuity plan. WFP's Business Continuity and Crisis Management Planning Framework includes a section on BCM validation, maintenance and review.
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	WFP will develop business-continuity training in alignment with its corporate training programme.
2011/7 Rec. 5	The Investigation Function in the United Nations System	The Conference of International Investigators should establish a United Nations system sub-group, similar to that of the Representative of Internal Audit Services of the United Nations Organizations and Multilateral Financial Institutions (UN-RIAS).	Accepted	Implemented	Closed	WFP participates in this inter-agency initiative, which started in September 2012.



ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/7 Rec. 6	The Investigation Function in the United Nations System	The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function on the basis of the recommendations of the respective audit/oversight committees either annually or biennially depending on the organizations' budget cycle.	Accepted	Implemented	Closed	The Board requests the Audit Committee to raise any concerns about the resources or staffing of the investigation function in its annual report for the Board's consideration.
2012/2 Rec. 5	The Management of Sick Leave in the United Nations System	The legislative bodies of United Nations system organizations should require executive heads to provide them with comprehensive annual or biennial reports on sick leave, including statistical and cost data, and measures taken by the organization to reduce sick leave absenteeism.	Accepted	Implemented	Closed	<p>The Board agrees that appropriate information on sick leave, cost data and measures taken to reduce sick leave absenteeism be included in an annual report from the Secretariat.</p> <p>The APR deals with the question of days lost due to sickness and injury and the measures being taken to improve staff wellness. WFP has consistently performed well in this area. The medical service continues to monitor infectious disease outbreaks in countries where WFP operates, and focuses particularly on monitoring and improving staff health preparedness for emergencies and mobility. WFP has introduced stress-management modules into safe and secure approaches in field environments (SSAFE) training, and is implementing an alcohol and substance abuse policy for more timely and effective interventions for staff whose health and performance have been impaired.</p>





ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2013/1 (Note) Rec. 1	Reference Checks in the United Nation System Organizations	Executive heads of the United Nations system organizations should adopt the benchmarks set out in the present note with a view to ensuring that their respective organizations have sound reference checking procedures, and report progress made to the legislative/governing bodies.	Accepted	In progress	Open	<p>WFP has already adopted most of the benchmarks set out in the note. However, the Secretariat is working toward ensuring that all applicants to staff positions – including at the senior management level – complete an online application through the corporate e-recruitment portal, StaffNet, and self-certify their criminal records and their disciplinary history. To be valid, professional references will now have to be from persons who have supervised the applicant or are in a position to assess the applicant's professional performance.</p> <p>Finally, the Secretariat will look into implementing the recommendation to carry out reference checks for all short-listed candidates as opposed to its current practice of limiting checks to the successful candidate prior to confirmation of their appointment.</p>
2012/4 (Note) Rec. 2	Flexible Working Arrangements in the United Nations System Organizations	Executive heads of the United Nations system organizations should institute training courses, within existing resources, for managers on how to manage employees on flexible working arrangements (FWAs) in a results-based organization. Such training should be incorporated into the general managerial training.	Accepted	In progress	Open	<p>Although WFP does not have a corporate training programme on FWAs, it supports this recommendation and will train managers and staff members upon request, with particular emphasis on the monitoring of results.</p> <p>As part of its work to improve talent management, WFP will continue to consider how to build a learning environment in support of FWAs. WFP encourages inter-agency harmonization of best practices in this domain.</p>

ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2011/1 (Note) Rec. 1	Procurement Reforms in the United Nations System	Executive heads should assess and identify the importance of the procurement function for organizational activities at their respective organizations, position this function appropriately in the managerial hierarchy and provide the required human resources for procurement activities based on an analysis of volume, complexity and workload involved.	Accepted	Implemented	Closed	WFP has established a Procurement Division headed by a Director at the D2 level, a Deputy Director (D1), a Chief of Goods and Services Procurement (P5), 15 professional procurement staff at Headquarters and 35 procurement staff in field offices.
2011/1 (Note) Rec. 2	Procurement Reforms in the United Nations System	Executive heads should develop a procurement training policy based on the assessment of the competencies needed in procurement, with a view to ensuring that staff dealing with procurement are well trained and provide highly professional services.	Accepted	Implemented	Closed	In conjunction with the United Nations Development Programme, WFP has standardized procurement training and certification through an independent professional provider. Staff need to complete certain levels of training to work in procurement areas.
2011/1 (Note) Rec. 3	Procurement Reforms in the United Nations System	Executive heads should ensure that the procurement process, contract management and data collection capabilities are integrated into the information systems of their organizations.	Accepted	Implemented	Closed	The main processes have been integrated into the corporate enterprise resource planning system. An additional web-based system for e-tendering and contract management has been launched.
2011/1 (Note) Rec. 4	Procurement Reforms in the United Nations System	Executive heads should develop and maintain a dynamic procurement strategy based on the comprehensive analysis of procurement spend with a view to ensuring the achievement of optimum effectiveness and efficiency for all procurement activities in their organizations.	Accepted	In progress	Open	WFP has begun an analysis of its spending, which will inform its procurement strategy. Food procurement has been integrated into the supply chain group.





ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2011/1 (Note) Rec. 5	Procurement Reforms in the United Nations System	Executive heads should regularly review the performance of long-term agreements (LTAs) and try to maximize their use by collecting and analysing relevant statistics and seeking more standardization and demand aggregation in the procurement of goods and services.	Accepted	Implemented	Closed	WFP regularly updates its LTAs so that they comply with its requirements. Performance analysis has been increased. The JIU has undertaken a review on the use of LTAs as part of its 2013 Programme of Work. In light of this review, WFP considers this recommendation closed.
2011/1 (Note) Rec. 6	Procurement Reforms in the United Nations System	Executive heads, as part of their strategy development, should use techniques such as low/high-risk and low/high-value matrices to identify areas where procurement resources can have the most impact, with a view to ensuring that these areas get adequate attention.	Accepted	Implemented	Closed	WFP uses risk-management techniques to optimize its impact. The Procurement Division compiles, monitors and periodically updates its Annual Performance Plan, which includes a risk register. Each risk is rated according to likelihood and impact, which yields a numeric risk level. Risk responses are then developed which include mitigating actions.
2011/1 (Note) Rec. 7	Procurement Reforms in the United Nations System	Executive heads should integrate risk management into the procurement process. This should include the operation of procurement units, analysis of procurement activities and the implementation of individual procurements.	Accepted	Implemented	Closed	Risk-management measures include the following: - The Annual Performance Plan and work plans include risk mitigation elements based on an annual risk analysis. - Procurement staff receive internationally recognized training in procurement. - Procurement oversight is being applied.
2011/1 (Note) Rec. 8	Procurement Reforms in the United Nations System	Executive heads should, with the guidance of governing bodies, develop and gradually implement environmentally responsible procurement policies and guidelines in compliance with the principle of competition and with all due respect for the access of developing countries and countries in transition to procurement.	Accepted	Implemented	Closed	WFP has implemented sustainable procurement guidelines in major tenders and subscribes to the United Nations Working Group on Sustainable Procurement.

ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2011/1 (Note) Rec. 9	Procurement Reforms in the United Nations System	Executive heads should review the social aspect of their procurement policy and practices with a view to ensuring that their policy includes all important social elements, and that guidelines are provided for effective implementation.	Accepted	Implemented	Closed	WFP has implemented socially responsible procurement practices. These include procuring 10 percent of its food from small farmers, conducting studies of impacts on local prices, using import parity prices, implementing the Purchase for Progress initiative, and including anti-fraud and anti-child labour requirements in contracts.
2011/1 (Note) Rec. 12	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	In progress	Open	The HLCM vendor management framework includes a model policy framework for vendor eligibility. WFP plans to implement the vendor eligibility requirements in 2014.
2011/1 (Note) Rec. 13	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	In progress	Open	The Procurement Division handles complaints as they occur; very few are received. WFP will establish a high-level vendor review panel to receive such complaints. A mechanism for informing vendors about access to the WFP hotline/e-mail address for complaints of misconduct will be considered.
2011/1 (Note) Rec. 14	Procurement Reforms in the United Nations System	Executive heads should ensure that their organizations have in place proper procurement monitoring and performance-evaluation mechanisms.	Accepted	Implemented	Closed	WFP's <i>Food Procurement Manual</i> describes the processes for monitoring and evaluating the performance of vendors. The performance of goods and services suppliers is rated upon contract execution and prior to any further business with WFP.
2011/1 (Note) Rec. 16	Procurement Reforms in the United Nations System	Executive heads should ensure the development and implementation of knowledge mechanisms to identify, share and disseminate lessons learned and best practices in procurement activities across their organizations.	Accepted	Implemented	Closed	WFP's participates in the HLCM Procurement Network and has adopted the Chartered Institute of Purchasing and Supply standard.



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	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	In progress	Open	WFP will include guidance on this aspect in its revised <i>Goods and Services Procurement Manual</i> , to be finalized in 2014.
2008/4 Rec. 5 (Note)	Corporate Consultancies in United Nations System Organizations	The executive heads of the United Nations system organizations should: review waiver policy and practices with a view to clarifying, rationalizing and making the waiver of competition really exceptional.	Accepted	Implemented	Closed	WFP's updated policy on waivers has been incorporated into its revised financial rules which took effect on 1 June 2013. The updated practices were promulgated in the Executive Director's Circular OED2013/005.
2008/4 Rec. 6 (Note)	Corporate Consultancies in United Nations System Organizations	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	WFP is reviewing thresholds as part of the business process review and will reflect these in updated circulars, directives and in its revised <i>Goods And Services Procurement Manual</i> .
2008/4 Rec. 14 (Note)	Corporate Consultancies in United Nations System Organizations	The executive heads of the United Nations system organizations should ensure that: adequate policies and guidelines exist for effective contract management.	Accepted	In progress	Open	WFP will include guidance on this aspect in its revised <i>Goods and Services Procurement Manual</i> .
2008/4 Rec. 15 (Note)	Corporate Consultancies in United Nations System Organizations	The executive heads of the United Nations system organizations should ensure that: an electronic contract management module is integrated into the information management system.	Accepted	Implemented	Closed	The electronic tendering function of the In-Tend system, including a contract management module, has been implemented across WFP. Contracts can be uploaded into WINGS, WFP's enterprise resource planning system.



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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2008/4 Rec. 16 (Note)	Corporate Consultancies in United Nations System Organizations	The executive heads of the United Nations system organizations should: ensure that adequate performance evaluation procedures and guidelines exist and are communicated to the staff responsible.	Accepted	Implemented	Closed	WFP requires performance evaluation of + -consultants through its normal human resources processes. Consultants working for institutions are subject to the supplier performance evaluation process. WFP has accepted the new United Nations Supplier Code of Conduct, which has been endorsed by the HLCM Procurement Network.



ACRONYMS USED IN THE DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
APR	Annual Performance Report
BCM	business continuity management
CAP	Consolidated Appeals Process
CEB	Chief Executives Board
DESA	United Nations Department of Economic and Social Affairs
ECOSOC	Economic and Social Council of the United Nations
EEP	Energy Efficiency Programme
EMS	environmental management system
ERP	Enterprise Resource Planning
FAO	Food and Agriculture Organization of the United Nations
FWA	flexible working arrangement
HLCM	High-Level Committee on Management
HRM	Human Resources Division
IASC	Inter-Agency Standing Committee
ICSC	International Civil Service Commission
IT	information technology
JIU	Joint Inspection Unit
LTA	long-term agreement
MAC	Management Assessment Centre
OCHA	Office for the Coordination of Humanitarian Affairs
PREP	Preparedness and Response Enhancement Programme
QCPR	Quadrennial Comprehensive Policy Review
SMR	Staff-Management Relations
SRB	Staff Representative Body
SSC	South-South cooperation
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
WINGS	WFP Information Network and Global System