ADMINISTRATIVE AND MANAGERIAL MATTERS

Agenda item 12

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, RMF*: Mr P.Guazo tel.: 066513-2293

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).

* Finance and Treasury Division

DRAFT DECISION[*]
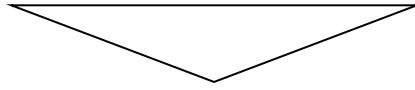
The Board takes note of the information and recommendations in "Reports by the Joint Inspection Unit Relevant to the Work of WFP" (WFP/EB.1/2012/12-A).

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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.

Measures to Strengthen Follow-Up of JIU Recommendations

3. The United Nations General Assembly, in its resolution A/RES/60/258 of 15 June 2006, asked the JIU to continue to enhance dialogue 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 tracking system for JIU recommendations. This system is expected to facilitate follow-up of JIU recommendations through to-do lists and automated reminders for focal points. The system will also allow knowledge sharing among United Nations agencies that participate in the JIU; all participants' implementation status and remarks will be visible to all system users. The tracking system is being tested, and completion is expected in May 2012.

4. Since the last Board session, the Executive Board Bureau has established a working group to consider JIU recommendations for Board action. The Secretariat drafts suggested Board responses to outstanding recommendations, for consideration by the working group, which is composed of Bureau alternates. The alternates agree on draft Board responses, which are then formalized by the Bureau. The working group considered and responded to 71 recommendations in 2011, and will continue to meet.

Enhanced Reporting and Establishment of Internal JIU Database

5. For the Board's first session in 2012, the Secretariat has modified its reporting of JIU recommendations. Previously, the Secretariat reported on recommendations from the preceding three years. Under the new system, recommendation status will continue to be updated until WFP management or the Board deems the recommendations for their respective action to be closed. The Secretariat will exclude from its future reports recommendations reported as closed, including recommendations closed within the past three years.

6. To facilitate this practice, an internal database has been established that contains JIU recommendations for WFP action dating from 2005 to the present. Of the 251 recommendations in the database, 51 were closed in previous reports to the Board, generally as Accepted, Implemented or Impact Achieved.

7.   The present report updates the status of the 200 open recommendations, including 27 new recommendations received in 2011. Follow-up of these recommendations has resulted in the closure of 156 (Table 1). Of the 44 recommendations that remain open, 13 were received in 2011.

Table 1: Status of JIU Recommendations for EB.1/2012

	Closed	Accepted, implementation in progress	Accepted, implementation not started	Under consideration	Total
2005	7	0	0	0	7
2006	19	1	0	0	20
2007	29	2	0	0	31
2008	22	9	1	4	36
2009	44	4	0	2	50
2010	35	13	3	1	52
2011	0	2	0	2	4
TOTAL	**156**	**31**	**4**	**9**	**200**

Joint Inspection Unit Reports for WFP Action

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

9.   Annex I outlines 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 15 December 2011, include recommendations for WFP action:

   i)   "The Audit Function in the United Nations System" (JIU/REP/2010/5)
   ii)   "Policies and Procedures for the Administration of Trust Funds in the United Nations System Organizations" (JIU/REP/2010/7)
   iii)   "Inter-Agency Staff Mobility and Work/Life Balance in the Organizations of the United Nations System" (JIU/REP/2010/8)
   iv)   "Review of the Medical Service in the United Nations System" (JIU/REP/2011/1)
   v)   "South-South and Triangular Cooperation in the United Nations System" (JIU/REP/2011/3).

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

   i)   "Transparency in the Selection and Appointment of Senior Managers in the United Nations Secretariat" (JIU/REP/2011/2)
   ii)   "United Nations Corporate Partnerships: The Role and Functioning of the Global Compact" (JIU/REP/2010/9)
   iii)   "Review of Management and Administration in the United Nations Office on Drugs and Crime (UNODC)" (JIU/REP/2010/10).

11.   Annex II gives the updated status of WFP's implementation of recommendations that have been reported to the Executive Board.

		ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD				
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Closure**	**Remarks**
2010/5 Rec. 1	The Audit Function in the United Nations System	The internal audit/oversight head should review, at least every three years, the content of the internal audit charter and Financial Regulations and Rules (FRR) pertaining to internal audit for compliance with the International Standards for the Professional Practice of Internal Auditing and present the results of such a review to the executive head and the oversight/audit committee, and any proposed change should be submitted to the legislative/governing body for approval, in order to enhance the independence, role, status and functional effectiveness of the audit function.	Accepted	Implemented	Closed	The 2011 external quality assessment confirmed that the process followed by WFP meets the standard of the Institute of Internal Auditors (IIA). The Director of the Oversight Office reviews and proposes revisions to the Office's charter – which includes the internal audit function – for presentation to the Executive Director, who approves the charter following consultation with the Audit Committee. The charter becomes an annex to the Financial Rules, and is submitted to the Executive Board for information. The Financial Regulations and Rules are primarily the responsibility of Management; the advice of the Director, Oversight Office is taken into account when Regulations and Rules relating to internal audit are revised.
2010/5 Rec. 2	The Audit Function in the United Nations System	The internal audit/oversight heads at the United Nations organizations should confirm the independence of the internal audit function annually to the audit/oversight committee, which should report to the legislative/governing body on any threat to or interference with the independence of the internal audit activity and suggest remedial measures, so as to enhance its effectiveness.	Accepted	Implemented	Closed	This measure is already in place at WFP. The Annual Report for 2010 contained a statement on independence.
2010/5 Rec. 3	The Audit Function in the United Nations System	The legislative/governing bodies should direct the executive heads of the United Nations system organizations concerned to facilitate the submission of the internal audit planning and audit results to the audit/oversight committees, where appropriate, for the latter's review.	Accepted	Implemented	Closed	The Board affirms that this is already the practice within WFP. The internal audit work plan is presented to the Audit Committee for comments, and audit results are regularly reported to the Audit Committee.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2010/5 Rec. 4	The Audit Function in the United Nations System	The executive heads of United Nations organizations should ensure that audit staff are selected in accordance with staff regulations and rules, based on audit qualifications and experience as the main selection criteria. These staff should be selected independently from management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the internal audit function.	Accepted	Implemented	Closed	Recently revised human resources (HR) policies reinforce independence by designating audit staff as non-rotational and the Director, Oversight Office as the responsible recruiting officer.
2010/5 Rec. 5	The Audit Function in the United Nations System	The internal audit/oversight heads should ensure that recruited staff possess audit or other relevant experience as well as professional certification in audit or accounting at entry level/promotion, in line with best practices.	Accepted	Implemented	Closed	The generic job profile for internal auditors specifies that a candidate at entry level should have a minimum of three years of relevant experience; additional experience is required for more senior positions. Each candidate must have either a university degree and audit or accounting certification; or a university degree in business administration, finance, accounting, audit, information systems or a related field, plus advanced training in audit, information systems or another relevant field.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2010/5 Rec. 9	The Audit Function in the United Nations System	Senior management and internal audit/oversight heads should, as appropriate, improve their systems to follow up the implementation of audit recommendations in line with best practices including electronic tracking, monitoring, reporting to executive heads or a management committee at least biannually and to governing/legislative bodies annually, and disclosure of non-implemented high-risk audit recommendations. For the same reason, senior management should ensure timely provision of information on the status of implementation of recommendations to the internal audit/oversight heads. Necessary resources should be allocated to strengthen/establish the system or approval should be sought from legislative/governing bodies to that end.	Accepted	Implemented	Closed	Such a system is in place at WFP. In addition to management reporting, the Director, Oversight Office reports on recommendation follow-up, to the Executive Director and the Audit Committee every quarter, and to the Board in an annual report.
2010/5 Rec. 14	The Audit Function in the United Nations System	The legislative/governing bodies in the United Nations system organizations should direct the executive heads at each organization to inform them of all third-party audit/verification requests, after consulting the audit/oversight committees and the external auditors.	Accepted	Implemented	Closed	The Board requests the Executive Director to inform it of all third-party audit/verification requests, through the Inspector General's annual report.
2010/5 Rec. 16	The Audit Function in the United Nations System	The legislative bodies should require that the charter of the audit/oversight committees be reviewed regularly, at least every three years, and any change be submitted for the approval of the legislative bodies.	Accepted	Implemented	Closed	The Board notes that it has recently reviewed the Audit Committee's Terms of Reference (TOR) – the first such review since the committee started reporting to the Board in 2009. The Board will repeat this review every three years.

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Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Closure**	**Remarks**
2010/5 Rec. 17	The Audit Function in the United Nations System	The legislative/governing bodies should elect/appoint the audit/oversight committee members, the number of whom should vary between five and seven members, with due regard to professional competency, geographical distribution and gender balance so as to represent the governing bodies' collective interests. The candidates should be screened by a committee, unless the audit/oversight committee is a subcommittee of the legislative/governing bodies, to ensure compliance with the said requirements, including independence before their appointment.	Accepted	Implemented	Closed	The Board affirms that WFP has an Audit Committee of five external members that reports to the Executive Director and to the Board. It also affirms that the Board approves new committee members, on the recommendation of the Executive Director.
2010/5 Rec. 18	The Audit Function in the United Nations System	To ensure transparency and disseminate best practices, the chair of the audit/oversight committee should submit at least one annual report directly to legislative/governing bodies with separate comments by executive heads, if any, which should be published on the website of the organization, in line with best practices.	Accepted	Implemented	Closed	This measure is already in place at WFP.

	ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2010/7 Rec. 1	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 strengthen the integrated management of the regular budget and extrabudgetary resources in order to ensure that the extrabudgetary resources, including the trust funds, are in line with the strategic and programmatic priorities of the organizations.	Accepted	Implemented	Closed	The Board affirms that WFP is committed to integrating extra-budgetary trust fund resources into the Management Plan and the new financial framework. The Board acknowledges that WFP is moving towards the integration of programmes and budgets with strategic frameworks, including the Management Plan and the financial framework. The Board takes note of best practices in other organizations, and encourages the WFP Secretariat to consider them as it prepares such strategic frameworks.
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 the WFP Secretariat to apply the best practice of thematic trust funds and other pooled funds for WFP's main technical areas, and to cluster and reduce the number of trust funds.
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.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	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	In progress	Open	WFP is updating rules and procedures for trust fund management. Once this update is completed in 2012, recommendations for ensuring the user-friendly dissemination of guidance and training will be addressed.	
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 the CEB's agreement of policies and principles for trust funds and extra-budgetary resources.	
2010/7 Rec. 8	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 their current and future enterprise resource planning (ERP) systems can provide the required financial data for managing, monitoring and reporting on trust funds and trust-fund-financed activities.	Accepted	Implemented	Closed	WFP's ERP system – the WFP Information Network and Global System II (WINGS II) – provides the required financial data for managing, monitoring and reporting on trust funds and the activities they finance.	

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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 for trust fund management, including the roles of regional bureaux 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	WFP is updating rules and procedures for trust fund management. Once the update is completed in 2012, recommendations for ensuring user-friendly dissemination of guidance and training will be addressed.	
2010/7 Rec. 11	Policies and Procedures for the Administration of Trust Funds in the United Nations System Organizations	When preparing their internal audit plan, the heads of internal audit in the United Nations system organizations should ensure that appropriate attention is given to the risks directly related to the operation and management of trust funds, including, but not limited to, large trust funds.	Accepted	Implemented	Closed	WFP agrees with this recommendation and notes that its risk assessment for internal audit planning encompasses trust funds.	

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Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Closure**	**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	In progress	Open	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 International Civil Service Commission (ICSC)/70/CRP.5).

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
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	Open	Eligibility for full-time general service positions is currently restricted to full-time and short-term WFP staff and FAO staff who commenced duty prior to March 1986. However, an ongoing roster review may extend eligibility to external candidates, including those from other United Nations agencies. WFP cannot 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. Professional positions that are non-rotational or 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 High-Level Committee on Management (HLCM) in March 2011. A pilot planned through the CEB/HR Network will open vacancies for general service positions in the field to other United Nations common system organizations, on a voluntary and reciprocal basis and focusing on functional clusters. However, so far WFP has not volunteered for the pilot.

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2010/8 Rec. 9	Inter-Agency Staff Mobility and Work/Life Balance in the Organizations of the United Nations System	The legislative bodies of the organizations of the United Nations common system should bring to the attention of the host countries' authorities the need to facilitate the access to local labour markets for the spouses of staff members of international organizations, through, inter alia, the granting of work permits or similar arrangements.	Partially accepted	Implemented	Closed	The Board acknowledges that the CEB hosts a Dual Career and Spousal Employment Programme whose mandate is to harmonize spouse employment policies in ways that support and facilitate staff mobility and relocation and facilitate issuance of work permits at the national level.
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 will undertake periodic reviews of the impacts of the various policies it has in place; this will include cost-benefit analysis where possible. 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.
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 2012.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
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, with finalization expected in the first quarter of 2012.
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.	Under consideration		Open	A response will be agreed following publication of the CEB's consolidated comments on the report.
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.	Under consideration		Open	A response will be agreed following publication of the CEB's consolidated comments on the report.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2005/2 Rec. 8 (Note)	Review of the Management of the United Nations Laissez-Passer	Heads of organizations may advise their internal audit units to undertake an audit on the administration of United Nations Laissez-Passers (UNLPs) within the next budget period.	Not accepted		Closed	The Office of Internal Audit (OSDA) determines its work plan independently on the basis of an annual risk assessment and without interference from the executive head, as recommended by both IIA (Practice Advisory 1110–1) and the JIU ("The Audit Function in the United Nations System"). WFP therefore does not accept this recommendation.
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	In progress	Open	The WFP Regional Bureau for East and Central Africa (ODN) and the WFP country office in Kenya are coordinating with the United Nations Office at Nairobi (UNON) Common Services Unit on the progress of implementation of this recommendation and the additional steps needed to ensure full implementation. WFP is of the view that more frequent meetings of heads of United Nations agencies, which are currently every six months, should be considered.
2008/1 Rec. 5 (Note)	Common services at Nairobi	The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should request that an information and communications technology (ICT) working group of the Common Services Management Team be established to put forward proposals for new ICT services and review any problems with existing services.	Accepted	Implemented	Closed	An ICT working group has been established and is functioning. The Common Services Management Team receives detailed updates on information technology (IT) issues at each of its meetings.

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Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
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	In progress	Open	The common premises Memorandum of Understanding (MOU) was first drafted in 2007 and revised in 2008–2009, but was not finalized. The MOU is currently being revised and will be circulated to the Common Service Management Team once a draft is finalized. As per the 2012 approved work plan of the Common Services Management Unit, a formal agreement among parties to the common premises agreement – United Nations agencies and UNON – is expected to be ready for approval/signing in 2012. ODN and the Kenya country office will closely monitor this exercise. Finalization of a common premises agreement in 2012 depends on the United Nations Environment Programme (UNEP) and the United Nations Human Settlement Programme (UN-HABITAT) agreeing to the MOU.
2008/1 Rec. 7 (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 monitoring and evaluation of common services is carried out by service-specific subcommittees of users that should be established for this purpose.	Accepted	Implemented	Closed	A Monitoring and Evaluation Committee has been established and is functioning. ODN and the Kenya country office participate in service-specific subcommittees.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks	
2008/2 Rec. 7 (Note)	Common services at the locations of United Nations Regional Commissions	The executive heads of the United Nations system organizations should facilitate the approval and implementation of locally agreed upon arrangements for common services corresponding to the above-mentioned basic principles agreed upon by the HLCM.	Accepted	Implemented	Closed	The WFP offices in Bangkok and Addis Ababa do not share premises with other organizations in Bangkok and Addis Ababa but participate selectively in common services. The Regional Bureau Bangkok (Asia) (ODB) participates in the United Nations Medical Centre and common security services. The Ethiopia country office participates in common medical, security, communication and travel services and collaborates with United Nations country team (UNCT) members on salary, duty station reclassification and other surveys. In 2011, the Addis Ababa UNCT began a test case for common procurement services, with the joint procurement of drivers' uniforms. The Finance and Budget Network has emphasized that cost-sharing arrangements should be simple and tailored to the joint activity. In Bangkok and Addis Ababa, costs are shared according to the number of staff served by medical and security services. Cost sharing of communication services is based on bandwidth. The UNCT budget covers the cost of joint surveys and paid the initial costs of setting up the joint procurement plan for travel services in Ethiopia.	
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.	Not relevant (ODB) Under consideration (Ethiopia country office)		Open	ODB does not consider this recommendation relevant as the office makes relatively little use of the common services referred to in the report: the Economic and Social Commission for Asia and the Pacific (ESCAP) medical services are seldom used owing to their distance from WFP offices and the availability of world-class medical facilities nearby; administrative services provided through the United Nations Development Programme (UNDP) are limited to payroll for national staff; and commercial and conference services are not used. The Ethiopia country office is considering this recommendation.	

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	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 (ODB) Under consideration (Ethiopia country office)		Open	See response to Recommendation 8
2008/3 Rec. 1 (Note)	Review of the United Nations Humanitarian Air Service (UNHAS)	The Executive Director of the World Food Programme and the Secretary-General of the United Nations should jointly review the current arrangements for the UNHAS with a view to proposing a set of principles and/or procedures governing the scope and process of launching, financing, managing and terminating UNHAS operations and submit them to the Economic and Social Council for its consideration and action at its substantive session in 2009.	Accepted	Implemented	Closed	The HLCM took note of a WFP presentation on JIU Note entitled "Review of the United Nations Humanitarian Air Service (UNHAS)", which contains several recommendations on reaffirming the mandate and status of the common service. During its session in October 2009, the HLCM requested the UNHAS to open a dialogue on UNHAS in the context of the Inter-Agency Standing Committee (IASC), and to revert back to the Committee at a later date.
2008/3 Rec. 9 (Note)	Review of the United Nations Humanitarian Air Service (UNHAS)	The Executive Director of WFP, in consultation with the International Civil Aviation Organization (ICAO) and UNDP/United Nations Office for Project Services (UNOPS), should instruct the country directors to present to the host country a medium- and long-term air service plan designed both to assist it in restoring and developing local secure airlines.	Partially accepted	Implemented	Closed	Although WFP's Aviation Safety Unit (ASU) assists and cooperates with civil aviation authorities and other local organizations, this activity should be coordinated under the Air Transport Action Group (ATAG) umbrella.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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 ICAO, convert the current review by ICAO consultants of WFP air safety and transport operations based on United Nations Common Aviations 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.	Partially accepted	Implemented	Closed	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).
2008/4 Rec. 1 (Note)	Corporate consultancies in United Nations system organizations	The executive heads of the United Nations system organizations should: develop the necessary management information mechanisms to collect consultancy statistics for analysis and monitoring.	Accepted	In progress	Closed	WFP has implemented an enterprise resource planning (ERP) system that captures information on consultancies for analysis and monitoring; mindful of the JIU recommendations, WFP will explore possibilities for further enhancing information analysis tools in future releases of ERP functionality.
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.	Under consideration		Open	WFP takes note of the recommendation with the objective of reviewing possibilities for enhancing the already existing tools for monitoring the outcome of consultancy reports within the existing frameworks of budget and results-based management, procurement supplier evaluation and programme evaluations.
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.	Under consideration		Open	WFP takes note of the recommendation with the objective of possibly incorporating into its existing tools best practices quoted in the report.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
2008/4 Rec. 4 (Note)	Corporate consultancies in United Nations system organizations	The executive heads of the United Nations system organizations should: develop an effective monitoring and reporting mechanism for waivers of competition.	Accepted	Implemented	Closed	WFP has established standards and implemented quarterly reporting on waivers to the Deputy Executive Director and Chief Operating Officer.
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 due for release in 2012.
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 due for release in 2012.
2008/4 Rec. 10 (Note)	Corporate consultancies in United Nations system organizations	The executive heads of the United Nations system organizations should review their policy and procedures regarding best-value procurement techniques with a view to providing clear policy guidelines to improve implementation.	Accepted	Not started	Closed	WFP takes note of this recommendation and will continue improving its practices in best-value procurement techniques which along with performance based contracting practices were cited as a best practice in earlier JIU reports. WFP already has a best value approach in the selection of suppliers through a competitive tendering process.
2008/4 Rec. 11 (Note)	Corporate consultancies in United Nations system organizations	The executive heads of the United Nations system organizations should ensure that: detailed guidelines are available for the preparation of solicitation and contract documents.	Accepted	Not started	Closed	WFP would review existing guidelines and improve further, if necessary.
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	Not started	Open	WFP takes note of this recommendation and will explore how existing repositories can be further enhanced to capture the recommendation made by the JIU.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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 due for release in 2012.
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	In 2011, WFP implemented the In-Tend e-tendering system at Headquarters. In 2012 it will implement the In-Tend contract management module at Headquarters. Roll-out to the field will follow.
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 in 2012.
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	In progress	Open	WFP Food Procurement implements vendor performance reporting and review as part of the vendor management process. This will be extended to goods and services procurement in 2012.
2008/4 Rec. 21 (Note)	Corporate consultancies in United Nations system organizations	The executive heads of the United Nations system organizations, based on sound analysis, should selectively consider using long-term agreements for consultancy services with a view to increasing efficiency and effectiveness in the process. Organizational units should use cost-benefit analysis to decide whether to use long-term agreements (LTAs) or the standard procurement process in each case.	Accepted	Implemented	Closed	In 2011, WFP implemented 16 LTAs for consultancy services in ICT areas, following joint tendering with FAO and the International Fund for Agricultural Development (IFAD), through the Common Procurement Team.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/1 Rec. 3 (Note)	Corporate sponsoring in the United Nations system: Principles and Guidelines	The executive heads of the United Nations system organizations should: (a) Develop, within the Chief Executives Board for Coordination, a basic partnership training programme to cover the common needs of staff dealing with the private sector in different system organizations; in this regard the work done by the United Nations Staff College and the UNDP Learning Resource Center could be taken into consideration; (b) Put in place within those system organizations which have not yet done so, relevant customized training programmes, specific for each organization and adapted to the needs and risks of staff dealing specifically with the private sector.	Accepted	Implemented	Closed	WFP provides staff in private-sector relations with training on research, due diligence, and negotiating with the private sector. Staff also participate in Management Centre Europe courses on marketing and business management.
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	In progress	Open	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 HR directive on engagement of interns is being revised.
2009/2 Rec. 7 (Note)	Internships in the United Nations system	Executive heads of United Nations organizations should eliminate the mandatory break now defined in various internship agreements so interns can compete on an equal basis for positions for which they may qualify.	Not accepted		Closed	This recommendation is not accepted as WFP interns must be enrolled in a university or graduate programme and have attended courses in the last 12 months.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/2 Rec. 8 (Note)	Internships in the United Nations system	Executive heads of United Nations organizations should consider providing a daily meal ticket, a transportation pass, and/or contributing towards insurance costs for interns lacking financial sponsoring or to interns not from the local area.	Accepted	Implemented	Closed	The stipend of WFP interns is equivalent to 10 percent of the United Nations daily salary allowance for the duty station, up to a maximum of US$700 per month. Interns are covered under the medical insurance scheme for the duration of their assignments.
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.	Under consideration	In progress	Open	Interns are recorded in WFP's HR management system, and this information is available. However, budgetary constraints have made it impossible to establish a system for monitoring the budgetary and HR cost implications of the internship programme.
2005/2 Rec. 6	Some measures to improve overall performance of the United Nations system at the country level	Executive heads of United Nations system organizations should identify and increase common training opportunities and make optimal use of the United Nations System Staff College.	Accepted	Implemented	Closed	WFP makes extensive use of common training opportunities, including the United Nations System Staff College (UNSSC). WFP publishes UNSSC courses on the Learning and Training website, informs senior managers, and encourages staff to enrol. WFP participates in the United Nations Learning Managers Forum and the Resident Coordinator Assessment Centre, and includes UNSSC course attendance in the junior professional officer (JPO) framework. In partnership with the Management Centre for Europe, WFP has developed the Middle Managers' Programme, which targets P3/P4 staff members; more than 350 WFP staff have participated since the programme's inception in 2010. In 2011, the programme was opened to the participation of other agencies within the Delivering as One framework; staff from seven other United Nations agencies have participated.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2005/2 Rec. 7	Some measures to improve overall performance of the United Nations system at the country level	Governing bodies of United Nations system organizations should task the respective secretariats to speed up the identification of obstacles to staff mobility within the United Nations system, and elaborate and report back on solutions, in response to General Assembly resolution A/RES/59/266, Part VII, Mobility.	Accepted	Implemented	Closed	The Board supports this recommendation and acknowledges that WFP has participated in inter-agency consultations to discuss obstacles, both through the United Nations Development Group (UNDG), the ICSC and the HR Network, and together with executive heads of UNDP and other United Nations agencies. In light of JIU/REP/2010/8, "Inter-Agency Staff Mobility and Work/Life Balance in the Organizations of the United Nations System", the Board considers this recommendation closed.
2005/2 Rec. 14	Some measures to improve overall performance of the United Nations system at the country level	The governing bodies of UNDG organizations should invite the respective executive heads to undertake a review of the grade structure and skills profile of their field representatives and other staff, and report thereon also to the General Assembly and the Economic and Social Council.	Not accepted		Closed	The Board supports the collective response of the CEB to this recommendation. CEB members doubt whether the proposed review by executive heads of grade structures and skills profiles of field representatives and other staff will lead to the alignment of grade structures envisaged in the report. It is thought that UNDG member organizations are likely to find their current staffing situation appropriate or needing only minor adjustments. CEB members note that the proposal that Resident Coordinators (RCs) be graded at least as high as other agency representatives in the field may not always be feasible: the Board shares the view of CEB members that organizations should retain the right to grade RCs as they see fit.
2005/2 Rec. 16	Some measures to improve overall performance of the United Nations system at the country level	The governing bodies of UNDG organizations should task the respective executive heads to examine ways to further rationalize their field presence.	Accepted	Implemented	Closed	The Board considers this recommendation closed and notes that UNDG agencies continue to discuss ways of rationalizing field presence.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2005/8 Rec. 5	Further measures to strengthen United Nations system support to the New Partnership for Africa's Development (NEPAD)	All the Executive Heads of the United Nations organizations concerned should ensure that the conveners of each cluster, in consultation and coordination with the Economic Commission for Africa (ECA) and their concerned African institutional partners, establish a clear and predictable schedule of meetings for their clusters and sub-clusters and provide a follow-up mechanism for the implementation of the decisions taken.	Partially accepted	In progress	Closed	Although meetings are still called on an ad hoc basis, WFP continues to remain engaged and has participated in the work and meetings of relevant clusters including agriculture, food security and rural development; human resources development, employment and HIV/AIDS; and peace and security. Since November 2010, WFP has been an alternate chair – with FAO – of the Agriculture, Food Security, and Rural Development Cluster (AFSRDC). WFP provides technical support towards finalization of the African Humanitarian Policy Framework and Disaster Management Policy, which will provide additional structure for coordination among humanitarian organizations in Africa.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2005/8 Rec. 7	Further measures to strengthen United Nations system support to the New Partnership for Africa's Development (NEPAD)	The General Assembly and legislative bodies of all the United Nations organizations concerned should substantially increase their support for the clusters' agreed joint programmes/projects. CEB should provide a clear-cut policy directive to ensure consistency and effective implementation of this recommendation.	Accepted	Implemented	Closed	The Board considers this recommendation closed and would like to take this opportunity to recognize several components of WFP's support to Africa. The Board acknowledges that WFP continues to support NEPAD on Pillar 3 of the Comprehensive Africa Agriculture Development Programme (CAADP), through regional strategic food reserves, risk management and home-grown school feeding programmes. The Board notes that since November 2010, WFP has been alternate chair of AFSRDC, which is co-chaired by FAO and the African Union Commission (AUC), and WFP has financially supported preparation of the AFSRDC Medium-Term Capacity-Building Programme. The Board acknowledges that WFP and the ECA are undertaking the Cost of Hunger Study, which aims to raise awareness, build consensus and catalyse action towards reducing child undernutrition in Africa. The Board notes that WFP provides technical support for finalization of the African Humanitarian Policy Framework and Disaster Management Strategy. The policy will provide norms, standards and principles covering aspects and the scope of humanitarian action in Africa; major deliverables will be an action-oriented humanitarian response guideline and a coordination structure. Finally, the Board notes that at the request of the G20, WFP has worked with the African Union (AU), NEPAD, the Economic Community of West African States (ECOWAS) and other organizations to propose a pilot emergency humanitarian food reserve system for West Africa. This was presented in September 2011, and the organizations will continue to coordinate on possible implementation of the pilot.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2006/2 Rec. 1	Oversight lacunae in the United Nations system	The legislative bodies of each United Nations system organization should establish an independent external oversight board composed of five to seven members, all of whom shall be elected by Member States to represent the governing bodies' collective interests. They should have prior experience in areas of oversight. In carrying out their functions, they should be assisted by at least one external adviser with recognized expertise in oversight matters to be chosen by them.	Accepted	Implemented	Closed	The Board recalls that WFP has an Audit Committee of five external members that reports to the Executive Director and the Board. The Board approves the appointment of new members, on the recommendation of the Executive Director. After a thorough review, in November 2011, the Board approved revised TOR enabling the Audit Committee to provide better advice to the Executive Board and the Executive Director. These TOR authorize the Audit Committee to obtain independent counsel or have recourse to external expertise or advice.
2006/2 Rec. 3b	Oversight lacunae in the United Nations system	The legislative bodies should decide that the proposed fees and terms of engagement of the external auditors should be submitted to the respective governing body through the external oversight board of each organization.	Accepted	Implemented	Closed	The Board affirms that this recommendation is already the practice within WFP.
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	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.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
2006/2 Rec. 5	Oversight lacunae in the United Nations system	The legislative bodies should direct that term limits be established for the external auditors of the United Nations system organizations, and that the staff that have worked as external auditors be barred from taking up executive functions for a period of three years in those organizations for which they have had oversight responsibilities.	Accepted	Implemented	Closed	The Board recalls that it approved a single term of six years for the WFP External Auditor (Decision 2009/EB.1/8 and Financial Regulation 14.2), and notes that the Executive Director has approved a policy that bars the hiring of former external auditors for six years after ceasing their service.
2006/2 Rec. 6	Oversight lacunae in the United Nations system	Executive heads should review the current structure of internal oversight in their respective organizations and ensure that: (a) Audit, inspection, investigation and evaluation functions are consolidated in a single unit under the head of internal oversight reporting directly to the executive head; (b) Any functions other than the four oversight functions should be positioned elsewhere in the secretariats and not in the internal oversight unit.	Partially accepted	Implemented	Closed	WFP's audit, investigation and inspection functions are consolidated into a single Oversight Office. The Office of Evaluation is separate and reports directly to the Executive Director. The 2008 Evaluation Policy institutionalized the independence of evaluation, including structural independence, with the Director of Evaluation reporting directly to the Executive Director (paragraph 25) and evaluation being independent from, but complementary to, other organizational units with accountability and learning functions, including audit (paragraph 27). WFP's current structure is in line with international good practice standards and is used in several other United Nations agencies, including FAO, IFAD and the United Nations Children's Fund (UNICEF), and in international financing institutions.
2006/2 Rec. 9	Oversight lacunae in the United Nations system	The legislative bodies of each organization should decide that the proposed budget of the internal oversight entity should be drawn up by the entity itself and submitted to the external oversight board, together with any comments of the executive head, for review and transmittal to the appropriate governing body.	Not accepted		Closed	The Board considers that the current practice – wherein the Oversight Office budget is prepared as part of the biennial budget and presented in the consolidated WFP budget – is appropriate for WFP.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2006/2 Rec. 10	Oversight lacunae in the United Nations system	With respect to the appointment of the head of internal oversight, the legislative bodies in each organization should decide that: (a) Qualified candidates should be identified on the basis of a vacancy announcement that should be widely publicized; (b) Appointment should be subject to consultation and prior consent of the governing body; (c) Termination should be for just cause, and should be subject to the review and consent of the governing body; (d) A non-renewable tenure of five to seven years should be established, with no expectation of any further employment within the same United Nations organization at the end of the term.	Accepted (parts a,b,c) Partially accepted (part d)	Implemented	Closed	The Board requests that qualified candidates be identified through WFP's standard procedure for recruitment; appointment should be subject to consultation and prior consent of the Board. Termination should be for just cause, as per established procedures for WFP staff, and subject to the Board's review and consent. The Board reaffirms the Inspector General's current tenure of a four-year term, renewable once, without the possibility of further employment within WFP at the end of the term. The Board may request the Audit Committee's advice regarding renewal of the Inspector General and Director, Oversight Office, as per paragraph 3a) of the Audit Committee Terms of Reference.
2006/2 Rec. 11	Oversight lacunae in the United Nations system	The legislative bodies in each organization should direct their respective executive heads to ensure that the following minimum standards are in place for reporting on internal oversight: (a) Internal oversight reports to be submitted to the executive head; (b) An annual internal oversight summary report to be submitted independently to the oversight board for its review, with the comments of the executive head submitted separately; (c) Individual internal audit, inspection and evaluation reports to be provided to the oversight board, on request; (d) Individual investigation reports to be provided to the oversight board, on request, with due safeguards for confidentiality.	Partially Accepted	Implemented	Closed	The Board notes that points (a), (c) and (d) are already in practice at WFP. It also notes that individual internal audit and investigation reports are submitted, on request, to Permanent Representatives accredited to the United Nations Rome-based agencies, with due safeguards for confidentiality. The Board accepts that the Inspector General's annual report is submitted to the Audit Committee and the Board, and notes that the Executive Director may submit comments in a separate document, such as a management response.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2006/2 Rec. 12	Oversight lacunae in the United Nations system	With respect to the follow-up of oversight recommendations, the legislative bodies in each organization should direct their respective executive heads to ensure that: (a) A database is created to monitor the follow-up of all oversight recommendations, and pending recommendations are monitored and followed up on a timely basis; (b) The annual internal oversight summary report to the oversight board contains a summary of oversight recommendations not yet fully implemented.	Partially Accepted	Implemented	Closed	The Board acknowledges that the Secretariat monitors the follow-up of all oversight recommendations. The Board accepts the Inspector General's current practice of highlighting recommendations not yet implemented in the annual internal oversight summary, with details regarding the obstacles or challenges preventing full implementation.
2006/2 Rec. 13	Oversight lacunae in the United Nations system	The legislative bodies in each organization should direct their respective executive heads to ensure independent quality assessment, for example through peer review, of the internal oversight entity, at least once every five years.	Accepted	Implemented	Closed	The Board acknowledges that independent reviews of internal oversight functions are undertaken regularly. For example, the Office of Internal Audit was reviewed in 2006 and 2011; the Office of Inspections and Investigations was reviewed in 2008 and will be reviewed in 2012–2013.
2006/2 Rec. 14	Oversight lacunae in the United Nations system	The legislative bodies in each organization should adopt the following standards in respect of internal oversight: (a) For those organizations that manage biennial resources of at least US$250 million, an internal oversight unit is justified; (b) For those organizations that manage biennial resources of less than US$250 million, internal oversight services should be in-sourced to any other organization in the United Nations system that has the capacity to respond.	Accepted	Implemented	Closed	The Board notes that WFP manages a budget well over the recommended minimum of US$250 million per biennium and has an internal oversight unit.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
2006/2 Rec. 15	Oversight lacunae in the United Nations system	The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the: (a) Establishment of an ethics function with clear terms of reference which should be publicized through the organization's website and other media; (b) Establishment of a post of ethics officer at the D-1/P-5 level, as appropriate, within the office of the executive head; (c) Mandatory integrity and ethics training for all staff, particularly newly recruited staff.	Accepted	Implemented	Closed	The Board notes that since its establishment in January 2008, the WFP Ethics Office has made separate internal and external websites available to all staff and has provided copies of its TOR and major policies on whistle-blower protection and financial disclosure. The Board acknowledges that the office advises staff on conflicts of interest in a secure and confidential environment. The Board also acknowledges that formal training has been established for all incoming staff and employees in sensitive positions such as procurement, and that training of "ethics ambassadors" in the regional bureaux and country offices has been expanded in the last two years.
						The Board has requested more robust ethics reporting in the Annual Performance Report (APR), in response to Recommendation 7 of JIU/REP/2010/3.
2006/2 Rec. 16	Oversight lacunae in the United Nations system	The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the: (a) Establishment of confidential financial disclosure requirements for all elected officials and all staff at the D-1 level and above, as well as those staff mentioned in paragraph 50 above; (b) Annual filing of the financial disclosure statements to the ethics office(r) for review.	Accepted	Implemented	Closed	The Board acknowledges that the Financial Disclosure Programme was implemented in July 2009 for the period 2008 and has since been repeated annually. The programme applies to relevant staff, including those in procurement, private-sector relations, donor fundraising, finance and oversight, and all staff at level D1 and above – a total of more than 500 people.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
2006/2 Rec. 17	Oversight lacunae in the United Nations system	The legislative bodies of each United Nations system organization should direct their respective oversight boards to establish an effective mechanism for coordination and cooperation among the external and internal oversight bodies on a system-wide basis.	Accepted	Implemented	Closed	The Board notes that the Offices of Oversight and Evaluation are involved in United Nations system-wide mechanisms for coordination and cooperation: the Office of Internal Audit participates in Representatives of Internal Audit Services of the United Nations Organizations and Multilateral Financial Institutions (RIAS); the Office of Investigations has an annual conference for investigators; and the Office of Evaluation participates in the United Nations Evaluations Group. WFP also participates in the United Nations Ethics Committee and the United Nations Panel of External Auditors.
2006/4 Rec. 2	A second review of the implementation of Headquarters Agreements concluded by United Nations system organizations: Provision of Headquarters premises and other facilities by host countries	Legislative bodies of United Nations organizations should: (a) Remind the host countries of their legal obligations concerning the headquarters agreements and the benefits of the presence of United Nations organizations in their respective countries, and that the full implementation of headquarters agreements is also to their benefit; and (b) Request their respective executive heads to report back at appropriate intervals on the implementation of the headquarters agreements.	Not relevant		Closed	The Board does not believe that this recommendation is necessary as WFP has been able to deal quite effectively with issues that have arisen through bilateral discussions between its administration and the Italian Ministry of Foreign Affairs. The Board notes that compliance with the obligations of the Headquarters Agreement is currently not an issue.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2006/4 Rec. 3	A Second Review of the implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	Executive heads of the United Nations system organizations should negotiate with and encourage the host countries to provide more generous facilities to the organizations in the acquisition or refurbishment of their headquarters premises by, for example, providing premises free of charge, or providing interest-free loans or sharing costs.	Not relevant		Closed	The WFP Headquarters Agreement (Italian State Law 114 of 14 February 1994) caters for the presence of WFP Headquarters in Italy appropriately and generously. Premises are provided mainly free of charge.
2006/4 Rec. 4	A Second Review of the implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	Legislative bodies of those United Nations system organizations that bear the full cost or part of the cost of major repairs and refurbishments of their headquarters premises should establish a special fund to ensure adequate financial resources for such repairs and refurbishments in their regular budgets, if they have not yet done so.	Not accepted		Closed	The Board does not consider this recommendation applicable to WFP. According to Article 2 of the Headquarters Agreement (D.L. No. 114 of 14 February 1994) the Government of Italy is required to pay for major repairs or refurbishments to the Headquarters building or premises. WFP manages compliance with this article through a third-party agreement.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2006/4 Rec. 5	A Second Review of the implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	Legislative bodies of United Nations organizations headquartered in the same host country should: (a) Consider establishing a joint formal forum, similar to the Committee on Relations with the Host Country in New York, to enhance relations with the host country; and (b) Ensure that adequate resources are allocated from their regular budget to support the establishment and proper functioning of this formal forum.	Accepted	Not started	Closed	In principle, the Board is in favour of creating a host country committee, but underlines that such an action should be taken only in conjunction with other Rome-based agencies. The Board notes that at present, WFP does not have any issues to refer to such a committee.
2006/4 Rec. 7	A Second Review of the implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	Executive heads of United Nations system organizations should: (a) Remind the host countries of their obligations under the headquarters agreements to issue visas free of charge and in a timely fashion to staff and officials of United Nations organizations; (b) Encourage host countries to establish a reasonable time frame for the processing of visas, in collaboration with the organizations, so as to avoid delays and denials in the issuance of visas, especially to those officials and staff members who have been previously granted visas; and (c) Report back to the legislative bodies on progress made in this regard.	Not accepted		Closed	Compliance with visa issuance provisions of the Headquarters Agreement is not currently an issue at WFP. WFP has been able to deal effectively with issues that arise through bilateral discussions between its administration and the Italian Ministry of Foreign Affairs.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2006/4 Rec. 10	A Second Review of the implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	The legislative bodies of United Nations organizations should: (a) Allocate appropriate financial resources to ensure adequate and realistic security facilities in all their duty stations; and (b) Remind host countries of their obligation to provide adequate security for United Nations organizations premises and staff.	Accepted	Implemented	Closed	(a) The Board acknowledges that adequate security for WFP premises and staff is provided through financial resources that are agreed and budgeted for at the country level, and is aware that security budgeting and finance is not an optional expense, but a necessary operational outlay to enable WFP's work in the field. The Board welcomes the efforts of the United Nations Working Group on Safety and Security Costs to ensure transparency, clarity and equity in the budget preparation and allocation process for cost sharing, particularly in view of the recently increased United Nations Department of Safety and Security (UNDSS) budget. (b) Although the Board believes that host countries have been reminded and are generally aware of their obligation to provide security for WFP premises and staff, it notes that host countries' ability to do so can sometimes be limited or hampered. The Board therefore recognizes the importance of Operations Division Field Support, and security staff in the field, in ensuring that host countries' security capabilities are understood and taken into account when planning effective security mitigation.
2007/1 Rec. 1	Voluntary contributions in United Nations system organizations: impact on programme delivery and resource mobilization strategies	The legislative bodies of each United Nations fund and programme should establish an intergovernmental working group to develop proposals for a voluntary indicative scale of contributions for core resources, based on the model adopted by UNEP, for the consideration and approval of the legislative bodies.	Not relevant		Closed	The Board considers this recommendation closed. As WFP operates a policy of full cost recovery, it does not have "core resources". In 2010, WFP completed a review of its financial framework, during which alternatives to its current full cost recovery model were considered and discarded. The principle of full cost recovery was reaffirmed.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2007/1 Rec. 2	Voluntary contributions in United Nations system organizations: impact on programme delivery and resource mobilization strategies	Executive heads should develop, or continue to develop, flexible funding modalities, such as thematic funding and pooled funding, for the consideration and approval of the legislative bodies.	Accepted	Implemented	Closed	WFP continues to advocate for more flexible, predictable and timely contributions. The Programme has worked very closely with the Good Humanitarian Donorship Working Group to increase the flexibility of donations to WFP. Some progress has already been made in securing more flexible funding: more donors have untied their aid and confirmed their readiness to provide cash for in-kind donations from other donors to cover associated costs and reach full cost recovery. More donors agreed to the use of the working capital financing mechanisms on forecast contributions. Several multi-year agreements have been secured, improving predictability and planning of activities.
2007/1 Rec. 3	Voluntary contributions in United Nations system organizations: impact on programme delivery and resource mobilization strategies	Executive heads should review the existing policies and procedures of their respective organizations that guide interactions with donor countries and revise them, as appropriate, to ensure that those interactions are conducted in a systematic and open manner.	Accepted	Implemented	Closed	Consultations with the Board take place throughout the year. The Secretariat has engaged the Board membership in a review of its financial framework, including of existing programme categories. The Executive Board is also invited to contribute to a review of existing programme categories. WFP's resource strategy "Resourcing for a Changing Environment" was approved by the Executive Board in February 2010. WFP's Government Donor Relations Division engages with donors through bilateral consultations. A Strategic Resource Allocation Committee (SRAC) has been established to make prioritization of resources more strategic. The first of a series of workshops on project planning, resourcing and prioritization took place in Rome in December 2010 to outline current processes for: i) the project life cycle resulting in WFP"s programme of work; and ii) resourcing needs, forecasting and allocation. The document "Resourcing for a Changing Environment" was approved by the Executive Board in February 2010. WFP has developed standard operating procedures, guidance and standardized forms for contribution agreements, and has delivered training on fundraising processes for relevant staff. A regularly updated knowledge base of guidance and templates has been

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
						functioning since May 2010. WFP uses a centralized fundraising team and a corporate grants management system to coordinate with country offices and regional bureaux, ensuring fully coordinated approaches to donors, and adherence to standards.
						Consultations with the Board take place throughout the year. The Secretariat has engaged the Board membership in a review of its financial framework, including a review of existing programme categories, to which the Executive Board is invited to contribute. WFP's Government Donor Relations Division engages with donors through bilateral consultations.
						WFP's programme design function is well structured and needs-based; it allows little opportunity for donors to distort programme delivery. In 2010, WFP established the SRAC to channel multilateral donor funds transparently to WFP's mandated priorities. WFP engaged the Executive Board in a cycle of prioritization seminars in 2010 and 2011, explaining the systematic approach developed for the allocation of resources to mandated priorities.
2007/1 Rec. 4	Voluntary contributions in United Nations system organizations: impact on programme delivery and resource mobilization strategies	The legislative bodies of United Nations system organizations should request their respective executive heads to expedite work on the harmonization of support cost recovery policies that is currently being carried out under the auspices of the CEB.	Not relevant		Closed	The Board acknowledges that the WFP Secretariat was an active member of this working group. However, the group has been inactive for the past 18 months, and no recommendations with an impact on WFP have so far been made.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
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2007/1 Rec. 5	Voluntary contributions in United Nations system organizations: impact on programme delivery and resource mobilization strategies	The legislative bodies of United Nations system organizations should request their respective executive heads to ensure that agreements negotiated with individual donor countries for associate expert/JPO programmes include a funding component for candidates from under- and unrepresented countries.	Accepted	Implemented	Closed	The Board recognizes that the MOU between WFP and donor governments on the JPO Programme includes a provision in Article 1 that the donor is willing to finance candidates from developing countries and to inform WFP annually on the number of JPOs to be sponsored by the Minister, including nationals of developing countries that are either not represented or underrepresented within WFP.
2007/1 Rec. 7	Voluntary contributions in United Nations system organizations: impact on programme delivery and resource mobilization strategies	Executive heads should ensure that the resource mobilization strategy developed for their respective organizations includes a centralized coordinating entity and that the roles, responsibilities and any delegated authorities for resource mobilization are clearly specified in appropriate administrative instruments.	Accepted	Implemented	Closed	Since WFP's restructuring in July 2009, the Government Donor Relations Division, including all related liaison offices, reports to the External Relations Department, headed by a Deputy Executive Director.
2007/10 Rec. 1	Liaison offices in the United Nations system	The executive heads of the United Nations system organizations concerned should thoroughly assess the strategic importance of their liaison office(s), and define priorities for them in terms of intended impact, using results-based management (RBM) as a planning, reporting and evaluation tool.	Accepted	Implemented	Closed	WFP's liaison offices utilize the RBM system to identify priorities and measure impact. Priorities are based on corporate and strategic priorities.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2007/10 Rec. 2	Liaison offices in the United Nations system	The legislative bodies of the United Nations system organizations concerned should, based on the assessment of their liaison office(s) by the respective executive heads, recognize their strategic role and provide core funding from the organizations' regular budgets commensurate with established priorities.	Accepted	Implemented	Closed	The Board recognizes the critical role of WFP liaison offices and notes that WFP provides funding from the Programme Support and Administrative (PSA) budget to the greatest extent possible. In 2012, 4.8 percent of WFP's PSA is for liaison offices. The Board considers this recommendation closed.
2007/10 Rec. 3	Liaison offices in the United Nations system	The executive heads of United Nations system organizations concerned should ensure a balanced post structure and grading of the staff of liaison offices, based on its required effective participation in issues of mutual interest at the international hubs concerned and on an inventory of skills and competencies.	Accepted	Implemented	Closed	WFP regularly reviews the staff grading structure in all units, including liaison offices, based on the level of expertise required and to ensure more effective participation.
2007/10 Rec. 5	Liaison offices in the United Nations system	The executive heads of the United Nations system organizations concerned should ensure timely and proper succession planning for the heads of their liaison offices. Heads of offices should be selected through a competitive and fully transparent process, focusing on managerial competencies.	Accepted	Implemented	Closed	In principle, as for all WFP offices, WFP head of liaison office positions are advertised, and every effort is made to ensure continuity and transparency.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2007/10 Rec. 7	Liaison offices in the United Nations system	The executive heads of the United Nations system organizations concerned should ensure that relevant information is judiciously and broadly disseminated between liaison offices and their respective organizations as well as internally within liaison offices, using all means of communication to maximize their outreach, such as teleconferencing, videoconferencing, staff meetings and (de)briefings of staff on mission.	Accepted	Implemented	Closed	WFP has implemented a technology solution that facilitates the use of teleconferencing, video-conferencing and the sharing of documents. WFP broadcasts all staff meetings and executive staff open forum meetings.
2007/10 Rec. 8	Liaison offices in the United Nations system	The executive heads of the United Nations system organizations concerned should request the heads of oversight services to ensure adequate audit and evaluation coverage of liaison offices.	Accepted	Implemented	Closed	The Executive Director has agreed to the methodology used for internal audit planning, in which the Office of Internal Audit determines its work plan independently, as recommended by both IIA (Practice Advisory 1110-1) and the JIU ("The Audit Function in the United Nations System"), for the Executive Director's approval. The internal audit risk assessment encompasses the full organizational structure of WFP, including liaison offices, and therefore ensures adequate audit coverage of all WFP's organizational entities.

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ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
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2007/12 Rec. 3	Review of the progress made by the United Nations system organizations in achieving the Millennium Development Goal 6 - target 7 - to combat HIV/AIDS	In order to enhance the effectiveness of the UNAIDS at the country level, the executive heads of the UNAIDS secretariat and the Cosponsors should: (a) Select suitable UNAIDS country coordinators and agency heads in each country of accreditation, matching their political, cultural and diplomatic credentials with due consideration to cultural sensitivities and the local languages of the host countries; (b) Establish a harmonized and/or unified reporting mechanism for the United Nations country teams; (c) Undertake deliberate and concerted efforts to ensure the effective implementation of joint programmes.	Accepted	In progress	Closed	The recommendations of JIU/REP/12 have been integrated into the Second Independent Evaluation (SIE) of UNAIDS, of which WFP is a co-sponsor. The joint UNAIDS responses to each of the 24 SIE recommendations were presented to the 25th meeting of the UNAIDS Programme Coordinating Board, for implementation in 2010 and 2011.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
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2007/12 Rec. 4	Review of the progress made by the United Nations system organizations in achieving the Millennium Development Goal 6 - target 7 - to combat HIV/AIDS	In order to enhance the effectiveness of the Three Ones principles, the Executive Heads of the UNAIDS secretariat and the Cosponsors should assist the affected Member States to: (a) Ensure that the national strategic plans of the affected Member States are revised in conformity with these principles, are costed with detailed workplans and include the marginalized and vulnerable populations, as well as refugees, in the national strategic frameworks; (b) Ensure that the National AIDS Councils are established effectively with limited membership and with well-defined and clear roles and responsibilities; (c) Ensure that the Member States undertake appropriate measures to put in place a well-functioning monitoring and evaluation mechanism and provide adequate technical support.	Accepted	In progress	Closed	See response to recommendation 3.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
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2007/12 Rec. 5	Review of the progress made by the United Nations system organizations in achieving the Millennium Development Goal 6 - target 7 - to combat HIV/AIDS	In order to enhance the effective implementation of the universal access to the anti-retroviral therapy (ART), the executive heads of the UNAIDS secretariat and the Cosponsors should:(a) Strongly advocate the need for the launching of aggressive national campaigns for voluntary HIV/AIDS testing and assist the affected Member States to develop policies and programmes aimed at encouraging their citizens to voluntarily take HIV/AIDS testing; (b) Assist the affected Member States to ensure the harmonization of procurement procedures at the country level, as well as in establishing efficient supply management; (c) Assist the affected Member States to ensure that ART programmes are integrated into the sexual and reproductive health programmes and treatment services for tuberculosis and malaria.	Accepted	In progress	Closed	See response to recommendation 3.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
2007/12 Rec. 6	Review of the progress made by the United Nations system organizations in achieving the Millennium Development Goal 6 - target 7 - to combat HIV/AIDS	In order to enhance the effective implementation of universal access to ART, the executive heads of the UNAIDS secretariat and the Cosponsors should: (a) Assist the affected Member States in developing policies and procedures aimed at developing combined short- and long-term human resource strategies for the purpose of improving conditions for current workers; (b) Provide technical support to develop adequate training programmes for health workers; (c) Undertake advocacy programmes to discourage migration of health workers to other countries.	Accepted	In progress	Closed	See response to recommendation 3.
2007/12 Rec. 7	Review of the progress made by the United Nations system organizations in achieving the Millennium Development Goal 6 - target 7 - to combat HIV/AIDS	The executive heads of the UNAIDS secretariat and the Cosponsors should assist the affected Member States in developing policies and procedures aimed at addressing the problem of stigma and discrimination. They should also undertake public awareness programmes to advocate that people living with HIV enjoy the same legal rights as everyone else.	Accepted	In progress	Closed	See response to recommendation 3.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2007/12 Rec. 8	Review of the progress made by the United Nations system organizations in achieving the Millennium Development Goal 6 - target 7 - to combat HIV/AIDS	The executive heads of the UNAIDS secretariat and the Cosponsors should strongly encourage and assist the affected Member States, in coordination with their donors, to take the necessary steps to re-emphasize the need to devise both immediate and long-term strategies for enhancing HIV prevention in synergy with the rapidly expanding ART programmes.	Accepted	In progress	Closed	See response to recommendation 3.
2007/12 Rec. 9	Review of the progress made by the United Nations system organizations in achieving the Millennium Development Goal 6 - target 7 - to combat HIV/AIDS	The executive heads of the UNAIDS secretariat and the Cosponsors should strongly encourage and assist the affected Member States in devising innovative financing mechanisms, both at national and international levels, to ensure long-term sustainability of anti-retroviral therapy programmes.	Accepted	In progress	Closed	See response to recommendation 3.
2007/12 Rec. 10	Review of the progress made by the United Nations system organizations in achieving the Millennium Development Goal 6 - target 7 - to combat HIV/AIDS	The executive heads of the UNAIDS secretariat and the Cosponsors should encourage and assist the affected Member States to: (a) Devise rules and regulations for registering and involving civil society partners in HIV/AIDS programmes; (b) Build on the existing non-governmental organization (NGO) Code of Good Practice and put in place a code of conduct for civil society partners with stringent action against abuse and/or improper use of funds.	Accepted	In progress	Closed	See response to recommendation 3.

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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2007/2 Rec. 1	United Nations system staff medical coverage	The legislative bodies of the United Nations system organizations should formally recognize staff health insurance as an important integral part of the common system. They should request the ICSC to undertake periodic reviews with a view to making recommendations to the General Assembly.	Partially Accepted	Implemented	Closed	The Board agrees that staff health insurance is an important and integral part of the common system. The Board acknowledges that on behalf of the CEB, the HR Network undertakes periodic reviews, with a view to making recommendations to the General Assembly.
2007/2 Rec. 3	United Nations system staff medical coverage	The legislative bodies of each United Nations system organization should request their respective executive heads to harmonize the existing health insurance schemes, initially at the level of the duty station, and in the longer term across the common system, relating to scope of coverage, contributions and benefits, and to establish periodic reporting on health insurance related information to the legislative bodies.	Accepted	Implemented	Closed	The Board acknowledges that health insurance and after-service coverage are fully harmonized within the Rome-based agencies and that the Joint Committee on Medical Coverage of FAO, WFP and IFAD periodically discusses health insurance-related issues and reports to executive management in the three organizations. The Board supports the harmonization of health insurance for some categories at the duty station level, through the CEB.
2007/2 Rec. 4	United Nations system staff medical coverage	The legislative bodies of each United Nations organization should request their respective executive heads to undertake periodic actuarial studies based on a uniform system‑wide methodology to determine the extent of accrued after-service health insurance (ASHI) liabilities and to disclose the liabilities in the financial statements.	Accepted	Implemented	Closed	The Board acknowledges that International Public Sector Accounting Standards (IPSAS) – which require the accrual and disclosure of staff benefit liabilities, including after-service medical coverage plan liabilities – have been fully implemented at WFP since 2008. The Board acknowledges that WFP has performed an actuarial study that disclosed ASHI liabilities, and has shared this information with the IPSAS Implementation Working Group.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
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2007/2 Rec. 5	United Nations system staff medical coverage	The legislative bodies of each organization should: (a) Request their respective executive heads to put forward proposals for funding ASHI liabilities; (b) Provide adequate financing to meet those liabilities and establish a reserve for this purpose.	Accepted	Implemented	Closed	The Board approved a new funding policy for achieving full funding for WFP employee benefit schemes, including ASHI, over a 15-year period, as described in WFP/EB.A/2010/6-D/1 paragraphs 34–41. The funding policy includes additional annual funding of US$7.5 million, commencing in 2011, to ensure that full funding is achieved at the end of the period.
2007/4 Rec. 2	Age structure of human resources in the organizations of the United Nations system	The legislative body of each organization of the United Nations system should request its executive head to review the staffing structure of his or her organization in order to establish a balanced staff grade structure. To rejuvenate the staffing structure, more junior level posts (at P‑2 and P-3 levels) should be established to attract young professionals. To achieve this, adequate cooperation and coordination between the human resources/finance divisions and the substantive divisions should be ensured.	Not relevant		Closed	The Board notes that JIU/REP/2007/4 Recommendation 2 may be less relevant to WFP than to other organizations in the United Nations common system, as the preponderance of positions within WFP's staffing structure (55.5 percent) are at junior levels (P2/P3). The Board acknowledges that WFP has been successful in attracting a younger workforce, owing partly to its HR strategies for a mobile international workforce, with senior positions typically being filled through the reassignment of mobile international staff. As a result, recruitment opportunities for new entrants into the workforce are at the junior levels.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2007/4 Rec. 4	Age structure of human resources in the organizations of the United Nations system	Executive heads of each United Nations system organization should (a) undertake special measures to ensure the influx of young professionals through special recruitment drives; (b) strengthen the career development prospects for young professionals through enhanced training and staff development; (c) allocate adequate resources for training and staff development activities; and (d) adequately address the work/life issues of staff members with special attention to the family-related issues of young professionals.	Accepted	Implemented	Closed	WFP continues to recruit most new entrants into junior-level positions. In addition to the existing career assistance programme available to all staff, WFP is developing a managerial development programme that includes a component for future leaders. WFP has a number of policies related to work/life balance, including telecommuting, flexible working hours, part-time employment, spouse employment, paternity leave, time off to breastfeed, travel and time off for rest and recuperation, and special leave for a maximum of 7 working days in any 12 month period in order to attend family related emergencies. Special leave with full pay can be considered based on reasons provided. In addition, special leave without pay may be requested for a maximum of 12 months and requests for extensions may be approved in exceptional cases.
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	In progress	Open	The Board acknowledges that WFP undertakes organizational and workforce analyses through 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.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2007/4 Rec. 6	Age structure of human resources in the organizations of the United Nations system	Executive heads of the United Nations system organizations should request the CEB secretariat, through its Human Resources Network, to assess the current status of succession planning in these organizations, and include succession planning on the agenda for in-depth discussion at its regular meetings, with a view to developing policies and a framework for succession planning, using the broad benchmarks provided in this report, for adoption by the United Nations system.	Accepted	Implemented	Closed	WFP's HR strategy includes succession planning as a mechanism for building managerial capacity. An approach and tools for capturing staff performance and potential candidate profiles are being developed, for use in succession planning decisions. WFP participated in the HR Network's discussion (July 2008) on developing a framework for succession planning. WFP is enhancing its succession management process, including by identifying characteristics and tools that provide the basis for assessing, developing, and selecting future leaders for presentation to the Steering Committee.
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	In progress	Open	WFP supports the recommendation. WFP is building an information platform to support knowledge management, which consolidate all business information in one place. A strategy for filling information gaps will be devised after the information platform is established.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2007/6 Rec. 3	Knowledge management in the United Nations system	The General Assembly and the respective governing bodies of the United Nations system organizations should make the necessary provisions for the establishment of dedicated knowledge management (KM) units within each organization. The KM units should be provided with the necessary financial and human resources, according to the dimension and specific needs of each organization.	Accepted	Implemented	Closed	The Board acknowledges that knowledge management (KM) is part of the mandate of WFP's IT function, and notes that a review of KM capabilities within IT will be performed as part of biennial capacity planning, The Board also acknowledges that the 1truth initiative will address core issues such as information governance, information cataloguing – including a corporate glossary and data dictionary, managed master data and corporate taxonomy – and KM (content) strategy.
2007/6 Rec. 5	Knowledge management in the United Nations system	The executive heads of the United Nations system organizations should establish knowledge-sharing competencies as one of the criteria to be assessed in the staff performance appraisal system.	Accepted	Implemented	Closed	WFP has introduced competencies as part of the staff performance appraisal system. Many of the competencies are related to knowledge sharing, including teamwork, visioning, partnering and cognitive capacity.
2008/2 Rec. 5	Junior Professional Officer/Associate Expert/Associate Professional Officer Programmes in United Nations system organizations	Executive heads should ensure that the units responsible for the operation of the JPO Programmes have adequate mandate and resources for performing in a systematic way the long-term tasks related to these programmes.	Accepted	Implemented	Closed	WFP has a unit responsible for managing the JPO Programme and self-funded through the programme's administration fees. The JPO Unit is the focal point for donor relations, human resources, budget and finance-related issues.

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ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2008/2 Rec. 9	Junior Professional Officer/Associate Expert/Associate Professional Officer Programmes in United Nations system organizations	The executive heads should ensure that the various supervisory and administrative aspects of the programmes be supported and implemented by human resources management services taking into account the agreed recommendations of the biennial meetings of the National Recruitment Services and the United Nations organizations on the JPO schemes.	Accepted	Implemented	Closed	WFP has implemented the recommendations made during the biennial meetings of national recruitment services, including for supervisors' guidelines, cost estimating, monitoring and support of training, mandatory medical coverage for all JPOs, and new agreements with donors that include sponsorship of candidates from developing countries.
2008/4 Rec. 3	National execution of technical cooperation projects	The executive heads of the United Nations system organizations, as members of the Chief Executives Board of Coordination, should urgently harmonize National Execution (NEX) guidelines through the High-Level Committee on Management, the High-Level Committee on Programmes and the United Nations Development Group, so that those guidelines may be applicable to all NEX implementing partners, within the system-wide coherence framework and the initiative of "UN Delivering as One".	Partially accepted	Implemented	Closed	WFP continues to coordinate with other United Nations organizations and agencies through the High-Level Committee on Programmes (HLCP) and UNDG Joint Crisis Initiatives, including the Food Security Initiative and the Humanitarian, Security and Social Stability Initiative. However, WFP has not participated in and is not aware of inter-agency initiatives specifically on national execution.
2008/4 Rec. 4	National execution of technical cooperation projects	The General Assembly and the legislative bodies of corresponding organizations should reiterate that the donors provide less conditioned extrabudgetary contributions, including those financing National Execution (NEX), with a view to realizing the priorities of the recipient countries; and ensuring more flexibility, predictability and geographical balance in NEX expenditures.	Accepted	Implemented	Closed	The Board encourages donors to provide less-conditioned extra-budgetary contributions in general – to facilitate realization of recipient countries' priorities and improve flexibility – including for expenditures related to national execution projects.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2008/4 Rec. 6	National execution of technical cooperation projects	The General Assembly in the context of its next review on the Triennial Comprehensive Policy Review (Sixty-fifth session) and legislative bodies of corresponding organizations should assist recipient governments in strengthening their capacity in the accounting and audit field, through focused training, as required, to enable them to match the international standards.	Not accepted		Closed	The Board notes that training recipient governments on accounting and auditing is not part of its mandate, so Recommendation 6 from JIU/REP/2008/4 is not applicable.
2008/4 Rec. 8	National execution of technical cooperation projects	The executive heads of the United Nations system organizations should give priority to strengthening national evaluation capacities in recipient countries and establish a follow-up process for National Execution evaluation reports in order to ascertain the implementation of the findings and recommendations contained in the evaluation reports.	Accepted	Implemented	Closed	As previously noted by CEB members, WFP applies the same monitoring and evaluation quality standards as are applied to other projects (A/64/375/Add.1).
2008/4 Rec. 9	National execution of technical cooperation projects	The executive heads of the United Nations system organizations should submit proposals to their legislative bodies to further simplify and harmonize the rules and procedures governing National Execution through the Chief Executives Board for Coordination to ensure coherence among the United Nations system organizations at the headquarters and field levels.	Not accepted		Closed	The CEB joint response to this report notes that "the operating model of specialized agencies and related organizations stems from the specificity of their respective mandates". Referring to this, WFP notes that national partners are involved in project implementation within the bounds of national capacities, but national execution is not the primary operation modality for WFP.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2008/4 Rec. 11	National execution of technical cooperation projects	The executive heads of the United Nations system organizations should share and disseminate lessons learned and best practices of NEX programmes and projects to all the United Nations system organizations within the framework of the Chief Executives Board for Coordination, including the High-Level Committee on Management, the High-Level Committee on Programmes and the United Nations Development Group with the view to improving NEX implementation and practices.	Not accepted		Closed	See response to recommendation 9.
2008/5 Rec. 6	Review of information and communication technology (ICT) hosting services in the United Nations system organizations	The governing bodies of the United Nations system organizations should request the executive heads to report to their next session on the implementation of the recommendations contained in this report, in particular those recommendations aimed at defining common methodology for ICT costs/expenditures and exploring hosting solutions to take advantage of economies of scale.	Accepted	Implemented	Closed	The Board agrees with JIU/REP/2008/5 Recommendation 6 and acknowledges that a Common Procurement Team has been established to facilitate joint procurement among the Rome-based agencies – FAO, IFAD and WFP. The Board recognizes that the Common Procurement Team has negotiated several contracts and long-term agreements.

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		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
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2008/6 Rec. 6	Review of management of Internet websites in the United Nations system organizations	The governing bodies of the United Nations system organizations should establish an ad hoc committee dealing with the implementation of multilingualism on their corporate websites. The governing bodies shall review the report submitted by the ad hoc committee on the measures and financial implications to achieve language parity on their websites and take appropriate action.	Accepted	Implemented	Closed	The Board acknowledges that the WFP corporate website is available in all United Nations official languages – Arabic, Chinese, English, French, Russian and Spanish – and 13 others: Czech, Danish, Dutch, Farsi, Finnish, German, Italian, Japanese, Korean, Norwegian, Portuguese, Slovak and Swedish. However, it recognizes that not everything that can be found on the English-language version is available in other languages. The Board requests the Secretariat to evaluate the financial impact and feasibility of including all the public working papers that are already translated into the United Nations official languages.
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 HLCM, with the participation of all stakeholders, for coordination purposes and to establish common policies, standards and guidelines on websites.	Accepted	In progress	Open	There is an informal community of practice on Web for Development (W4D) among United Nations agencies. Under the leadership of the CEB Secretariat, this community is working to put in place a governance mechanism among agencies that would serve as a platform for implementing more standardized approaches to web technologies and development. This issue will continue to be discussed in the context of the HLCM.
2008/6 Rec. 8	Review of management of Internet websites in the United Nations system organizations	The governing bodies of United Nations system organizations should request the executive heads to report to their next session on the implementation of the recommendations contained in this report addressed to the executive heads, in particular those aimed at reforming website governance, updating website strategy and policy, and implementing multilingualism.	Accepted	Implemented	Closed	The Board acknowledges that an update on REP/2008/6 was provided in June 2011 (WFP/EB.A/2011/13-F).

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ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/5 Rec. 1	Towards more coherent United Nations system support to Africa	The General Assembly and the legislative bodies of the corresponding United Nations system organizations should invite the Secretary-General and the executive heads of the other United Nations system organizations to undertake a review of their respective mandates pertaining to United Nations system support to Africa, in order to assess the status of implementation and evaluate resource, monitoring and reporting requirements, and to better clarify the division of labour and responsibilities within the United Nations system and between its different organs, offices and departments.	Accepted	Implemented	Closed	The Board recognizes that facilitated by the United Nations' ECA, the United Nations system already coordinates with the AUC and its structures relating to NEPAD – particularly through the Regional Consultation Mechanism (RCM) – to enhance overall coordination, monitoring and evaluation of the development programmes and projects of all international development stakeholders. The Board notes that United Nations agencies support the AU's objectives, which are based on agreed principles of partnership and collaboration and on comparative advantage and mandate, and acknowledges that WFP is an active member of three RCM clusters: food security (vice chair), social and human development, peace and security. The Board acknowledges that WFP provides targeted capacity strengthening support to the AUC's Departments of Rural Economy and Agriculture, and Social Affairs. WFP also directly supports NEPAD's Planning and Coordination Agency and the AU's regional economic communities (RECs).
2009/5 Rec. 3	Towards more coherent United Nations system support to Africa	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the proposed high-level steering committee for overseeing the activities of the RCM, providing guidance and following up on decisions and recommendations pertinent to the RCM, is established and fully operational by 2010.	Accepted	Not started	Closed	Although not WFP's responsibility, WFP would engage fully in such a standing committee, were it established.

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	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/5 Rec. 11	Towards more coherent United Nations system support to Africa	The Secretary-General and the executive heads of the other United Nations system organizations should encourage all United Nations system organizations, as appropriate and in consultation with the UNDG and the Regional Directors' Teams (RDTs), to be accredited through their regional/subregional offices to the RECs in Africa, with a view to facilitating interaction, coordination and cooperation between the United Nations system and the RECs.	Accepted	Implemented	Closed	WFP has MOUs with all RECs.
2009/5 Rec. 12	Towards more coherent United Nations system support to Africa	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the African beneficiary governments are always closely engaged in the development, implementation and monitoring of the United Nations Development Assistance Frameworks (UNDAFs), in order to foster national ownership and leadership and to enable their organizations to address the specific needs and priorities of the beneficiary countries, including the strengthening of their national institutional capacities.	Accepted	Implemented	Closed	The Maputo Declaration, the Kigali Statement of Outcomes and Way Forward, and 2008 Stocktaking Reports of pilot countries all recognize that increased national leadership and ownership have been achieved through the Delivering as One approach. This progress needs to be expanded to other UNCTs rolling out UNDAFs. WFP develops all programmes in extensive consultation with governments when possible and continues to enhance its ability to do so, in accordance with the Paris Declaration and Accra Agenda principles.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/5 Rec. 13	Towards more coherent United Nations system support to Africa	The Secretary-General and the executive heads of the other United Nations system organizations should further strengthen the capacities and resources of the two RDTs in Africa including, as appropriate, through redeployment of resources, to ensure their effective functioning in the context of the extensive ongoing reform processes aimed at enhancing system-wide coherence and coordination at the country levels.	Accepted	In progress	Closed	WFP considers this recommendation closed, as UNDG has agreed to conduct a capacity assessment to identify capacity gaps in individual RDTs.
2009/5 Rec. 14	Towards more coherent United Nations system support to Africa	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the planning, programming and budget cycles of their country programmes in Africa under the respective UNDAFs are better aligned in order to allow for more extensive joint programming and the establishment of joint monitoring and evaluation frameworks, as well as simplified reporting arrangements at the country level.	Accepted	Implemented	Closed	WFP considers this recommendation closed, as the new generation UNDAFs and One Programmes/UNDAFs of the 'Delivering as One' pilot countries are increasingly aligned with national planning and budget cycles. Many other UNCTs are also in the process of adjusting the current UNDAF cycle in order for their next UNDAF cycle to align with the national planning and budget cycles.
2009/5 Rec. 15	Towards more coherent United Nations system support to Africa	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the planning, programming and budget cycles of the country programmes in Africa are aligned with those of the regional and subregional programmes, in order to achieve increased coordination and coherence.	Not relevant		Closed	WFP's Regional Bureau for Southern, Eastern and Central Africa does not have any regional or subregional programmes in operation, but would consider this recommendation if such programmes were established. However, it should be noted that not all countries in the region/subregion have the same planning and budget cycles. The United Nations thematic clusters base their planning increasingly on the priorities of AU/NEPAD and the respective departments/divisions of the AUC.

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ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
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2009/5 Rec. 16	Towards more coherent United Nations system support to Africa	The General Assembly and the legislative bodies of the corresponding United Nations system organizations should reaffirm their commitment to RBM and request the executive heads of the United Nations system organizations to harmonize their RBM practices to achieve a common RBM approach at the country level for implementation of the UNDAFs in Africa.	Accepted	Implemented	Closed	The Board agrees with the recommendation and is committed to strengthening WFP's RBM to support that of the United Nations system. The Board would like to take this opportunity to acknowledge existing WFP efforts in furtherance of RBM. The Board recognizes that WFP has taken a strong lead in enhancing processes and systems for results reporting in the HLCM and UNDG, and notes that substantive inputs based on WFP's own RBM framework have been provided to a new UNDG RBM handbook. The Board also recognizes that common country programming processes and UNDAF preparation include training workshops on RBM for UNCT members, to provide common understanding on tools and skills for RBM.
2009/6 Rec. 1	Offshoring in United Nations system organizations: offshore service centre	The governing bodies of United Nations system organizations should request the executive heads, before offshoring services, to develop an offshoring policy which is based on the cost-benefit analysis of all sourcing options for the delivery of services and which is in alignment with the médium- to long-term corporate strategy of the organization. The policy should then be subject to the review and approval of the governing bodies. All inter-agency opportunities, including common/joint policy and project development, should be explored exhaustively before organization-based offshoring policies and projects are prepared.	Accepted	Implemented	Closed	The Board requests WFP Management to perform a cost-benefit analysis when making offshoring decisions. The Board recalls that the Information Technology Division presented offshoring of the IT service desk function to the Executive Board Bureau at its meeting on 7 April 2011.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/6 Rec. 2	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should develop a comprehensive business case as the foundation for offshoring. It should include a cost-benefit analysis, major risks and countermeasures, and demonstrate a significant level of cost-effectiveness with increased or maintained service quality.	Accepted	Implemented	Closed	WFP currently develops a business case for all major projects, including offshoring decisions. This practice has increased the effectiveness of decisions.
2009/6 Rec. 3	Offshoring in United Nations system organizations: offshore service centre	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.	Accepted	Implemented	Closed	WFP performs a comprehensive assessment of locations before proceeding with offshoring decisions. Location costs and benefits are included in the business case.
2009/6 Rec. 4	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should negotiate with the prospective host country governments with a view to obtaining an agreement for the offshore service centre that is at least as favourable as similar agreements elsewhere. To this effect, they should share and coordinate their host country agreements for offshore service centres.	Accepted	Implemented	Closed	WFP normally offshores services to countries with an existing WFP office and hence an existing host country agreement. When offshoring to countries without an existing WFP presence, WFP will negotiate as suggested to create a new host country agreement.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
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2009/6 Rec. 5	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should take all necessary measures to mitigate the impact of offshoring on the staff, and ensure that the full costs of those measures are reflected in the analysis of the overall costs of offshoring.	Accepted	Implemented	Closed	The business case developed for offshoring services includes both the costs of additional staff at the offshored site and the impact on existing staff at the original site.
2009/6 Rec. 6	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should seek from governing bodies adequate earmarked funding for voluntary separation packages linked to offshoring.	Not relevant		Closed	It has not been necessary to seek additional funds, as the offshoring decisions have not required a reduction in workforce. The affected staff have been redeployed to other functions that need additional support.
2009/6 Rec. 7	Offshoring in United Nations system organizations: offshore service centre	The governing bodies of United Nations system organizations should request the executive heads to maintain the international character of the organizations in staffing offshore service centres.	Accepted	Implemented	Closed	The Board recognizes that existing policies on maintaining an international character in WFP offices also apply to the offshoring of services. The Board accepts that national staff will be hired.
2009/6 Rec. 8	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should prepare change management and corporate communication strategies for the success of offshoring projects.	Accepted	Implemented	Closed	The offshoring activity has been included in official documentation, including process flows, policies and procedures. Offshored services have been announced to all staff.
2009/6 Rec. 9	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should create effective project management teams with strong leadership at the top and prepare detailed project plans for setting up offshore service centres.	Accepted	Implemented	Closed	WFP executive management has been involved in and supportive of offshoring projects. Appropriate project management techniques, including plans and managers, have been included.

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ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/6 Rec. 10	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should ensure the readiness of the enterprise resource planning system and the offshore service centre before going live. To this effect, appropriate tests should be done; and adequate staffing, infrastructural capacity, and enhanced training should be provided.	Accepted	Implemented	Closed	WFP ensures that all country office sites have access to the Enterprise Risk Management (ERM) system. This is part of the standard package of communications and application access that is available to all offices.
2009/6 Rec. 11	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should ensure that the accountability framework is carefully assessed and established for the offshore service centres, including the development of service level agreements and clearly defined delegation of authority, and that these are integrated into the administrative policy instruments.	Accepted	Implemented	Closed	Accountabilities are clearly identified when offshoring functions. Service-level agreements are put in place as required.
2009/6 Rec. 12	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should have in place effective knowledge transfer and training plans to facilitate the transition to offshore service centres. Training plans should be based on the assessment and identification of training needs.	Accepted	Implemented	Closed	A comprehensive training regimen has been put in place for offshored services. In some cases this has included Headquarters-based training for offshored staff, to familiarize them with all the processes.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
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2009/6 Rec. 13	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should ensure that adequate security for staff and facilities is provided; information security is ensured; and business continuity and disaster recovery planning, including an exit strategy, is prepared for offshore service centres before going live.	Accepted	Implemented	Closed	WFP considers all these aspects to be part of the business plan. Physical security is standard practice in all WFP offices. Data security is ensured through standard IT processes in all WFP offices. Business continuity, disaster recovery and an exit plan are considered in the business process.
2009/6 Rec. 14	Offshoring in United Nations system organizations: offshore service centre	The executive heads of United Nations system organizations should establish regular monitoring and reporting mechanisms for offshore service centres, to demonstrate progress made in the achievement of objectives, including cost savings and improved service quality. There should be periodic reporting thereon, internally to senior management and externally to governing bodies.	Accepted	Implemented	Closed	Monitoring and management are included in the service-level agreement set up at the beginning of the offshoring arrangement. Reporting is through standard budgetary reports.
2009/6 Rec. 15	Offshoring in United Nations system organizations: offshore service centre	The governing bodies of United Nations system organizations should exercise their oversight role in offshoring activities, including the implementation of policies, performance evaluation, and assessment of progress in achieving the objectives.	Accepted	Implemented	Closed	The Board requests WFP Management to prepare periodic reviews of offshoring activities, including implementation of policies, performance evaluation, and assessment of progress in achieving objectives.

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wfp.org

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
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2009/6 Rec. 16	Offshoring in United Nations system organizations: offshore service centre	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.	Under consideration		Open	

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
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2009/7 Rec. 1	Review of Management and Administration in the World Food Programme (WFP)	The Executive Director should formulate relevant strategy in order to enlarge the Programme's donor base from among non-traditional donors.	Accepted	Implemented	Closed	WFP continues to advocate for more flexible, predictable and timely contributions from a broad base of donors. In February 2010, the Executive Board took note of WFP's resource strategy, "Resourcing for a Changing Environment" (WFP/EB.1/2010/5-B/Rev.1), which identifies a roadmap for WFP"s resourcing efforts with regard to stability and growth. The strategy is based on six pillars: host governments, emerging economies, United Nations multi-donor and thematic funds, new channels from the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD-DAC) countries, current donors, and the private sector. The resourcing strategy has been fully implemented and has begun to produce results. The BRICS countries – Brazil, the Russian Federation, India, China and South Africa – have steadily increased their funding to WFP over the last six years, going from US$20 million in 2006 to US$62 million in 2010 and US$145 million, so far, in 2011; Brazil is poised to be a WFP top ten donor in 2011. In 2010, the private sector as a whole was WFP's sixth largest donor, and it stands to make another strong showing in 2011. To support host governments and emerging economies, WFP led a twinning campaign in 2011. This resulted in a record year for twinning, doubling the previous high value achieved in 2006 and supporting in-kind contributions from 14 non-traditional donors. With the same aim, WFP Donor Relations enhanced its support to WFP field offices in their efforts to secure funding. This included a strengthened team focusing on field offices, operations and multi-donor funds; a fundraising support website; and participation in WFP regional and global meetings.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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	In progress	Open	This evaluation will take place in 2012, with presentation of the findings planned for the November 2012 Board session.
2009/7 Rec. 3	Review of Management and Administration in the World Food Programme (WFP)	In the review of the WFP financial framework, the Executive Director should continue to take appropriate measures to enhance transparency in the resource allocation of multilateral contributions by reviewing the current categorization of operations, in particular the protracted relief and recovery operation (PRRO) category, and report thereon to the Executive Board.	Accepted	In progress	Closed	The SRAC has adopted guidelines and procedures for allocating multilateral resources to relief operations and development programmes, and is currently increasing the transparency of the allocation process for regional bureaux and country offices. The SRAC considers and approves appeals for extraordinary allocations of multilateral allocations. Development of prioritization criteria and guidelines for the negotiation and allocation of directed multilateral resources will continue in 2012.
2009/7 Rec. 4	Review of Management and Administration in the World Food Programme (WFP)	In the review of the WFP financial framework, the Executive Board should re-evaluate the relevance of the full cost recovery principle to ensure that it remains adequate in the current context of the Programme's new strategic direction, the evolution of its activities and the types of contributions it receives.	Accepted	Implemented	Closed	The Executive Board considers this recommendation closed as of November 2010, with the approval of two recommendations regarding changes to the full cost recovery model. These changes facilitate and support WFP's portfolio of non-commodity activities in project budgeting and implementation processes.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
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2009/7 Rec. 5	Review of Management and Administration in the World Food Programme (WFP)	The Executive Board should request the Executive Director to undertake an extensive study on overlaps and gaps in support and administrative functions between the different levels of the WFP's decentralized structure and report thereon to the Executive Board by 2011 at the latest.	Accepted	Implemented	Closed	The Board notes that overlaps and gaps in support and administrative functions among the different levels of WFP's decentralized structure were addressed in the Management Plan for 2012–2013, including through improvements to minimize duplication and overlaps.
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. 7	Review of Management and Administration in the World Food Programme (WFP)	The Executive Director should review the Reassignment, Rotation and Mobility (RRM) policy and report to the Executive Board by 2011 at the latest on ways and measures by which to increase communication with staff and improve fairness and transparency of the process.	Accepted	Implemented	Closed	The Executive Director's Circular of April 2011, "Introduction of Revised Career Framework and Processes for Staff Members in the International Professional and Higher Categories", outlines a framework for increasing the fairness and transparency of staff reassignment processes. Based on this, the HR Division issued Directive HR2011/004, "Reassignment of Staff Members in the International Professional and Higher Categories", which defines staffing coordinators' role in staffing decisions and promotes dialogue on reassignment and rotation possibilities among staffing coordinators, managers and staff.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/7 Rec. 8	Review of Management and Administration in the World Food Programme (WFP)	The Executive Director should discontinue the granting of exceptional promotions.	Accepted	Implemented	Closed	With implementation of a new career model, a revised promotion policy was issued in early 2011 providing clear guidelines for management of the promotion process for WFP's international professional workforce. The HR Division does not foresee further use of exceptional promotions.
2009/7 Rec. 9	Review of Management and Administration in the World Food Programme (WFP)	The Executive Director should present to the Executive Board at its annual session in 2011 at the latest a comprehensive study on the use of consultants within WFP (including cost implications) in order to ensure that the organization is in full alignment with United Nations rules and regulations governing the recourse to consultancy.	Accepted	Implemented	Closed	The report was presented for information at the Executive Board Annual session in June 2011.
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	In progress	Open	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 Board notes that a framework for staff associations' access to the Board is pending comment from the staff associations and will be presented to the Executive Board Bureau in 2012.
2009/7 Rec. 11	Review of Management and Administration in the World Food Programme (WFP)	The Executive Director, after consultation with Regional Directors, should consider reinstallation of security officers in regional bureaux where it deems necessary.	Accepted	Implemented	Closed	Regional security officers are working in the regional bureaux in Bangkok, Cairo, Johannesburg and Nairobi. For the regional bureaux in Panama City and Dakar, officers are based in Rome and have the capacity to support the bureaux and cover extraordinary needs.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
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2009/7 Rec. 12	Review of Management and Administration in the World Food Programme (WFP)	The Executive Director should conduct a global staff survey on a regular basis and report thereon to the Executive Board.	Accepted	Implemented	Closed	WFP conducts staff surveys regularly and intends to continue this practice. The next global staff survey will be in 2012, or soon after, taking previous experience into account to help understand current context and needs.
2009/8 Rec. 4	Selection and conditions of service of Executive Heads in the United Nations system organizations	The legislative bodies of the United Nations system organizations, which have not yet done so, should establish timelines for the selection process of their executive heads ending at least three months before the expiring date of the mandate of the incumbent, in order to ensure a smooth transition between the incumbent and the incoming executive head.	Not accepted		Closed	The Board reaffirms its support for the 2006 consultation process involving the United Nations Secretary-General, the FAO Director-General and the WFP Executive Board in selection of the WFP Executive Head. This process was finalized five months before the deadline, and ensured timely consultation with the Executive Board.
2009/8 Rec. 5	Selection and conditions of service of Executive Heads in the United Nations system organizations	The legislative bodies of the United Nations system organizations should request all candidates for the post of executive head to submit, together with their curriculum vitae, a certificate of good health signed by a recognized medical facility.	Accepted	Implemented	Closed	The Board affirms that on recruitment of the Executive Director the HR Division requests full medical clearance from a recognized United Nations physician.
2009/8 Rec. 6	Selection and conditions of service of Executive Heads in the United Nations system organizations	The legislative bodies of the United Nations system organizations should adopt provisions to limit the terms of their executive heads to a maximum of two successive terms not exceeding five years each, if such provisions have not yet been adopted.	Accepted	Implemented	Closed	The Board affirms that Article VII(3) of the WFP General Regulations provides for term limits consistent with JIU/REP/2009/8 Recommendation 6.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
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2009/8 Rec. 7	Selection and conditions of service of Executive Heads in the United Nations system organizations	The legislative/governing bodies of the United Nations system organizations should condemn and prohibit unethical practices such as promises, favours, invitations, gifts, etc., provided by candidates for the post of executive head or their supporting governments during the selection/election campaign, in return for favourable votes for certain candidates.	Accepted	Implemented	Closed	The Board affirms that Executive Director's Circular ED 2008/004 "Disclosure of Financial Interests, outside Activities and Honours, Decorations, Favours, Gifts or Remuneration", approved on 21 April 2008, prohibits staff members' acceptance of any honour, decoration, favour, gift or remuneration, in keeping with Staff Regulation 301.1.6 and ICSC Standards of Conduct.
2009/8 Rec. 9	Selection and conditions of service of Executive Heads in the United Nations system organizations	The legislative bodies of the United Nations system organizations should adopt provisions comprehensively addressing conflicts of interest pertaining to, and/or wrongdoing/misconduct allegedly committed by, executive heads, if such provisions have not yet been adopted.	Accepted	Implemented	Closed	The Board acknowledges that WFP adopted provisions for addressing conflicts of interest for all WFP staff when the Ethics Office was established in January 2008. Procedures and precedent already exist for referring cases involving the executive head to the United Nations Ethics Office in New York.
2009/8 Rec. 10	Selection and conditions of service of Executive Heads in the United Nations system organizations	The legislative bodies of the United Nations system organizations should direct the internal oversight or ethics office/function, as appropriate, or JIU to conduct investigations into alleged cases of wrongdoing or misconduct, including retaliation and irregularities relating to financial disclosure statements, allegedly committed by executive heads of system organizations. The investigating authority should report the outcome of the investigation directly to the legislative body of the respective organization for action on the matter. The JIU, however, can undertake on its own initiative such investigations, should it so decide.	Accepted	Implemented	Closed	On a case-by-case basis, the Board will decide and request the most appropriate body to conduct such investigations, if and when allegations arise, and will consider the outcome of any investigation.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2009/8 Rec. 12	Selection and conditions of service of Executive Heads in the United Nations system organizations	The legislative bodies of the United Nations system organizations should establish rigorous policies regarding the acceptance of gifts, honours, decorations, etc., by their executive heads, where no such polices currently exist.	Accepted	Implemented	Closed	The Board affirms that disclosure of financial interests outside activities and honours, decorations, favours, gifts or remuneration prohibits executive heads' acceptance of any honour, decoration, favour, gift or remuneration, in keeping with United Nations Staff Rule 1.2 and ICSC Standards of Conduct.
2009/8 Rec. 13	Selection and conditions of service of Executive Heads in the United Nations system organizations	The legislative bodies of the United Nations system organizations should include in the terms of appointment of their executive heads a provision for a possible termination allowance based on ICSC standards, where such a provision is missing.	Accepted	Implemented	Closed	The Board affirms that the WFP Executive Director's compensation terms provide for a termination indemnity consistent with the ICSC standard.
2009/9 Rec. 1	The role of the Special Representatives of the Secretary-General and Resident Coordinators	The legislative organs are invited to adopt this benchmarking framework as a yardstick to guide and measure efforts towards a more efficient and effective organization, which would better serve the needs of countries.	Not Accepted		Closed	The Board notes the proposed benchmarking framework and appreciates the inspectors' work in furthering coherence and integration of the United Nations system. However, the Board shares several concerns expressed in the CEB note on this report (A/65/394/Add.1); in particular, it feels that the framework would benefit from further clarification and additional details and analysis on how such benchmarks might be implemented. At its November 2011 session, the Board requested the Secretariat to enhance reporting on efficiency within the Annual Performance Report (APR) (Decision 2011/EB.2/8). The Board suggests that reporting on enhanced efficiency in the APR could be used to measure and guide progress.

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 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	Not started	Open	Accepted at the request of the Executive Board in June 2011. a) WFP continues to participate in the Issues Management Group on Environmental Sustainability Management, whose work on a common structure for environmental reporting commenced in 2011 and is expected to be finalized in 2012. Any common system will need to be capable of accounting for projects in which reducing CO_2 emissions is one of several drivers/benefits. It should be noted that WFP has not yet adopted the purchase of carbon offsets as part of its greenhouse gas reduction strategy. b) WFP focal points will consider the DESA guidelines as part of the inter-agency process. WFP investigates the costs of and modalities for offsetting continually, particularly regarding the ability of administrative and financial systems to record expenditures for which CO_2 reduction is one of several drivers.
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	Accepted at the request of the Executive Board in June 2011. The Facilities Management Branch (ODMI) and the Italian Government are discussing funding for a range of premise improvements in Rome and Brindisi, including several initiatives with environmental benefits. The Climate Neutral Team is seeking private donor funding to support implementation of the WFP Emission Reduction Strategy, which aims to integrate sustainable activities into WFPs operations, in keeping with best-practice environmental management principles. WFP is open to exploring opportunities for working with host governments on projects that will simultaneously reduce WFP's CO_2 emissions and build local capacity in energy-efficient technologies.

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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	WFP is part of the HLCM Procurement Network Working Group for Harmonization, which has surveyed member organizations, published summaries of best practices and areas for improvement and is developing a toolkit to facilitate mainstreaming of sustainable procurement into common facilities and building procurement actions. In Rome, WFP, IFAD and FAO have integrated sustainable procurement elements into contracts for cleaning, office furniture and electricity supply.
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.	Under consideration		Open	Action to define and then implement an in-house environmental management system is pending development of a UN-wide framework (see recommendation 4, above) and resource allocation to undertake the work.
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	Not started	Open	Implementation of this action is pending release of the toolkit referred to in Recommendation 8, above. At Headquarters, the Directors of Procurement of FAO, IFAD and WFP have asked the Common Procurement team to prepare a sustainable procurement policy statement for review and adoption by the Directors ahead of submission to the Inter-Institutional Coordination Committee (IICC) for consideration and endorsement in 2011.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/2 Rec. 1	Review of travel arrangements within the United Nations system	The executive heads of United Nations system organizations should support the activities of the Inter-Agency Travel Network (IATN) through active participation and attendance of their respective travel managers at their annual meetings and encourage the adoption of the IATN statutes stating their goals, objectives and procedures.	Accepted	Implemented	Closed	The Head of the Travel Unit of WFP attends the annual IATN meeting and is actively involved in promoting the group.
2010/2 Rec. 3	Review of travel arrangements within the United Nations system	The executive heads of United Nations system organizations should ensure, where this has not already been done, the exploitation of all available options to revise and upgrade their ERP system travel modules.	Accepted	Implemented	Closed	WFP's ERP for travel has recently been upgraded to allow for automatic daily subsistence allowance on a global level while ensuring that best business practices are in place.
2010/2 Rec. 4	Review of travel arrangements within the United Nations system	The executive heads at United Nations system organizations should ensure that information on travel policies (including entitlements and procedures) is updated and made easily available to staff.	Accepted	Implemented	Closed	WFP recently launched a new webpage for the Travel Unit, which includes all entitlements and procedures. It is updated daily and is available to all staff globally. A recent addition to the website includes documentation in Wiki format, for ease of updating.
2010/2 Rec. 5	Review of travel arrangements within the United Nations system	The executive heads of United Nations system organizations should ensure inclusion in the travel arrangements workflow of provisions for the staff member to indicate, thereby assuming responsibility, that he/she has undertaken the required security training and requested security clearances, obtained medical clearance for travel when applicable, requested the required visas and possesses a valid UNLP, should such requirements not be in place.	Accepted	Implemented	Closed	WFP staff are not allowed to undertake duty travel unless they have completed the required security training.

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Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/2 Rec. 7	Review of travel arrangements within the United Nations system	The executive heads of the United Nations system organizations should incorporate procedures accepting self-certification of the travel as authorized, for those travel claims for which no additional funds have been requested by the traveller.	Accepted	Implemented	Closed	WFP implemented the system of no travel expense claim (TEC) required 10 years ago; 70 percent of WFP travel comes under the no-TEC-required profile.
2010/2 Rec. 8	Review of travel arrangements within the United Nations system	The executive heads of the United Nations organizations should strengthen procedures, if this has not already been done, imposing severe penalties for cases of fraudulent travel claims.	Accepted	Implemented	Closed	In August 2010 an oversight and compliance person for travel was appointed as part of the offshored travel team in India. This person audits WFP travel in real time on a global level.
2010/2 Rec. 9	Review of travel arrangements within the United Nations system	The governing bodies of United Nations system organizations should request the executive heads to provide reports on travel expenditures by reporting period and steps taken to rationalize travel costs.	Accepted	Implemented	Closed	The Board acknowledges that following a recent upgrade of enterprise resource planning, reports are available for the in-depth monitoring of corporate travel expenditures. The Board is confident that these reports provide a basis for identifying further corrective actions to rationalize corporate travel investments and spending, and that they will be made available to the Board on request.
2010/3 Rec. 2	Ethics in the United Nations system	The executive heads should ensure that the post of head of the ethics office in their respective organizations has ethics qualifications and experience as a requirement, and this should be included in the job description for the post and in the vacancy announcement.	Accepted	Implemented	Closed	WFP supports this recommendation and agrees that these requirements should be included in the relevant job descriptions. The current head of the Ethics Office has ethics qualifications and experience.
2010/3 Rec. 3	Ethics in the United Nations system	The executive heads should ensure that the vacancy for the appointment of the head of the ethics office in their respective organizations is open to both internal and external candidates on an equal basis, and that the vacancy announcement is widely publicized.	Accepted	Implemented	Closed	The vacancy for the head of the Ethics Office was widely publicized internally and will be advertised externally in future. However, WFP joins other United Nations agencies in the conviction that extensive experience or knowledge of the organization is an advantage in such appointments.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/3 Rec. 4	Ethics in the United Nations system	The executive heads should ensure that the vacancy announcement for the appointment of the head of the ethics office in their respective organizations is prepared in full consultation with the staff representatives.	Accepted	Implemented	Closed	In principle, WFP agrees that the ethics function requires the support and participation of WFP staff, and considers it useful for a staff representative to be consulted during selection of the Ethics Office head.
2010/3 Rec. 5	Ethics in the United Nations system	The executive heads should ensure that a staff representative serves on the appointment board for the selection of the head of the ethics office.	Not accepted		Closed	The Ethics Office Director is appointed by the Executive Head, in keeping with ST/SGB/2007/11. However, WFP agrees in principle that the ethics function requires the support and participation of the organization's staff, and considers that it is useful for a staff representative to be consulted in the selection of the head of the Ethics Office.
2010/3 Rec. 6	Ethics in the United Nations system	The legislative bodies should direct their respective executive heads to apply term limits to the appointment of the head of the ethics office, which should be a non-renewable appointment of seven years, or no more than two consecutive appointments of four or five years, with no possibility of re-employment by the same organization.	Not relevant		Closed	The Board notes that no action is necessary on this recommendation as the head of the Ethics Office is limited to two four-year terms with no possibility of re-employment within WFP.
2010/3 Rec. 7	Ethics in the United Nations system	The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office submits an annual report, or a summary thereof, unchanged by the executive head, directly to the legislative body, together with any comments of the executive head thereon.	Not accepted		Closed	The Board recognizes the practice in place, wherein highlights of the Ethics Office's activities are included in the APR presented at every annual session of the Board. The Ethics Office's submission to the unit drafting the APR includes written reminders that the text is not to be amended. The Board requests the head of the Ethics Office to submit a more extensive analysis of the office's annual activities for inclusion in the APR.
2010/3 Rec. 8	Ethics in the United Nations system	The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office has informal access to the legislative bodies which is enshrined in writing.	Accepted	In progress	Closed	The Board requests that the Ethics Office TOR provide for informal access to the Board so that the office can raise extremely serious or sensitive ethics issues.

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		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	WFP supports this recommendation and is working with the Inspector General and the Oversight Office to roll out mandatory staff training on ethics in 2012. 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. Ethics awareness training is being rolled out to senior staff – country directors – at all regional bureaux 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	WFP supports this recommendation and will include issues on integrity awareness in the next Global Staff Survey.
2010/3 Rec. 12	Ethics in the United Nations system	In cases where a prima facie case of retaliation or threat of retaliation has been found by the organization's ethics office and the internal oversight office declines to undertake the investigation, the executive head, or the head of the ethics office, should refer the matter to the Joint Inspection Unit for investigation.	Not accepted		Closed	In the event that the Internal Oversight Office declines to undertake an investigation of a prima facie case of retaliation or threat of retaliation, the head of the Ethics Office can refer the matter to the United Nations Ethics Office at the Secretariat in New York or to an alternative investigative mechanism. (The United Nations Ethics Office does not agree that the JIU could play that role.)
2010/3 Rec. 14	Ethics in the United Nations system	Executive heads should ensure that the head of the ethics office in their respective organizations is a member of the senior management group and participates in all of its meetings, and should promulgate an administrative instrument to that effect.	Accepted	Implemented	Closed	The head of the Ethics Office participates in weekly senior management group meetings.
2010/3 Rec. 15	Ethics in the United Nations system	The executive heads should hold an annual "town hall" meeting with the staff including a specific agenda item on ethics.	Accepted	Implemented	Closed	WFP supports this recommendation and will explore opportunities for including ethics in the agenda of the next annual staff meeting.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/3 Rec. 17	Ethics in the United Nations system	The legislative bodies should direct their respective executive heads to put forward proposals for an internal mechanism to be established that would set out the modalities for the ethics office and/or the internal oversight service to investigate or undertake reviews of allegations brought against the executive head of the organization, including reporting the outcome of the investigation or review directly to the respective legislative body.	Not accepted		Closed	The Board accepts that procedures and precedent already exist for the referral of such cases to the United Nations Ethics Office.
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 ERM approach is accepted and implemented in line with best practices.	Accepted	In progress	Open	WFP is adopting eight out of the nine benchmarks set out in the JIU report. Roll-out of the implementation strategy will be supported by the performance and risk organizational management information system that is currently under development. This will facilitate full implementation of the ERM process and ensure adoption of the monitoring and evaluation system that is in place until the benchmarks are adopted.
2010/4 Rec. 2	Review of enterprise risk management in the United Nations system: Benchmarking framework	Governing bodies should exercise their oversight role regarding the adoption of ERM benchmarks set out in this report, the effectiveness of implementation and the management of critical risks in their respective organizations.	Accepted	Implemented	Closed	The Board accepts Recommendation 2 of JIU/REP/2010/4 and recognizes that WFP's risk management system continues to be strengthened in accordance with ERM benchmarks. The Board recalls that following presentation of the risk management framework to the Board in February 2011, a system of quarterly reviews of the critical risks faced by WFP was initiated.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/6 Rec. 1	Preparedness of United Nations system organizations for the International Public Sector Accounting Standards (IPSAS)	The legislatives bodies should request their respective executive heads to issue regular progress reports on the implementation status of IPSAS.	Not relevant		Closed	The Board acknowledges that WFP implemented IPSAS in 2008, and that during the implementation period from 2006, regular reports were sent to the Board for its consideration.
2010/6 Rec. 2	Preparedness of United Nations system organizations for the International Public Sector Accounting Standards (IPSAS)	The legislative bodies should provide the support, staffing and funding required to ensure successful and effective transition to IPSAS.	Not relevant		Closed	The Board acknowledges that with the resources and support made available to it, WFP successfully implemented IPSAS in 2008; therefore this action has been completed.

Column 1: Report reference and recommendation number
Column 2: Report/note title
Column 3: Text of the recommendation
Column 4: Acceptance categories: Accepted, Partially 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 6: WFP's remarks

ACRONYMS USED IN THIS DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AFSRDC	Agriculture, Food Security, and Rural Development Cluster
APR	Annual Performance Report
ART	anti-retroviral therapy
ASHI	after-service health insurance
ATAG	Air Transport Action Group
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CEB	United Nations System Chief Executives Board for Coordination
CO$_2$	carbon dioxide
DESA	Department of Economic and Social Affairs
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
ERM	enterprise risk management
ERP	enterprise resource planning
ESCAP	Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization of the United Nations
HLCM	High-Level Committee on Management
HR	human resources
IATN	Inter-Agency Travel Network
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ICT	information and communications technology
IFAD	International Fund for Agricultural Development
IIA	Institute of Internal Auditors
IPSAS	International Public Sector Accounting Standards
IT	information technology
JIU	Joint Inspection Unit
JPO	junior professional officer
KM	knowledge management
LTA	long-term agreement
MOU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development

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NEX	National Execution
PSA	Programme Support and Administrative (budget)
ODN	Regional Bureau for East and Central Africa
RBM	results-based management
RC	Resident Coordinator
RCM	Regional Coordination Mechanism
RDT	regional director's team
REC	regional economic community
RIAS	Representatives of Internal Audit Services of the United Nations Organizations and Multilateral Financial Institutions
SIE	Second Independent Evaluation
SRAC	Strategic Resource Allocation Committee
SSC	South-South cooperation
TOR	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEP	United Nations Environment Programme
UN-HABITAT	United Nations Human Settlement Programme
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
UNLP	United Nations Laissez-Passer
UNODC	United Nations Office on Drugs and Crime
UNON	United Nations Office at Nairobi
UNSSC	United Nations System Staff College
WINGS II	WFP Information Network and Global System II