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**Executive Board
First Regular Session**

Rome, 18–19 February 2013

ADMINISTRATIVE AND MANAGERIAL MATTERS

Agenda item 11

For consideration

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

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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, RMI*:	Mr R. Opp	tel.: 066513-2146
Director, RMF**:	Mr S. O' Brien	tel.: 066513-2682

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

* Business Innovation and Support Office
** Finance and Treasury Division

DRAFT DECISION*
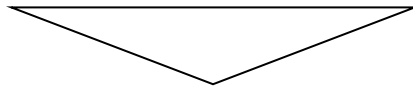
The Board takes note of the information and recommendations in "Reports by the Joint Inspection Unit Relevant to the Work of WFP" (WFP/EB.1/2013/11/Rev.1).

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* 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.

3.   The United Nations General Assembly, in its resolution A/RES/60/258 of 15 June 2006, asked the JIU to continue to enhance dialogues with participating organizations and to strengthen follow-up of the implementation of its recommendations. In 2011, WFP contributed US$33,522 to the establishment of an internet-based follow up system for JIU recommendations. WFP is piloting this system, with full implementation expected in 2013. JIU plans to provide Member States with credentials for using the system to monitor acceptance and implementation of JIU recommendations.

Joint Inspection Unit Reports for WFP Action

4.   Since the last submission to the Board, the JIU has issued eight reports that require WFP action. All reports may be found on the JIU website in Arabic, English, French and Spanish, at www.unjiu.org.

5.   Annex I outlines 44 new recommendations relevant to the work of WFP, and WFP's responses, including follow-up action taken. The following JIU reports, received by WFP by 31 October 2012, include recommendations for WFP action:

    i)   "Multilingualism in the United Nations System Organizations: Status of Implementation" (JIU/REP/2011/4)
    ii)   "Accountability Frameworks in the United Nations System" (JIU/REP/2011/5)
    iii)   "Business Continuity in the United Nations System" (JIU/REP/2011/6)
    iv)   "The Investigation Function in the United Nations System" (JIU/REP/2011/7)
    v)   "Information and Communication Technology Governance in the United Nations System Organizations" (JIU/REP/2011/9)
    vi)   "Evaluation of the Scope, Organization, Effectiveness and Approach of the Work of the United Nations in Mine Action" (JIU/REP/2011/11)
    vii)   "The Management of Sick Leave in the United Nations System" (JIU/REP/2012/2)

6.   The following reports have been received for information, but do not require action by WFP, or are not relevant to WFP's work:

    i)   "Review of Management and Administration in the United Nations Educational, Scientific, and Cultural Organization (UNESCO)" (JIU/REP/2011/8)
    ii)   "Staff-Management Relations within the United Nations" (JIU/REP/2011/10)

iii) "Review of Management and Administration in the United Nations Conference on Trade and Development (UNCTAD)" (JIU/REP/2012/1)

iv) "Evaluation of UN-Oceans" (JIU/REP/2012/3)

7. Annex II updates the status of 29 open recommendations that have been reported to the Board.

8. Annex III provides updates on JIU notes. While the reports are presented by the inspector(s) to the competent legislative and governing bodies for their consideration and follow-up, notes are addressed and submitted to the executive head(s) of the organization(s) concerned. However, in line with WFP's practice of sharing information with the Board, responses to JIU notes have also been included. WFP received one new note in 2012: "Procurement Reforms in the United Nations System" (JIU/NOTE/2011/1).

9. Follow-up has resulted in the closure of 55 recommendations, as reported in Annexes I, II and III (see Table 1). Documents mentioned in Annexes I, II and III are available to Member States upon request.

TABLE 1: STATUS OF JIU RECOMMENDATIONS FOR EB.1/2013					
	Closed	Accepted, implementation in progress	Accepted, implementation not started	Under consideration	Total
2006	0	1	0	0	**1**
2007	2	0	0	0	**2**
2008	8	6	0	0	**14**
2009	5	1	0	0	**6**
2010	3	13	1	0	**17**
2011	32	22	3	1	**58**
2012	5	0	1	0	**6**
TOTAL	**55**	**43**	**5**	**1**	**104**

		ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD				
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Closure**	**Remarks**
2011/4 Rec. 1	Multilingualism in the United Nations System Organizations: Status of Implementation	The executive heads who have not yet done so should: a) appoint a senior official as coordinator for multilingualism, tasked with proposing strategic action plans for the effective implementation of multilingualism, with the assistance of an internal network of focal points within their respective organization; b) report regularly to their legislative bodies on progress achieved in this regard.	Accepted	Implemented	Closed	Multilingualism is mainstreamed in WFP. It is a critical strategic criterion for recruitment and for decision-making on staff mobility through reassignment. HR Directive HR2011/003 issued on 18/04/2011 enumerates the minimum corporate criteria for recruitment and selection of staff in international professional and higher categories: • fluent knowledge (level C) of any of the United Nations official languages: Arabic, Chinese, English, French, Russian and Spanish; and • intermediate knowledge (level B) of another United Nations official language, or Portuguese, which is a WFP working language. As English is the working language of WFP, a minimum of level B/intermediate knowledge of English is required. These steps have already been taken, so WFP management does not plan to appoint a single senior official as coordinator.
2011/4 Rec. 3	Multilingualism in the United Nations System Organizations: Status of Implementation	The executive heads should take further effective measures towards eliminating the current imbalance in the use of the working languages within secretariats, including among senior managers, and require all staff to develop their language skills so as to acquire good knowledge of at least a second working language.	Accepted	Implemented	Closed	English is the working language of WFP. At reassignment, staff are reimbursed for costs incurred to acquire skills in the host country language if it is a second United Nations working language. A language allowance is paid to local staff members at Headquarters who pass a test and demonstrate continued proficiency in the use of two or more working languages.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2011/4 Rec. 4	Multilingualism in the United Nations System Organizations: Status of Implementation	The executive heads of the United Nations system organizations should, in monitoring the equitable use of official languages within their respective organization, regularly assess users' needs and formulate strategies to enhance the implementation of multilingualism through the involvement of their respective coordinators for multilingualism and related network of focal points	Accepted	Implemented	Closed	WFP monitors and assesses language use and needs as required. Multilingualism is imbedded in WFP operations and administration, including Human Resources (HR) (see remarks for Recommendations 1 and 9); conference services, translation and interpreting (Recommendation 7); programming (Recommendation 14); and the WFP website (Recommendation 12).
2011/4 Rec. 6	Multilingualism in the United Nations System Organizations: Status of Implementation	When creating new institutional bodies that would require the provision of conference services, the legislative bodies of the United Nations system organizations should plan for the budgetary resources associated with the resulting additional workload, in particular for translation and interpretation.	Not relevant		Closed	The WFP Executive Board does not create institutional bodies.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	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 *Association Internationale des Interprètes de Conférence* (AIIC)-United Nations agreement for interpretation and the Consultative Committee and Administrative Questions – *Association Internationale des Traducteurs de Conférence* (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 and will issue a circular to ensure corporate compliance.
2011/4 Rec. 8	Multilingualism in the United Nations System Organizations: Status of Implementation	The legislative bodies of the organizations of the United Nations system should ensure that the necessary resources are allocated within the organizations to achieve effective succession planning and dispense targeted training to candidates to language examinations.	Accepted	Implemented	Closed	The Board notes that the Secretariat has a policy and allocates funding to staff to support language training in preparation for language examinations.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks	
2011/4 Rec. 9	Multilingualism in the United Nations System Organizations: Status of Implementation	The executive heads should prepare strategic action plans in the area of languages services to address the examination, candidate-selection and recruitment processes, and propose incentives for language career development and language staff retention, bearing in mind that Member States have different education systems and none of them shall be considered the standard one.	Accepted	Implemented	Closed	The Human Resources Division verifies candidates' language proficiency in line with Directive HR2011/003, Section 6.4. Incentives for language staff include non-rotational contracts and technical briefings. See also the response to Recommendation 1.	
2011/4 Rec. 11	Multilingualism in the United Nations System Organizations: Status of Implementation	The executive heads should take the necessary measures to ensure that the recruitment process, including that relating to senior officials, fully and fairly addresses language requirements, so that in the medium-term, the organizations of the system could rely on a multilingual workforce that is fluent in one working language and has good knowledge of at least one other working language, with due attention to the specific needs of the duty stations.	Accepted	Implemented	Closed	See the response to Recommendation 1.	

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2011/4 Rec. 12	Multilingualism in the United Nations System Organizations: Status of Implementation	The legislative bodies of the organizations of the United Nations system should direct and approve the necessary support to the executive heads to develop multilingual websites in all their official or working languages, with due attention to the language specificities of the duty stations concerned.	Accepted	Implemented	Closed	The Board notes that WFP's website is multilingual and addresses audiences in numerous countries, at a depth and extent that vary depending on the traffic anticipated from the specific country or language group. The website is available in all United Nations official languages – Arabic, Chinese, English, French, Russian, and Spanish – and in nine others: Danish, Farsi, Finnish, German, Italian, Japanese, Korean, Norwegian and Swedish. The Board understands that resources are a limiting factor, as development, management and content gathering for additional language websites would require additional resources.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks	
2011/4 Rec. 14	Multilingualism in the United Nations System Organizations: Status of Implementation	The executive heads of the organizations of the United Nations system delivering work in the field in the area of humanitarian affairs, peacekeeping, peacebuilding and development activities, among others, should ensure that due attention is given to delivering their activities and related materials in all official or working languages, taking account of the local language(s) of the beneficiaries.	Accepted	Implemented	Closed	Local language needs and knowledge are taken into account in delivering WFP's activities in the field and in preparing related materials. WFP has offices in 75 countries and 90 percent of staff are based in the field. International professional staff all meet the minimum language requirements as described in the response to Recommendation 1. National staff enable WFP to communicate in local languages in the field, and to deliver activities at the national level effectively and efficiently. Pro formas for operational documents and basic texts for Letters of Understanding with governments are available in English, French and Spanish on the WFP intranet; not all are updated because of funding constraints. Operational documents can be submitted for Headquarters clearance and approval in any of the official Board languages: Arabic, English, French or Spanish. The *Programme Guidance Manual* indicates that all implementation guidelines and forms for operations must be in a language understood by the people who are to use them. WFP's partnerships with non-governmental organizations (NGOs) are formalized in field-level agreements (FLAs), which are available in Arabic, English, French, Portuguese and Spanish.	
2011/4 Rec. 15	Multilingualism in the United Nations System Organizations: Status of Implementation	As a matter of policy, the legislative bodies of the organizations of the United Nations system should endorse, including through budgetary channels, the arrangements required to ensure effective compliance in delivering the organizations' core work in all official and working languages.	Accepted	Implemented	Closed	The Board reaffirms its commitment to multilingualism and notes that multilingualism continues to be integrated into HR, operations and programming, communications, and Secretariat services. The Board draws attention to its Rules of Procedure, which stipulate that the languages of the Board shall be Arabic, English, French and Spanish (Rule XIV). The Board refers to its responses to Recommendations 8 and 12, and takes note of the management response to Recommendation 14.	

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	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	In progress	Open	WFP has adopted and implemented the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework of internal control, including for performance and risk management. WFP will consider the development of a stand-alone accountability framework as part of the ongoing organizational strengthening process.	
2011/5 Rec. 2	Accountability Frameworks in the United Nations System	The legislative bodies of United Nations system organizations, which have not yet done so, should take decisions based on a results-based management approach, and ensure that the necessary resources are allocated to implement the organizations' strategic plans and results-based management.	Accepted	Implemented	Closed	The Board acknowledges that management is committed to a results-based management (RBM) approach and notes that the Management Plan provides funding to support RBM and Strategic Plan implementation.	
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 Director's 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.	
2011/6 Rec. 2	Business Continuity in the United Nations System	Executive Heads should place business continuity management in the office of the executive head or the executive officer for management.	Accepted	Implemented	Closed	The Executive Director's circular noted under Recommendation 1 places responsibility for the oversight of WFP's BCM programme at the senior- executive level.	

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	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	All Headquarters divisions/business units conducted a business impact analysis in 2009 that included identification of critical functions and their associated recovery time objectives. Results have been consolidated and included in a draft WFP Headquarters business continuity plan.
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.
2011/6 Rec. 6	Business Continuity in the United Nations System	Executive Heads should ensure that business continuity planning and implementation form part of accountability and performance evaluation of line managers.	Accepted	Implemented	Closed	The Executive Director's circular on BCM makes business continuity planning and implementation a requirement for all organizational units. It will therefore form part of the accountability and performance evaluation of managers.
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	The Board encourages management to expedite completion of the business continuity plan and to take due account of the plan in preparing the Management Plan.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
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	Not started	Open	WFP's corporate training programme will include elements of business continuity training.
2011/7 Rec. 1	The Investigation Function in the United Nations System	Executive heads who have not yet done so should direct that all investigations be consolidated in the internal oversight entity of each organization. Requisite resources (human and financial) should be provided for the effective discharge of the investigation function on the basis of the recommendations of the organization's audit/oversight committees.	Accepted	Implemented	Closed	The Charter of the Oversight Office has provisions consistent with this recommendation.
2011/7 Rec. 2	The Investigation Function in the United Nations System	Executive heads of United Nations system organizations should ensure that investigation staff are selected in accordance with staff regulations and rules, on the basis of merit, professional investigator qualifications and experience as the main selection criteria. These staff should be selected independently of management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the investigative function.	Accepted	Implemented	Closed	HR policies allow for the selection of investigation staff by the Inspector General, in accordance with the recruitment policy, independently of management and administrative influence, and based on professional investigator qualifications and experience.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2011/7 Rec. 3	The Investigation Function in the United Nations System	Executive heads should discontinue mobility for investigators within the same organization and encourage the transfer and/or secondment of investigative staff to the investigative services of other United Nations system organizations.	Accepted	Implemented	Closed	All investigation positions are designated as non-rotational. Transfers and secondments of investigative staff to other United Nations organizations are supported.
2011/7 Rec. 4	The Investigation Function in the United Nations System	The legislative bodies of United Nations system organizations which have not yet done so should direct their executive heads to ensure that internal oversight entities or investigation units are authorized to initiate investigations without the executive head's prior approval.	Accepted	Implemented	Closed	The Board notes that the Charter of the Oversight Office has provisions to ensure the office's independence and its ability to initiate investigations without the Executive Director's approval.
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	In progress	Open	WFP participates in this inter-agency initiative, which started in September 2012.
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.	Under consideration			

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2011/7 Rec. 7	The Investigation Function in the United Nations System	Executive heads should designate a central focal point to monitor the implementation and follow-through of all investigation reports within their organizations.	Accepted	Implemented	Closed	The Office of the Executive Director follows up on Oversight Office monitoring systems for investigation reports.
2011/9 Rec. 1	Information and Communication Technology (ICT) Governance in the United Nations System Organizations	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is composed of the most senior business managers representing all major services of the organization, and chaired by an executive manager, preferably at the level of deputy head of the organization or equivalent.	Accepted	Implemented	Closed	The Management Information Systems Steering Committee (MISSC), the equivalent of an ICT governance committee is chaired by the Chief Operating Officer and comprises senior business managers.
2011/9 Rec. 2	Information and Communication Technology Governance in the United Nations System Organizations	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is convened regularly with the fullest possible participation of its members, adequate documentation is provided in a timely manner and meeting records are kept, so as to make full use of the committee's work and function.	Accepted	Implemented	Closed	The MISSC terms of reference require annual meetings, with additional meetings convened at the discretion of the Chairperson. The agenda and necessary documentation are distributed in advance of each meeting.

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Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Closure**	**Remarks**
2011/9 Rec. 3	Information and Communication Technology Governance in the United Nations System Organizations	The executive heads of the United Nations system organizations should ensure that the function and performance of the ICT governance committee, or equivalent, is reviewed and evaluated regularly, but not less than every three years, so as to ensure its effectiveness and facilitate improvement.	Accepted	Implemented	Closed	The MISSC terms of reference are revised as needed. The latest revision was in 2010 and a revision is planned for 2013.
2011/9 Rec. 4	Information and Communication Technology Governance in the United Nations System Organizations	The executive heads of the United Nations system organizations should ensure that the Chief Information Officer (CIO), or equivalent, should be placed at an appropriate senior level with overall responsibilities and authority, and have access to executive management.	Accepted	Implemented	Closed	The Chief Information Officer reports to an Assistant Executive Director and is a member of WFP's Executive Management and Policy Group, which meets weekly and is chaired by the Executive Director.
2011/9 Rec. 5	Information and Communication Technology Governance in the United Nations System Organizations	The executive heads of the United Nations system organizations should ensure that corporate ICT strategies are prepared, endorsed and periodically reviewed and updated, in order to ensure that they are closely aligned to the organization's business needs and priorities and yield value for their ICT investment.	Accepted	Implemented	Closed	The purpose of the MISSC is to review and formulate strategy in line with WFP's needs and goals, and to establish system-wide priorities.
2011/9 Rec. 6	Information and Communication Technology Governance in the United Nations System Organizations	The legislative bodies of the United Nations system organizations should request the executive heads to present the corporate ICT strategies to Member States for their information and support.	Accepted	Implemented	Closed	The Board has received a briefing on the IT Strategic Plan and would expect a further briefing in the event of a new plan. These documents are available to Member States upon request.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2011/9 Rec. 7	Information and Communication Technology Governance in the United Nations System Organizations	The executive heads of the United Nations system organizations should make sure that their ICT strategies are closely aligned to the organization's medium- and long-term strategic plans or equivalent, so as to ensure that ICT sustains and supports the organization's business needs and mandates.	Accepted	Implemented	Closed	In line with its terms of reference, the MISSC reviews the IT Strategic Plan regularly to ensure consistency with WFP corporate strategy.
2011/9 Rec. 8	Information and Communication Technology Governance in the United Nations System Organizations	The executive heads of the United Nations system organizations should establish monitoring mechanisms for the implementation of their ICT strategies, ensuring that the ICT strategy and its implementation roadmap, deliverables and performance indicators are continuously monitored and regularly reported on to the ICT governance committee, or equivalent.	Accepted	Implemented	Closed	The IT value management framework tracks tangible and intangible benefits of IT projects and uses account financial indicators and downside risk to evaluate business cases. For each new and ongoing project, the MISSC reviews benefits, recurring costs, risks and other information.
2011/9 Rec. 9	Information and Communication Technology Governance in the United Nations System Organizations	The executive heads of the United Nations system organizations should strengthen their efforts in keeping track of the ICT costs in their organizations, including the total annual recurring and ad hoc ICT costs, as well as details on the main cost elements.	Accepted	Implemented	Closed	The IT value management framework provides for tracking of financial indicators.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks	
2011/9 Rec. 10	Information and Communication Technology Governance in the United Nations System Organizations	The executive heads of the United Nations system organizations should ensure that post-implementation reviews of major ICT investments and projects are conducted in line with the organization's ICT investment methodologies and policies.	Accepted	Implemented	Closed	The MISSC is responsible for establishing and applying the IT value management framework and IT investment criteria. The committee routinely reviews post-implementation reports of major projects and independent assessments of IT effectiveness.	
2011/11 Rec. 1	Evaluation of the Scope, Organization, Effectiveness and Approach of the Work of the United Nations in Mine Action	The Secretary-General, as Chairman of the United Nations System Chief Executives Board for Coordination (CEB), in consultation with the executive heads of relevant United Nations system organizations involved in mine action, should appoint a focal point for victim assistance within the United Nations system. This entity should place particular emphasis on integrating victim assistance into national health systems when feasible, while considering the broader work, capacity-building and the international normative framework related to the rights of persons with disabilities and the role of the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities.	Accepted		Closed	WFP management agrees with the recommendation that CEB designate a single entity as the focal point for victim assistance.	

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2012/2 Rec. 1	The Management of Sick Leave in the United Nations System	Executive heads of United Nations system organizations should require their staff members to ensure that copies of all sick leave certificates and reports (where applicable) are submitted to their respective medical/occupational health services.	Accepted	Implemented	Closed	Copies of all sick leave certificates and reports are submitted to the respective medical health service.
2012/2 Rec. 2	The Management of Sick Leave in the United Nations System	The United Nations Medical Directors Working Group should establish a set of common information requirements to be included in sick leave certificates and reports.	Not applicable		Closed	WFP management agrees that the United Nations Medical Directors Working Group should establish common information requirements for inclusion in sick leave certificates and reports.
2012/2 Rec. 3	The Management of Sick Leave in the United Nations System	Executive heads of United Nations system organizations should ensure that sick leave certificates and reports for staff contain the information requirements agreed by the United Nations Medical Directors Working Group.	Accepted	Implemented	Closed	Current practice requires medical diagnoses on the sick leave certificates submitted to the Medical Service. When requested, medical reports submitted to the Medical Service include all the information relating to the employee's absence agreed by the United Nations Medical Directors Working Group.
2012/2 Rec. 4	The Management of Sick Leave in the United Nations System	The executive heads of United Nations system organizations should, in consultation with their respective human resources department and medical/occupational health services, design and implement an absence management module, in particular absence due to sick leave, for staff with supervisory or managerial responsibilities.	Accepted	Implemented	Closed	A leave management module already captures absence due to sick leave for staff with supervisory and managerial responsibilities.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
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	Not started	Open	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.
2012/2 Rec. 7	The Management of Sick Leave in the United Nations System	Executive heads of United Nations system organizations should, in consultation with their respective human resources department and medical/occupational health services, design and implement a return-to-work policy for their staff members.	Accepted	Implemented	Closed	WFP's Medical Service has an effective return-to-work practice that encourages dialogue between supervisors and staff members to find ways of bringing staff members back to work.

	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), International Civil Service Commission (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	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. The revised recruitment policy is expected to be ready in the first quarter of 2013.
2007/4 Rec. 5	Age Structure of Human Resources in the Organizations of the United Nations System	Legislative bodies of the United Nations system organizations should request the executive management to (a) submit regular reports showing retirement forecasts; (b) establish performance indicators to forecast replacement needs and monitor their implementation; and (c) take adequate measures to ensure proper knowledge transfer and safeguard institutional memory.	Accepted	Implemented	Closed	The Board acknowledges that WFP undertakes organizational and workforce analyses through the WFP Information Network and Global System II (WINGS II), and provides reports on its staff complements. The Board requests that a retirement forecast section be added to the annual report on HR that it receives The retirement forecast appears in Board document WFP/EB.A/2012/13-C.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2007/6 Rec. 2	Knowledge Management in the United Nations System	The executive heads of the United Nations system organizations should: (a) Survey the knowledge needs of the clients (internal and external) of their organizations; (b) Undertake an in-house knowledge inventory for each organization; (c) Identify and address the potential knowledge gaps existing between the clients' needs and the knowledge available within each organization; (d) Develop, or revise, the knowledge management strategy of their organization, based on the above points and on guidelines to be developed by CEB.	Accepted	Implemented	Closed	WFP has established an information model and data inventory as part of its knowledge management model, with initiatives to ensure that it is maintained and improved.
2008/6 Rec. 7	Review of Management of Internet Websites in the United Nations System Organizations	The executive heads of the United Nations system organizations should establish a mechanism reporting to the High-Level Committee on Management (HLCM), with the participation of all stakeholders, for coordination purposes and to establish common policies, standards and guidelines on websites.	Accepted	Implemented	Closed	WFP communications staff regularly interact with counterparts from other agencies to share best practices. WFP would engage with a coordinating mechanism on standardizing approaches to web technologies and development were such a group established.
2009/6 Rec. 3	Offshoring in United Nations System Organizations: Offshore Service Centres	The executive heads of United Nations system organizations considering establishing an offshore service centre should undertake a detailed analysis of alternative locations based on objective criteria, as part of the overall business case, and document the justification for their final preference. The analysis should be submitted to the governing bodies for their review.	Further information on recommendation closed in WFP/EB.1/2012/12			WFP performs a comprehensive assessment of locations before proceeding with offshoring decisions. Location costs and benefits are included in the business case. The Boston Consulting Group report commissioned to analyse offshoring, among other issues, is available to Member States upon request.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/6 Rec. 16	Offshoring in United Nations System Organizations: Offshore Service Centres	The executive heads of United Nations system organizations should coordinate their offshoring initiatives with a view to achieving greater efficiencies in cooperation with other organizations. Before offshoring, they should explore all possibilities, including insourcing to existing offshore service centres and establishing joint service centres. To this effect they should present their offshoring plans and ideas in the relevant HLCM working group meetings for discussion and brainstorming.	Accepted	Implemented	Closed	As noted in the response to Recommendation 2 (see WFP/EB.1/2012/12), WFP develops a business case for all major projects, including offshoring decisions. WFP agrees with the CEB inter-agency response that forums such as HLCM be used for sharing best practices and facilitating dialogue (A/65/63/Add.1).
2009/7 Rec. 2	Review of Management and Administration in the World Food Programme (WFP)	The Executive Director should commission an evaluation of the private sector fund-raising strategy and report thereon to the Executive Board by 2012 at the latest.	Accepted	Implemented	Closed	The evaluation report on WFP's private-sector partnership and fundraising strategy and its management response were presented for consideration at the November 2012 Board Session.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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	In progress	Open	WFP seeks to increase developing country representation through staff development initiatives and targeted succession planning. Because the WFP workforce is mobile, there are few external recruitments at the senior level, as most positions are filled internally. WFP has promoted many international professionals: 43 percent of staff at levels P2 to P5 promoted through its annual promotion exercise were from developing countries. WFP recognizes that further action is required to reach the target of 40 percent nationals of developing countries at more senior levels. Since 2004, 60 percent of participants in the Rome-based Management Development Centre have been nationals of developing countries.
2009/7 Rec. 10	Review of Management and Administration in the World Food Programme (WFP)	The Executive Board should institutionalize ways to hear the views and concerns of staff through their respective representation at its annual session, beginning in 2010.	Accepted	Implemented	Closed	The Board agrees that in line with common practice at other United Nations agencies, the staff associations will be invited to address the Executive Board Bureau. The staff associations addressed the Board for the first time at its Annual Session in June 2012. The Board welcomed this opportunity for the staff representative bodies to voice their observations and concerns, and the Executive Director committed to institutionalizing this practice at each Annual Session.

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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 Chief Executives Board, 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 UN; 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	In progress	Open	(a) WFP is finalizing a directive that provides administrative and financial guidelines for the WFP Energy Efficiency Programme, a capital funding mechanism to support implementation of the WFP Emissions Reduction Strategy, approved in February 2012. The directive includes reporting requirements that cover total life-cycle costs – including capital and operating costs and savings realized – and performance against greenhouse gas reduction goals. Carbon emission offsetting is not currently included in WFP's emissions reduction strategy. (b) WFP continues to work with the Issue Management Group on common reporting standards, and is completing a scoping study for a WFP-specific environmental management system that will identify appropriate approaches and system requirements for reporting financial and performance data related to environmental sustainability.
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 property owner are discussing a long-term agreement for providing a green WFP Headquarters, at Leadership in Energy and Environmental Design platinum standard.

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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	In progress	Open	Sustainable procurement practices for WFP's global operations will be one of the areas of potential significant impact considered during the ongoing environmental management system scoping study.
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	The legislative drivers for an organizational system will be analysed as part of the ongoing environmental management system scoping study, which will define WFP's commitment to developing an environmental management system and lay out a roadmap with alternatives for senior management's consideration, including recommendations for adjustments to current policies, and appropriate communication strategies for staff.
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 environmental management system scoping study. In Rome, the Common Procurement Team supports sustainable procurement by including it in the evaluation criteria of various contracts, including those for cleaning, multi-function devices (printer/copier equipment), electricity and computers.

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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 in 2012. The design was refined by HR and sent to the External Relations Department, which will seek donor funding. 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	In progress	Open	The Global Staff Survey, which included ethics-related questions, was completed in November 2012.
2010/4 Rec. 1	Review of enterprise risk management in the United Nations system: Benchmarking framework	Executive heads should adopt the first nine benchmarks set out in this report, with a view to ensuring that the enterprise risk management (ERM) approach is accepted and implemented in line with best practices.	Accepted	Implemented	Closed	WFP management has adopted the nine benchmarks set out in the report. In 2012, management set risk-monitoring parameters for tracking the implementation of risk-mitigation actions, reflecting the extent to which actions are completed, effectively managed and able to reduce risk levels. The performance and risk organizational management system tracks and calculates residual risk levels at the corporate level and was piloted at the field level in one region. System roll-out, in tandem with the risk management training programme, will continue in 2013.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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	In progress	Open	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	In progress	Open	Risks related to trust funds are identified and managed as part of the corporate risk management process, with periodic review.
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	In progress	Open	WFP is updating its Financial Rules, including those covering trust fund administration. The revised Financial Rules will be presented at the Board's Annual Session in 2013.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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 extrabudgetary resources, once they have been agreed within the Chief Executives Board (CEB), with a view to updating the cost recovery policies of their organizations accordingly.	Accepted	Not started	Open	The Board will review the proposed harmonized cost recovery policies and principles following CEB's agreement on policies and principles for trust funds and extra-budgetary 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	In progress	Open	WFP has clear guidance on delegation of authority with regard to trust fund management including the roles of regional and country offices. The Strengthening Managerial Control and Accountability Initiative and the Legal Office are reviewing delegation of authority, including for trust funds, with a view to possible adjustments.
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 currently being reviewed and cleared. Once these rules and procedures are finalized, recommendations for ensuring user-friendly dissemination of guidance and training will be addressed.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks	
2010/8 Rec. 4	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 review their internal staff mobility and/or staff rotation schemes from a system-wide perspective, in order to make them supportive, consistent and coherent with inter-agency mobility initiatives.	Accepted	Implemented	Closed	WFP has a strong mobility culture based on its internal mandatory rotation system. WFP supports inter-agency transfers, loans and secondment opportunities, and posts vacancies from other United Nations agencies on its corporate online system for staff. WFP is a signatory to the Inter‑Agency Mobility Agreement and has one of the highest levels of inter-agency mobility – measured by the number of transfers, secondments and loans to and from WFP – among United Nations common system organizations (ICSC)/70/CRP.5).	
2010/8 Rec. 5	Inter-Agency Staff Mobility and Work/Life Balance in the Organizations of the United Nations System	In the context of the CEB, the executive heads of the organizations of the United Nations common system should review their internal relevant rules, with a view to granting that all vacant posts within their respective organizations are open to all United Nations staff members, including those working in other system organizations on an equal basis as those established for their own staff.	Accepted	In progress	Closed	WFP can partially implement this recommendation for all professional positions because of the reassignment system for international staff members in professional and higher categories with indefinite, continuing or fixed-term appointments. When positions become available, they are initially offered to existing staff members to whom WFP has a contractual obligation to place. Non-rotational professional positions for which WFP does not have internal expertise are posted on the Inter-Agency Mobility Web and circulated to other United Nations agencies via e-mail.

Opening vacant positions to United Nations staff members is one of the agreed prioritized actions for implementation endorsed by the HR directors – including WFP's – and presented to the HLCM in March 2011. | |

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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	In progress	Open	WFP has supported and participated in inter-agency efforts to enhance work/life balance programmes and to measure their impact on staff welfare. At its 65th session, the General Assembly requested the Secretary-General for a report on efforts to enhance understanding and implementation of the principles of work/life balance and a flexible workforce, for presentation at its 67th session. WFP has responded to this request by reporting on several work/life balance programmes, including flexible working arrangements, spouse employment, rest and recuperation, breastfeeding and special leave. In 2013, WFP will undertake periodic reviews of the impacts of its existing work/life balance policies, including cost–benefit analysis where possible. In consultation with the Staff Counsellor, the HR Division will consider how best to report on work/life balance issues, with a view to proposing new options by December 2013.
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 WFP Advisory Committee on Occupational Safety and Health is drafting a revised corporate occupational safety and health policy, which will include the appointment of an occupational health and safety focal point. Finalization of the policy is expected in the first quarter of 2013.
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 Board acknowledges that the WFP Advisory Committee on Occupational Safety and Health is drafting a revised occupational safety and health policy. Finalization of the policy is expected in the first quarter of 2013.

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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	In progress	Open	The Board notes that management is establishing a system of focal points at Headquarters and the regional level to streamline South–South and triangular cooperation approaches, enhance coordination of activities and promote regular exchange of information, best practices and lessons learned. WFP engagement in South–South and triangular cooperation will capitalize on WFP's comparative advantages, including specialized knowledge and services such as vulnerability and food security analysis, early warning systems, social protection, risk transfer and insurance schemes, logistics, food technology and ICT. The Board also takes note of management participation in the Global South–South Development Expo since its 2009 edition, showcasing successful examples of South–South cooperation and benefiting from other stakeholders' experiences and knowledge, and its participation in broader inter-agency processes. The Board encourages management to continue strengthening its engagement in inter-agency processes.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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 extrabudgetary resources to finance SSC and triangular cooperation initiatives.	Accepted	In progress	Open	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. 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.

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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	In progress	Open	WFP has a Procurement Division headed by a Director at the D2 level, with 15 professional procurement staff at Headquarters and 40 procurement staff in its field offices. Further investment is required in the procurement of non-food items, which is a high-volume activity. One initiative has built emergency response capability by adding a small procurement unit to the Subang, Malaysia Humanitarian Response Depot. Investment in a vendor management function has been deferred by budget constraints.
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	In progress	Open	WFP is working with the United Nations Development Programme to standardize training through an independent provider. Staff will 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	In progress	Open	The main processes have been integrated into the corporate enterprise resource planning system. Additional web-based systems are being brought online.
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	Procurement strategy is being developed in several ways, including through the Common Procurement Team with Rome-based agencies; the off-shore support office in Kuala Lumpur; and integration of food procurement into the supply chain group. Section 4 of the Charter of the Common Procurement Team presents further information on the strategy.

	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	In progress	Open	WFP regularly updates its LTAs so that they comply with its requirements. Performance analysis will be increased.
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	In progress	Open	WFP uses risk-management techniques to optimize its impact. It will review the effectiveness of using additional impact techniques such as low-/high-risk and low-/high-value matrices.
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	In progress	Open	Risk management measures include the following: - All work plans include risk mitigation elements based on an annual risk analysis. - Procurement staff have received internationally recognized training in procurement. - Procurement oversight groups are operating.
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	In progress	Open	

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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	In progress	Open	Examples of socially responsible procurement practices include buying 10 percent of procurement from small farmers, studies of impacts on local prices, the use of import parity prices, the Purchase for Progress initiative, and anti-fraud and anti-child labour requirements in contracts. Further review of the procurement policy will be undertaken.
2011/1 (Note) Rec. 10	Procurement Reforms in the United Nations System	Executive heads should pursue proactive and pragmatic policies to increase procurement from developing countries and countries with economies in transition. This should include, inter alia, a clear definition of relevant data, the introduction of selective incentives, the use of multiple languages and the sensitization of staff.	Accepted	Implemented	Closed	WFP procurement is largely decentralized to the field and obtains almost 80 percent from developing countries. Most manuals and forms are available in three languages.
2011/1 (Note) Rec. 11	Procurement Reforms in the United Nations System	Executive heads should review their ethics policies and practices on procurement with a view to aligning them with best practices.	Accepted	Implemented	Closed	Procurement staff participate in an annual Ethics Office presentation and complete an annual financial disclosure; contracts with third parties require adherence to the anti-fraud and anti-corruption policy; and a guide to ethical procurement is available.
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. Implementation is planned for 2013.
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	Not started	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 for complaints of misconduct will be considered.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
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	In progress	Open	WFP's food procurement manual describes the processes for monitoring and evaluating the performance of vendors. These processes will be reviewed and extended to cover non-food procurement.
2011/1 (Note) Rec. 15	Procurement Reforms in the United Nations System	Executive heads should ensure that there is regular internal (to senior management) and external (to governing bodies) reporting with respect to procurement activities.	Accepted	Implemented	Closed	Reports include quarterly commodity reviews, post-implementation reviews, annual food procurement reports, and summaries of non-food items.
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	In progress	Open	Actions have been started through WFP's participation in the HLCM Procurement Network and through adoption of the Chartered Institute of Purchasing and Supply standard.
2009/2 Rec. 2 (Note)	Internships in the United Nations System	Executive heads of United Nations system organizations should formalize the internship programmes and provide the necessary resources for their management and administration.	Accepted	Implemented	Closed	The internship programme at WFP is coordinated by the Young Professionals Unit, which has a focal point for interns and supports all Headquarters-based hiring units, regional bureaux and country offices. WFP maintains a database of candidates. The intern directive was revised in February 2009. The HR Division has recently proposed further changes for a revised directive, which has not yet been issued.
2009/2 Rec. 9 (Note)	Internships in the United Nations System	Executive heads of United Nations organizations should put in place an effective monitoring system of the budgetary and human resources cost implications of the internship programmes, as well as IT-related costs, to be recorded in a specific budget line for internship programmes.	Accepted	Implemented	Closed	Since mid-2009, interns have been recorded in WFP's HR management system, and this information is available. Interns are paid through purchase orders for interns, and information on the costs related to the internship programme is available.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2008/1 Rec. 1 (Note)	Common Services at Nairobi	The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should direct the Common Services Board to initiate, with immediate effect, the planned review of the Common Services Governance Framework with a view to streamlining it.	Accepted	Implemented	Closed	The Common Services Board (CSB) met quarterly during 2009 and 2010, but CSB members felt that such frequent meetings were not necessary. Instead, they decided to meet twice a year, with additional meetings scheduled when urgent issues for discussion and decision by CSB members arise. This recommendation is deemed complete and the Regional Bureau for East and Central Africa (OMN) regards further review of the Common Services Governance Framework as unnecessary at this point.
2008/1 Rec. 6 (Note)	Common Services at Nairobi	The executive heads of the United Nations system organizations participating in the Common Services Governance Framework at Nairobi should ensure that agreement is reached by the end of 2008, at the latest, by the Common Services Executive Committee and by the Common Services Board, on the draft memorandum of understanding on common premises services at Nairobi.	Accepted	Implemented	Closed	The United Nations Office at Nairobi (UNON) has developed a common premises Memorandum of Understanding (MOU) and circulated it to United Nations agencies participating in UNON common premises with the intention of having a formal agreement signed with effect from 1 January 2013, with minor refinements depending on the requirements of individual agencies entering into the agreement.
2008/2 Rec. 8 (Note)	Common Services at the Locations of United Nations Regional Commissions	The executive heads of all United Nations system organizations represented at the four duty stations considered should ensure that, by the end of 2009, a quality control system should be organized and a client satisfaction survey system put in place for each common service supplemented with an evaluation conducted independently from the service provider.	Accepted (OMN)	Implemented (OMN)	Closed	OMN remarks that except for shared facilities and travel services, all services are addressed by individual agencies in Ethiopia, although some agencies participate in other agencies' contracts. Service harmonization is still in an early stage; technical working groups were established in 2011 to consider this issue, and the United Nations country team is likely to benefit from their work.

		ANNEX III: RECOMMENDATIONS FROM JIU NOTES				
Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2008/2 Rec. 9 (Note)	Common Services at the Locations of United Nations Regional Commissions	The executive heads of all United Nations system organizations represented at the four duty stations considered should ensure that, by the end of 2010, the common governance committee would report to the heads of local representative offices of United Nations agencies on quality control mechanisms and on the results of the evaluations and the corrective actions stemming from their consideration.	Not relevant (OMN)		Closed	OMN remarks that Ethiopia has a functional United Nations country team and many other committees under the leadership of the Resident Coordinator. However, there is no separate common governance committee for Ethiopia.
2008/3 Rec. 12 (Note)	Review of the United Nations Humanitarian Air Service (UNHAS)	The Executive Director of the World Food Programme should, in consultation with the competent authorities of the International Civil Aviation Organization (ICAO), convert the current review by ICAO consultants of WFP air safety and transport operations based on United Nations Common Aviation Safety Standards (AVSTADS) into a formal aviation safety audit and ensure the regular and timely submission of such audit reports by the competent officials of ICAO to the Executive Board.	Further information on recommendation closed in WFP/EB.1/2012/12			All ICAO reviews and audits to WFP and the United Nations Department of Field Support (DFS) are to be coordinated by Air Transport Action Group (ATAG). Audits performed by ICAO in 2000 and 2001 led to creation of the Aviation Safety Unit and provided recommendations regarding the management structure within WFP. ICAO performed another audit in 2005 but did not produce a final report, although WFP acted on the basis of a draft audit report made available in 2007. These reports have not been presented to the Board but are available to Member States upon request.
2008/4 Rec. 2 (Note)	Corporate Consultancies in United Nations System Organizations	The executive heads of the United Nations system organizations should: establish procedures to record, monitor, follow up and evaluate the outcome of consultancy reports.	Not accepted		Closed	When business units procure corporate consultancy services they are responsible for following up on the resulting reports.

		ANNEX III: RECOMMENDATIONS FROM JIU NOTES					
Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks	

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 accepts this recommendation and is exploring possibilities for enhancing existing rules, procedures and best practice for the procurement of services.
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	In progress	Open	WFP takes note of the recommendation and will continue its review of policies and practices, with the objective of making waivers of competition really exceptional; it will include guidance on this in its revised Goods and Services Procurement Manual, which is expected to be finalized in the first quarter of 2013.
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 will review thresholds as part of the revision of its Goods and Services Procurement Manual, which is expected to be finalized in the first quarter of 2013.
2008/4 Rec. 12 (Note)	Corporate Consultancies in United Nations System Organizations	The executive heads of the United Nations system organizations should ensure that: there is a database for the procurement documents and consultancy reports.	Accepted	Implemented	Closed	WFP classifies consultant reports and records them in the corporate records management database.\n\nExisting repositories of procurement documents include a database of LTAs for use by WFP offices worldwide. Procurement maintains documents and templates on the shared drives, which are expected to be migrated to Teamworks Spaces in the first quarter of 2013.
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 Goods and Services Procurement Manual, which is expected to be finalized in the first quarter of 2013.

ANNEX III: RECOMMENDATIONS FROM JIU NOTES						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
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	In progress	Open	The electronic tendering function of the In-Tend system, including a contract management module, has been implemented in three Headquarters branches and 18 field offices; it is scheduled for implementation in 30 additional WFP offices by the end of 2013.
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	In progress	Open	WFP takes note of this recommendation and will enhance its practices in performance evaluation of contractors. WFP will accept and promulgate the United Nations Supplier Code of Conduct, which has been endorsed by the HLCM Procurement Network.
2008/4 Rec. 18 (Note)	Corporate Consultancies in United Nations System Organizations	The executive heads of the United Nations system organizations should: establish a vendor performance evaluation database to be utilized in the procurement process.	Accepted	Implemented	Closed	The Procurement Division has implemented vendor performance reporting and review as part of the Vendor Management Process.

Column 1: Report reference and recommendation number
Column 2: Report/note title
Column 3: Text of the recommendation
Column 4: Acceptance categories: Accepted, Not accepted, Under consideration, Not relevant, and No reply yet
Column 5: Implementation categories: Not started, In progress, and Implemented
Column 6: Status categories: Open, and Closed
Column 7: WFP's remarks

ACRONYMS USED IN THE DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
BCM	business continuity management
CEB	United Nations System Chief Executives Board for Coordination
CSB	Common Services Board
HLCM	High-Level Committee on Management
HR	human resources
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ICT	information and communications technology
JIU	Joint Inspection Unit
LTA	long-term agreement
MISSC	Management Information Systems Steering Committee
OMN	Regional Bureau for East and Central Africa
RBM	results-based management
SSC	South-South cooperation
UNON	United Nations Office at Nairobi

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