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Mundial  
de Alimentos

**Executive Board  
First Regular Session**

**Rome, 14–16 February 2011**

# **ADMINISTRATIVE AND MANAGERIAL MATTERS**

Agenda item 12

*For consideration*

**E**

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

This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://www.wfp.org/eb>).

## 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, ERM\*: Mr P. Larsen tel.: 066513-2601

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

\* Multilateral and NGO Relations Division

## EXECUTIVE SUMMARY

The Joint Inspection Unit is composed of 11 inspectors with broad powers of investigation on the efficiency of services and proper use of funds by the United Nations system. Each year, it involves all United Nations organizations in the preparation of its reports, asking for comments and inputs before issuing the reports in their final form.

As requested by the Executive Board, the Secretariat has prepared a matrix of those recommendations relevant to the work of WFP contained in the Joint Inspection Unit reports and issued since the last report submitted to the Board (WFP/EB.1/2010/13), with WFP's responses, including follow-up actions (Annex I). The status of WFP's implementation of recommendations approved or accepted previous to the last report is presented in Annex II. In the interest of transparency and harmonization of reporting formats, the matrices use the same format and content as the responses WFP submitted to the Joint Inspection Unit. Those recommendations that require legislative action in terms of decisions by the Board are indicated.

Of the reports and notes issued since the last report, nine reports are relevant to the work of WFP, of which eight contain recommendations that request governing body action.

## 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.1/2011/12-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.

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 related 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 therefore addressed to the Executive Director for transmission to the WFP Executive Board.
3. The United Nations General Assembly, in its resolution A/RES/60/258 of 15 June 2006, asked the JIU to continue to enhance dialogue with participating organizations and to strengthen follow-up of the implementation of its recommendations. The General Assembly also asked the Unit to include in its future annual reports more information on the impact of the full implementation of its recommendations.
4. By its decision 2002/EB.2/17, the WFP Executive Board recommended that the document submitted to it annually on JIU reports of relevance to the work of WFP should comprise:
  - i) WFP's comments on JIU reports relevant to the work of WFP issued since submission of the previous Board document;
  - ii) a list of all JIU reports issued since the last report; and
  - iii) the status of WFP's implementation of previously approved or accepted recommendations.
5. In accordance with the practice of the Executive Boards of other funds and programmes, the Secretariat will present each year at the First Regular Session, for consideration, a summary report containing the items listed above, indicating: a) which of the recommendations addressed to the Executive Director are acceptable; and b) which of the recommendations require legislative action in terms of decisions by the Board.
6. For this 2011 Board session, the Secretariat has followed the status matrix developed by the JIU as part of its system of follow-up on reports. The matrix shows the status of implementation of JIU recommendations and the impact achieved.
7. Annex I outlines the recommendations relevant to the work of WFP and WFP's responses, including follow-up action taken. The following are nine new JIU reports received by WFP in 2009 and 2010:
  - i) Offshoring in United Nations System Organizations. Offshore Service Centres (JIU/REP/2009/6)
  - ii) Review of Management and Administration in (Annex I) the World Food Programme (WFP) (JIU/REP/2009/7)
  - iii) Selection and Conditions of Service of Executive Heads in the United Nations System Organizations (JIU/REP/2009/8)

- iv) The Role of the Special Representatives of the Secretary-General and Resident Coordinators (JIU/REP/2009/9)
  - v) Environmental Profile of the United Nations System Organizations: Review of their in-house environmental management policies and practices. (JIU/REP/2010/1) *(No WFP governing body action requested)*
  - vi) Review of Travel Arrangements within the United Nations System (JIU/REP/2010/2)
  - vii) Ethics in the United Nations System (JIU/REP/2010/3)
  - viii) Review of Enterprise Risk Management in the United Nations System. Benchmarking Framework (JIU/REP/2010/4)
  - ix) Preparedness of United Nations System Organizations for the International Public Sector Accounting Standards (IPSAS) (JIU/REP/2010/6)
8. Annex II includes the status matrix prepared to show the status of WFP's implementation of previously approved or accepted recommendations from 2007, 2008 and 2009 JIU reports, relevant to the work of WFP.
9. All reports may be found on the JIU website in English, French, Spanish and Arabic at <http://www.unjiu.org/>.

**ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2009–2010**

Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2009/6	Offshoring in United Nations System Organizations	1	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 medium- 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.	Legislative body (L)		WFP support functions in some areas of information technology (IT) and procurement have been relocated to regions with lower operating costs, in line with a management strategy to decentralize and "right-source" services and functions. The strategy seeks to improve cost-efficiency, effectiveness and results-orientation, including by pursuing synergies and harmonization of business practices in the context of collaboration among the Rome-based agencies and United Nations system-wide coherence efforts. All JIU recommendations regarding "off-shoring" are being reviewed in accordance with this broader strategy and fundamental objectives.
2009/6	Offshoring in United Nations System Organizations	2	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.	Executive head (E)	Under consideration	See remark for recommendation 1.
2009/6	Offshoring in United Nations System Organizations	3	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.	E	Under consideration	See remark for recommendation 1.



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2009/6	Offshoring in United Nations System Organizations	4	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.	E	Under consideration	See remark for recommendation 1.
2009/6	Offshoring in United Nations System Organizations	5	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.	E	Under consideration	See remark for recommendation 1.
2009/6	Offshoring in United Nations System Organizations	6	The executive heads of United Nations system organizations should seek from governing bodies adequate earmarked funding for voluntary separation packages linked to offshoring.	E	Under consideration	See remark for recommendation 1.
2009/6	Offshoring in United Nations System Organizations	7	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.	L		
2009/6	Offshoring in United Nations System Organizations	8	The executive heads of United Nations system organizations should prepare change management and corporate communication strategies for the success of offshoring projects.	E	Under consideration	See remark for recommendation 1.
2009/6	Offshoring in United Nations System Organizations	9	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.	E	Under consideration	See remark for recommendation 1.



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2009/6	Offshoring in United Nations System Organizations	10	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.	E	Under consideration	See remark for recommendation 1.
2009/6	Offshoring in United Nations System Organizations	11	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.	E	Under consideration	See remark for recommendation 1.
2009/6	Offshoring in United Nations System Organizations	12	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.	E	Under consideration	See remark for recommendation 1.
2009/6	Offshoring in United Nations System Organizations	13	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.	E	Under consideration	See remark for recommendation 1.





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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2009/6	Offshoring in United Nations System Organizations	14	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.	E	Under consideration	See remark for recommendation 1.
2009/6	Offshoring in United Nations System Organizations	15	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.	L		
2009/6	Offshoring in United Nations System Organizations	16	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 High-Level Committee on Management (HLCM) working group meetings for discussion and brainstorming.	E	Under consideration	See remark for recommendation 1.



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2009/7	Review of Management and Administration in the WFP	1	The Executive Director should formulate relevant strategy in order to enlarge the Programme's donor base from among non-traditional donors.	E	Accepted	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.
2009/7	Review of Management and Administration in the WFP	2	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.	E	Accepted	WFP agrees with the recommendation and will undertake the evaluation, to be submitted to EB.2/2012.
2009/7	Review of Management and Administration in the WFP	3	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.	E	Accepted	The Executive Director has taken steps to increase transparency in resource allocation by creating the Strategic Resource Allocation Committee (SRAC) in May 2009 to: i) oversee prioritization in resource allocation; ii) ensure development of and compliance with the WFP financial framework; iii) supervise needs and shortfalls for WFP operations; and iv) prioritize areas for major appeals and fundraising. For the management of multilateral resources it is anticipated that SRAC will: i) develop criteria and guidelines for allocating multilateral resources; ii) consider and approve appeals for extraordinary allocations of multilateral resources; and iii) develop prioritization criteria and guidelines for negotiation and allocation of directed multilateral resources. Development of this work will continue over the coming year.



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2009/7	Review of Management and Administration in the WFP	4	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.	L	Accepted	The full cost recovery principle was a central feature of the financial framework review. In November 2010, the Executive Board approved a paper containing two recommendations for adapting WFP's full cost recovery model so that non-food activities can be supported adequately in project budgeting and implementation processes.
2009/7	Review of Management and Administration in the WFP	5	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.	L	Accepted	Senior management acknowledges that aspects of the decentralized Headquarters/regional bureau/country office structure need to be reviewed; potential improvements are being identified. The current model, designed ten years ago, has served WFP well, but clearer definition of roles and responsibilities will minimize duplication and overlaps. The review will inform the WFP Biennial Management Plan (2012–2013) to be presented to the Board in 2011.
2009/7	Review of Management and Administration in the WFP	6	The Executive Director should undertake measures to increase representation of developing countries at the senior management level within the Programme.	E	Accepted	WFP will address this recommendation through staff development initiatives and targeted succession planning.  With a mobile staff, external recruitment at the senior level is limited because most posts are filled from within. In the last three years, 43 percent of staff at the P2 to P5 levels promoted through WFP's annual promotion exercise were from developing countries. WFP recognizes that more needs to be done to reach the target of 40 percent of senior-level positions filled by nationals from developing countries. Since 2004, 60 percent of participants in the Rome-Based Management Development Centre have been nationals of developing countries.



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2009/7	Review of Management and Administration in the WFP	7	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.	E	Under consideration	WFP is reviewing its policies on recruitment and reassignment. Having examined conditions of service and industry best practice in management of a global workforce, the Human Resources Division has proposed elements of a new WFP career model for international professional staff. The findings and recommendations have been discussed with senior management and staff representatives. The new career model aims to increase transparency and consistency in decision-making, improve communication and increase accountability for career decisions. The Human Resources Division will draft new policies on the basis of this process; they are expected to be available by the end of 2010 for implementation in 2011.
2009/7	Review of Management and Administration in the WFP	8	The Executive Director should discontinue the granting of exceptional promotions.	E	Under consideration	Exceptional promotions have been used occasionally by Executive Directors to ensure appropriate and balanced staffing. The concerns of the inspectors are noted: management will use this tool judiciously. In the past four years there has been only one exceptional promotion for a unique position; in the last two years, no exceptional promotions have been made.
2009/7	Review of Management and Administration in the WFP	9	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.	E	Under consideration	WFP must respond quickly and effectively to emergencies; because it does not have core funding, consultants are an essential component of its emergency operations. Using consultants provides the flexibility to scale down once an emergency is over, which makes WFP more effective in terms of organization and cost containment.  The use of consultants will be monitored to ensure compliance with WFP rules and regulations.
2009/7	Review of Management and Administration in the WFP	10	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.	L	Under consideration	WFP has taken note of the Board's recommendation and has started a survey of United Nations agencies to establish a benchmark and understand best practices. Consultations will be held with the Board and staff associations to establish a practice whereby the staff associations may address the Board at its annual sessions.



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2009/7	Review of Management and Administration in the WFP	11	The Executive Director, after consultation with Regional Directors, should consider reinstatement of security officers in regional bureaux where it seems necessary.	E	Accepted	Regional security officers in the regional bureaux in Bangkok, Cairo and Johannesburg. For the regional bureaux of Panama City and Dakar, officers are based in Rome and have the capacity to back-stop and provide surge capacity when required.
2009/7	Review of Management and Administration in the WFP	12	The Executive Director should conduct a global staff survey on a regular basis and report thereon to the Executive Board.	E	Under consideration	
2009/8	Selection and Conditions of Service of Executive Heads in the United Nations System Organizations	4	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.	L		
2009/8	Selection and Conditions of Service of Executive Heads in the United Nations System Organizations	5	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.	L		
2009/8	Selection and Conditions of Service of Executive Heads in the United Nations System Organizations	6	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.	L		This recommendation is already aligned with WFP policy. Article VII (3) of the General Regulations states, "The Executive Director shall be appointed for a term of office of five years. The procedure [...] shall apply to reappointment which shall, in no case, be for more than one further term."
2009/8	Selection and Conditions of Service of Executive Heads in the United Nations System Organizations	7	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.	L		



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2009/8	Selection and Conditions of Service of Executive Heads in the United Nations System Organizations	9	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.	L		
2009/8	Selection and Conditions of Service of Executive Heads in the United Nations System Organizations	10	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.	L		
2009/8	Selection and Conditions of Service of Executive Heads in the United Nations System Organizations	12	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 policies currently exist.	L		
2009/8	Selection and Conditions of Service of Executive Heads in the United Nations System Organizations	13	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 International Civil Service Commission (ICSC) standards, where such a provision is missing.	L		The compensation terms of the WFP Executive Director are under the FAO/WFP Staff Rules and Regulations, whose position on termination indemnity is already in line with the ICSC standard.



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2009/9	The Role of the Special Representatives of the Secretary-General and Resident Coordinators	1	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.	L		
2010/1	Environmental Profile of the United Nations Systems Organizations	4	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 <sub>2</sub> 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.	E	Under consideration	a) WFP participates in the inter-agency Issues Management Group for Sustainability Management (IMG) and its subsidiary Working Group on Sustainability Reporting, which in 2011 will consider a framework for a common environmental reporting framework. This is expected to include the potential for incorporating financial and social benefits/impacts and to expand the range of environmental indicators (currently limited to greenhouse gas emissions only). IMG is due to make recommendations to the Environment Management Group in 2012. b) WFP has noted this document's comprehensive approach and feels that it should advance its own commitment to an environmental management system (EMS) before it is in a position to commit to adopting this particular framework.



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2010/1	Environmental Profile of the United Nations Systems Organizations	6	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.	E	Under consideration	Actively under consideration at Headquarters. 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. Elsewhere, the Climate Neutral team is prioritizing the search for private donor funding, for distribution via the Energy Efficiency Fund to be launched in 2011. This fund aims to improve resource efficiency and reduce CO <sub>2</sub> emissions in WFP country operations, by subsidizing the capital costs of energy saving projects (with the implementing office retaining the cost benefits). This strategy aims to ensure the integration of sustainable activities into WFP's operations, in keeping with best-practice environmental management principles. In individual countries, WFP is open to exploring opportunities for working with host governments on projects that will simultaneously reduce WFP's CO <sub>2</sub> emissions and build local capacity.





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2010/1	Environmental Profile of the United Nations Systems Organizations	7	<p>The Secretary-General, acting as Chairman of the Chief Executives Board, should:</p> <p>(a) Extend his leadership, with the assistance of the Executive Director of the United Nations Environment Programme (UNEP), in promoting system-wide overall in-house environmental management policies;</p> <p>(b) Issue a statement of his initiative through the United Nations System Chief Executives Board for Coordination (CEB) towards defining a time-bound common framework for in-house environmental strategies designed to promote compliance by its member organizations with all multilateral environmental agreements;</p> <p>(c) Ensure that each executive head of CEB member organizations establishes, implements, and improves an environmental management system adapted to their situation and based on an environmental management policy.</p>	E	Not relevant	<p>a) WFP notes that this measure is an action item for the Secretary-General, but broadly supports a system-wide approach to in-house EMS. IMG has noted elsewhere the need for centralized support to ensure this initiative is appropriately resourced by agencies and supported by qualified and experienced EMS practitioners.</p> <p>b) WFP notes that this measure is an action item for the Secretary-General, but broadly supports a time-bound common framework, subject to appropriate resourcing as noted above.</p> <p>c) WFP notes that this measure is an action item for the Secretary-General, but broadly supports a commitment to EMS at the CEB level.</p>
2010/2	Review of Travel Arrangements within the United Nations System	1	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.	E	Accepted	The Head of the Travel Unit of WFP attends the annual IATN meeting and is actively involved in promoting the group.
2010/2	Review of Travel Arrangements within the United Nations System	3	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 enterprise resource planning (ERP) system travel modules.	E	Accepted	WFP's ERP for travel has recently been upgraded to allow for automatic daily subsistence allowance on a global level while ensuring best business practices are in place.



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2010/2	Review of Travel Arrangements within the United Nations System	4	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.	E	Accepted	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.
2010/2	Review of Travel Arrangements within the United Nations System	5	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 United Nations laissez-passer (UNLP), should such requirements not be in place.	E	Accepted	WFP staff are not allowed to undertake duty travel unless they have completed the required security training.
2010/2	Review of Travel Arrangements within the United Nations System	7	The executive heads of the United Nations system organizations should incorporate procedures accepting self-certification of the travel as authorised, for those travel claims for which no additional funds have been requested by the traveller.	E	Accepted	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	Review of Travel Arrangements within the United Nations System	8	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.	E	Accepted	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	Review of Travel Arrangements within the United Nations System	9	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 rationalise travel costs.	L		With the ERP upgrade, reports are available for in-depth monitoring of corporate travel expenditures. These provide the basis for corrective actions to rationalize corporate travel investments and spending.



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2010/3	Ethics in the United Nations System	2	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.	E	Accepted	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	Ethics in the United Nations System	3	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.	E	Accepted	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.
2010/3	Ethics in the United Nations System	4	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.	E	Under consideration	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 on the selection of the head of the Ethics Office.
2010/3	Ethics in the United Nations System	5	The executive heads should ensure that a staff representative serves on the appointment board for the selection of the head of the ethics office.	E	Under consideration	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	Ethics in the United Nations System	6	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.	L	Under consideration	WFP understands that term limits provide the head of the Ethics Office with operational independence, especially when called on to make difficult judgement calls. Currently there are no term limits for the head of the Ethics Office in WFP.
2010/3	Ethics in the United Nations System	7	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.	L		The Ethics Office submits an annual report to the United Nations Ethics Committee in keeping with Secretary-General's bulletin (SGB) 2007/11, and provides a summary of the report in the WFP Annual Report submitted to the Executive Board at the Annual Session.



**ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2009–2010**

Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2010/3	Ethics in the United Nations System	8	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.	L		
2010/3	Ethics in the United Nations System	10	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.	E	Under consideration	WFP supports this recommendation as far as budgetary resources permit.
2010/3	Ethics in the United Nations System	11	The executive heads should undertake biennial staff surveys on integrity awareness and publicize the results on the intranets of their respective organizations.	E	Under consideration	WFP supports this recommendation as far as budgetary resources permit.
2010/3	Ethics in the United Nations System	12	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.	E	Not relevant	In the event that the Internal Oversight Office declines to undertake an investigation of a <i>prima facie</i> 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	Ethics in the United Nations System	14	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.	E	Accepted	The head of the Ethics Office participates in weekly senior management group meetings.
2010/3	Ethics in the United Nations System	15	The executive heads should hold an annual "town hall" meeting with the staff including a specific agenda item on ethics.	E	Under consideration	WFP supports this recommendation.



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Report	Report Title	Rec. number	Recommendation	Addressee	Acceptance	WFP remarks
2010/3	Ethics in the United Nations System	17	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.	L		Procedures and precedent already exist for the referral of such cases to the United Nations Ethics Office should they occur.
2010/4	Review of Enterprise Risk Management in the United Nations System	1	Executive heads should adopt the first nine benchmarks set out in this report, with a view to ensuring that the enterprise risk management (ERM) approach is accepted and implemented in line with best practices.	E	Accepted	WFP has fully embraced risk management within its results-based management system. A full implementation strategy including a training programme has been initiated and will be rolled out through 2011–2012.
2010/4	Review of Enterprise Risk Management in the United Nations System	2	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.	L		
2010/6	Preparedness of United Nations System Organizations for IPSAS	1	The legislative bodies should request their respective executive heads to issue regular progress reports on the implementation status of IPSAS.	L		Implementation completed.
2010/6	Preparedness of United Nations System Organizations for IPSAS	2	The legislative bodies should provide the support, staffing and funding required to ensure successful and effective transition to IPSAS.	L		Implementation completed.
2010/6	Preparedness of United Nations System Organizations for IPSAS	3	The Executive Heads should ensure that the set of 16 best practices identified in the present JIU report is applied when implementing the IPSAS project.	E	Accepted	Implementation completed.



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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2007/1	Voluntary Contribution in the United Nations System	1	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.	L	Enhanced effectiveness	Under consideration	In progress	Partially	WFP has undertaken extensive work on a review of its financial framework with the Executive Board throughout 2010 to ensure its alignment with the Strategic Plan. In November 2010, the Board approved changes to General Rule XIII.4 and Financial Regulation 1.1 as set out in the document Financial Framework Review (WFP/EB.2/2010/5-A/1). The changes will enable WFP to amend its existing costing model by segregating non-commodity activities within projects and also allow on an exceptional basis separate funding streams. In addition, WFP will also modify the current direct support cost funding model to a percentage of direct operational costs compared to the previous rate per metric ton.



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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2007/1	Voluntary Contribution in the United Nations System	2	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.	E	Enhanced effectiveness	Accepted	In progress	Yes	<p>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.</p> <p>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.</p>

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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2007/1	Voluntary Contribution in the United Nations System	3	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.	E	Enhanced effectiveness	Accepted	In progress	Partially	<p>Consultations with the Board take place throughout the year.</p> <p>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. The Resourcing Strategy for a Changing Environment was approved by the Executive Board in February 2010.</p> <p>WFP's Government Donor Relations Division engages with donors through bilateral consultations.</p> <p>A Strategic Resource Allocation Committee 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.</p>





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2007/1	Voluntary Contribution in the United Nations System	4	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.	L	Dissemination of best practices	Accepted	In progress	Partially	The Secretariat, in consultation with the Board, is reviewing its financial framework, including aspects of cost-recovery. An indirect support costs (ISC) rate of 7 percent was again approved by the Board at EB.2/2009.
2007/1	Voluntary Contribution in the United Nations System	5	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/junior professional officer (JPO) programmes include a funding component for candidates from under- and unrepresented countries.	L	Enhanced effectiveness	Under consideration	In progress	Partially	The issue of sponsorship of developing-country candidates was discussed again at the 7th Meeting of National Recruitment Services and United Nations Organizations on the Associate Expert/JPO/associate professional officer (APO) Scheme; donors confirmed the importance of supporting candidates from developing countries. Another donor has come forward with a proposal to sponsor a large number of developing country candidates; it is hoped that other donors will maintain and increase their support.

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									<p>The JPO programme allows donors to be exclusive sponsors of contracts for professionals from their own countries. (The exception is the Netherlands, which also funds JPOs from developing countries).</p> <p>WFP continues to work with other United Nations organizations to encourage the donor community to continue funding JPO candidates from under-represented developing countries.</p>
2007/1	Voluntary Contribution in the United Nations System	7	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.	E	Enhanced efficiency	Accepted	Yes	Partially	Following the adoption of the WFP Strategic Plan (2008–2013) in June 2008, WFP's resourcing efforts have been aligned with it. Following restructuring of WFP in July 2009, the Government Donor Relations Division reports to the External Relations Department, headed by a Deputy Executive Director.
2007/2	United Nations Staff Medical Coverage	1	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 International Civil Service Commission (ICSC) to undertake periodic reviews with a view to making recommendations to the General Assembly.	L	Enhanced efficiency	Under consideration			WFP's position remained unchanged in December 2010. (1) Given that WFP participates in a common health insurance plan for Rome-based agencies, WFP subscribes to the following comments in relation to the JIU recommendation:



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									<p>(a) comments of the CEB from the United Nations General Assembly document (A/62/541/Add.1): organizations agree with the notion that staff health insurance should form “an important integral part of the common system”, however they did not express universal acceptance that ICSC should conduct “periodic reviews” on the subject.</p> <p>(b) comments in the FAO Finance Committee's report (CL 135/INF/7): FAO is among the large number of organizations which do not see the need for periodic reviews of health insurance arrangements by the ICSC, and for an additional advisory body.</p> <p>(2) As WFP participates in the United Nations Development Programme (UNDP) medical insurance plan for locally-recruited staff, UNDP's review of the JIU recommendation is taken into consideration (DP/2008/23/Add.1-DP/FPA/2008/5(Part II)): UNDP and United Nations Population Fund (UNFPA) welcome the recommendation to request the ICSC to undertake periodic reviews with a view to making recommendations to the General Assembly.</p>

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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2007/2	United Nations Staff Medical Coverage	3	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.	L	Enhanced efficiency	Accepted	In progress	Partially	<p>The Rome-based agencies participate in a common health insurance plan managed by FAO under a contract with Van Breda. The three agencies jointly offer the same insurance coverage and benefits under the Basic Medical Insurance Plan (BMIP) to all international and national staff members in their headquarters, and international staff members in field offices, including pensioned staff members. Through the Joint Advisory Committee on Medical Coverage (JACMC), the three agencies periodically discuss technical issues involving data analyses of experience with annual claims, actuarial studies, medical and legal aspects, cost/benefit evaluations and operational requirements. Recommendations on these issues, and on establishing annual premiums, using reserve funds and reviewing contractual terms in insurance tenders, are presented to the FAO Director-General for approval.</p> <p>As reported for last year, WFP is fully harmonized at the level of the duty station for both After-Service Health Insurance (ASHI) schemes – with FAO and the International Fund for Agricultural Development (IFAD) for the BMIP and with the UNDP</p>



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									Medical Insurance Plan (MIP) in the field. As the MIP is under UNDP administration, WFP defers to UNDP to respond on this issue. At the moment, WFP has no plan to harmonize ASHI at the United Nations inter-agency level, although the JIU recommendation is noted.
2007/2	United Nations Staff Medical Coverage	4	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 ASHI liabilities and to disclose the liabilities in the financial statements.	L	Enhanced efficiency	Accepted	Implemented	Yes	WFP conducts annual actuarial studies to determine all WFP's staff benefit liabilities including the After-Service Medical Coverage Plan. The Staff Benefit Funds are pooled, placed in long-term investment portfolios and managed under specific investment mandates. WFP has adopted International Public Sector Accounting Standards (IPSAS) in 2008, an accounting framework that requires the accrual and disclosure of such liabilities.
2007/2	United Nations Staff Medical Coverage	5	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.	L	Enhanced efficiency	Accepted	Fully implemented	Yes	In June 2010 the Executive Board approved a new funding policy to achieve full funding for WFP employee benefit schemes (of which After-Service Medical Insurance is by far the largest component) over a 15-year period. The funding policy includes additional annual funding of US\$7.5 million starting in 2011.

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2007/4	Age Structure in the United Nations System	2	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.	L	Enhanced efficiency	Accepted	In progress	Yes	
2007/4	Age Structure in the United Nations System	3	Executive heads of each United Nations system organization should review, in consultation with ICSC and the CEB Human Resources Network, the standards of eligibility requirements for posts at, and below, P-3 level, placing more emphasis on educational qualifications, technical skills and potential performance.	E	Enhanced efficiency	Accepted	In progress	Yes	To reflect current qualification standards in the United Nations system, WFP has updated its generic job profiles, which will reflect the minimum requirement of a university degree for all professional profiles.



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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2007/4	Age Structure in the United Nations System	4	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.	E	Enhanced efficiency	Accepted	In progress	Partially	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. Regarding (d), 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, special leave for a maximum of 7 working days in any 12-month period in order to attend to family-related emergencies; special leave with full pay for adoption purposes; and other requests for special leave with full pay considered based on reasons provided. Special leave without pay may be requested for a maximum of 12 months; requests for extensions may be approved in exceptional cases.

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2007/4	Age Structure in the United Nations System	5	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.	L	Enhanced effectiveness	Accepted	In progress	Partially	Currently, WFP has robust information about international recruited staff through the WFP Information Network and Global System II (WINGS II), which allows it to undertake organizational and workforce analysis.
2007/4	Age Structure in the United Nations System	6	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.	E	Dissemination of best practices	Accepted	In progress	Partially	WFP is working to enhance its succession management process, including the identification of characteristics and tools used as a basis for assessing, developing, and selecting future leaders to be presented to the Steering Committee for input and endorsement.
2007/4	Age Structure in the United Nations System	8	Executive heads of the United Nations system organizations, in coordination with CEB and ICSC, should review the existing regulations and financial limits relating to the employment of retirees, with a view to making them more flexible, and submit an appropriate proposal to their respective legislative bodies.	E	Enhanced efficiency	Accepted	Implemented	Yes	
2007/6	Knowledge Management (KM) in the United Nations System	2	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;	E	Enhanced efficiency	Accepted	In progress	Partially	





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			(c) Identify and address the potential knowledge gaps existing between the needs of clients and the knowledge available within each organization;  (d) Ensure that each organization develops, or revises, its own knowledge management strategy based on the above points and on guidelines to be developed by the CEB.						
2007/6	KM in the United Nations System	3	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.	L	Enhanced efficiency	Accepted	Implemented	Mainstreaming KM into the IT function allows WFP to look at the end-to-end perspective of KM.	KM is part of the mandate of the IT function of WFP.
2007/6	KM in the United Nations System	5	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.	E	Enhanced efficiency	Under consideration			
2007/10	Liaison Office in the United Nations System	1	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.	E	Enhanced effectiveness	Accepted	Implemented	Partially	WFP's RBM system is output-oriented and similar to UNDP's. The Geneva office uses templates and other guidance from the Performance and Accountability Management Division. The JIU report referred to WFP's Geneva office as a rare exception in its application of the RBM approach to planning work.

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2007/10	Liaison Office in the United Nations System	2	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.	E	Enhanced efficiency	Accepted	In progress	Partially	Four posts in the Geneva office are funded from the Programme Support and Administrative (PSA) budget while two (one P-4 and one G-5) are not. The situation will be reviewed in 2011.
2007/10	Liaison Office in the United Nations System	3	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.	E	Enhanced effectiveness	Accepted	Implemented	Partially	The post of Director of the Geneva office was upgraded to D-2, while the two general service posts were upgraded to G-5 and G-6.
2007/10	Liaison Office in the United Nations System	4	The executive heads of the United Nations system organizations concerned should conduct a cost-benefit-analysis prior to outposting additional staff, over and above the necessary nucleus of core-funded staff, to liaison offices.	E	Enhanced effectiveness	Accepted	In progress	Yes	WFP conducts such evaluations.
2007/10	Liaison Office in the United Nations System	5	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.	E	Enhanced efficiency	Accepted	Implemented	Partially	



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2007/10	Liaison Office in the United Nations System	6	The executive heads of the United Nations system organizations should, in a spirit of collaboration and reciprocity, ensure that in New York and Geneva, the learning opportunities offered to their own staff be extended to the personnel of liaison offices (LOs) in these locations, and encourage the staff of their own LOs to make full use of available learning opportunities offered at their location by the training sections of United Nations and other agencies.	E	Enhanced coordination and cooperation	Accepted	Implemented	Yes	Following the JIU recommendation, the United Nations Office in Geneva (UNOG) changed its policy on training. In 2009, the WFP office in Geneva benefited from free training at a location offered by UNOG.
2007/10	Liaison Office in the United Nations System	7	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.	E	Dissemination of best practices	Accepted	In progress	Partially	As noted in the JIU report, the WFP office in Geneva provides a good example of information flow within the office. WFP regularly uses video conferencing and teleconferencing among staff and with other agencies around the world.
2007/10	Liaison Office in the United Nations System	8	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.	E	Enhanced controls and compliance	Accepted	In progress	Partially	WFP's Oversight Office develops a risk-based internal audit plan in accordance with the practice outlined by the JIU in the draft report "The Audit Function in the United Nations System". This report also addresses the scope of work and mandate of the External Auditor. The Geneva liaison office was audited in March 2007 (by the External Auditor). No evaluation was undertaken. The last internal audits of liaison offices were in 2008.

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2007/12	Review of Selected Millennium Development Goals (MDGs)	3	<p>In order to enhance the effectiveness of the UNAIDS at the country level, the executive heads of the UNAIDS secretariat and the Cosponsors should:</p> <p>(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;</p> <p>(b) Establish a harmonized and/or unified reporting mechanism for the United Nations country teams;</p> <p>(c) Undertake deliberate and concerted efforts to ensure the effective implementation of joint programmes.</p>	E	Enhanced efficiency	Accepted	In progress	Partially	At the October 2009 meeting, the UNAIDS Second Independent Evaluation was agreed upon and will cover all issues raised in the JIU report.
2007/12	Review of Selected MDGs	4	<p>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:</p> <p>(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;</p> <p>(b) Ensure that the National AIDS Councils are established effectively with limited membership and with well-defined and clear roles and responsibilities;</p>	E	Enhanced effectiveness	Accepted	In progress	Partially	See response to Recommendation 3.



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			(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.						
2007/12	Review of Selected MDGs	5	<p>In order to enhance the effective implementation of the universal access to the anti-retroviral therapy, the executive heads of the UNAIDS secretariat and the Cosponsors should:</p> <p>(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;</p> <p>(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;</p> <p>(c) Assist the affected Member States to ensure that anti-retroviral therapy programmes are integrated into the sexual and reproductive health programmes and treatment services for tuberculosis and malaria.</p>	E	Enhanced effectiveness	Accepted	In progress	Partially	See response to Recommendation 3.
2007/12	Review of Selected MDGs	6	<p>In order to enhance the effective implementation of universal access to antiretroviral therapy, the executive heads of the UNAIDS secretariat and the Cosponsors should:</p> <p>(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;</p>	E	Enhanced effectiveness	Accepted	In progress	Partially	See response to Recommendation 3.

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			(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.						
2007/12	Review of Selected MDGs	7	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.	E	Enhanced effectiveness	Accepted	In progress	Partially	See response to Recommendation 3.
2007/12	Review of Selected MDGs	8	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 anti-retroviral therapy (ART) programmes.	E	Enhanced effectiveness	Accepted	In progress	Partially	See response to Recommendation 3.
2007/12	Review of Selected MDGs	9	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.	E	Enhanced effectiveness	Accepted	In progress	Partially	See response to Recommendation 3.



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2007/12	Review of Selected MDGs	10	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.	E	Enhanced effectiveness	Accepted	In progress	Partially	See response to Recommendation 3.
2008/2	Junior Professional Officer (JPO)/ Associate Expert (AE)/ Associate Professional Officer (APO) Programmes	4	Executive heads should ensure that, in the framework of the human resources strategy, a clear policy and priorities are in place on the use of JPOs.	E	Enhanced effectiveness	Under consideration			The JPO Coordinator and the Chief of Recruitment and Reassignment will review the existing document on the modus operandi.
2008/2	JPO/AE/APO Programmes	5	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.	E	Enhanced efficiency	Under consideration			Funding derives from the ISC portion of the JPO programme. Positions in the JPO unit are also funded in this way and appropriately address the needs of the JPO programme.

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2008/2	JPO/AE/APO Programmes	8	The executive heads should ensure that adequate monitoring and controls be in place to secure the implementation of the JPO Programme, including its supervision, training and learning elements.	E	Enhanced controls and compliance	Under consideration			The JPO Unit works with the Government Donor Relations Division to ensure that updated Memoranda of Understanding (MOUs) are in place. Donors are updated regularly on operational and financial needs and the JPO Unit updates the JPO vacancy list. JPOs receive an appointment briefing and a one-week induction seminar; support and guidance is provided throughout their assignment period.
2008/2	JPO/AE/APO Programmes	9	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.	E	Enhanced effectiveness	Under consideration			Together with the Reassignment Staffing Committee and the Staffing Coordinators, the JPO Unit provides assistance and guidance to JPOs interested in pursuing a long-term career with WFP.
2008/3	Review of Environmental Governance	1	The Secretary-General should submit to the General Assembly for its consideration through the UNEP Governing Council/Global Ministerial Environmental, a clear understanding on the division of labour among development agencies, UNEP and the multilateral environmental agreements (MEAs), outlining their respective areas and types of normative and operational capacity-building activities for environmental protection and sustainable development.	E	Enhanced effectiveness	Accepted	In progress		WFP is partaking in the effort aimed at understanding division of labour on environmental matters.





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2008/3	Review of Environmental Governance	7	The Secretary-General as Chairman of the Chief Executive Board should encourage the executive heads of the organizations and the MEAs: (a) To develop a joint system-wide planning framework for the management and coordination of environmental activities, drawing on the results-based management framework endorsed by General Assembly resolution 60/257, and to this end, (b) To draw up an indicative-planning document serving for joint programming of their activities in the environment sphere.	E	Enhanced effectiveness	Accepted	In progress		WFP contributes to inter-agency environment-related processes through: 1) the CEB's High-Level Committee on Programmes (HLCP) Working Group on Climate Change; 2) the undg Task Team on Environmental Sustainability; and 3) the Environmental Management Group.
2008/4	National Execution (NEX) of Cooperation Projects	1	The CEB should clarify the definitions governing NEX and share it with all executive heads of the United Nations system organizations and other NEX implementing partners.	E	Enhanced effectiveness	Under consideration			
2008/4	NEX of Cooperation Projects	3	The executive heads of the United Nations system organizations, as members of the Chief Executives Board of Coordination, should urgently harmonize 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".	E	Enhanced efficiency	Accepted	Partially		WFP is working through the undg and the HLCM.



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2008/4	NEX of Cooperation Projects	4	The General Assembly and the legislative bodies of corresponding organizations should reiterate that the donors provide less conditioned extra budgetary contributions, including those financing NEX, with a view to realizing the priorities of the recipient countries; and ensuring more flexibility, predictability and geographical balance in NEX expenditures.	L	Enhanced effectiveness	Under consideration			
2008/4	NEX of Cooperation Projects	5	The executive heads of the United Nations system organizations should assist recipient governments in strengthening their capacity development and capacity assessment; thus enabling them to use civil society including NGOs as implementing partners, as appropriate.	E	Enhanced efficiency	Accepted	Yes	Yes	WFP is working increasingly with regional bureaux and country offices to increase governments' capacity in handling food-based programmes, as defined in Strategic Objective 5. WFP has identified five priority points of engagement in support of partnership and capacity development for sustainable hunger reduction: <ul style="list-style-type: none"> <li>- strengthen effective and accountable institutions;</li> <li>- invest to strengthen disaster risk management, safety nets, recovery and growth opportunities;</li> <li>- strengthen and support national anti-hunger strategic plans and joint programmes of action;</li> <li>- strengthen policies and legislative capacity; and</li> <li>- hand over sustained national capacity for managing anti-hunger strategies</li> </ul>



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2008/4	NEX of Cooperation Projects	6	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.	L	Enhanced efficiency	Under consideration			
2008/4	NEX of Cooperation Projects	8	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.	E	Enhanced efficiency	Accepted	In progress		
2008/4	NEX of Cooperation Projects	9	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.	E	Enhanced effectiveness	Accepted	Partially		WFP is working in pilot countries to implement harmonized programmes and funding.

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2008/4	NEX of Cooperation Projects	11	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.	E	Dissemination of best practices	Under consideration			
2008/5	Review of Information and Communications Technology (ICT) Hosting Services	1	The executive heads of the United Nations system organizations should work with the HLCM towards defining a consistent method of recording ICT expenditures/costs to facilitate cost-benefit analysis of ICT services.	E	Enhanced effectiveness	Accepted	Implemented	Facilitates harmonization of common services when implementing Deliver as One shared services.	As part of the HLCM's ICT Network, WFP is cooperating in the definition of system-wide standards.
2008/5	Review of ICT Hosting Services	2	The executive heads of the United Nations system organizations should ensure that a strength, weakness, opportunity and threat (SWOT) analysis be undertaken prior to selecting a particular ICT hosting service.	E	Other	Accepted	Implemented	More comprehensive and business-aligned ICT projects.	WFP's ICT business cases already include a SWOT analysis for all significant ICT initiatives.



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2008/5	Review of ICT Hosting Services	3	The executive heads of those United Nations system organizations that currently host their own enterprise resource planning (ERP) implementations internally or in the process of implementing new ERP systems, should explore external hosting solutions, particularly the United Nations International Computing Centre (UNICC), to take advantage of economies of scale when operating these systems as well as to provide for the safety of these systems by placing them in an off-site, secure location.	E	Significant financial savings	Accepted	Implemented	Running costs reduced through consolidation of services.	WFP's ERP system is already hosted by UNICC and complies with this recommendation.
2008/5	Review of ICT Hosting Services	4	The executive heads of those organizations participating in UNICC should establish an ad-hoc working group within their organization, involving membership from both ICT and business operations, or use their internal ICT governance structure, to come up with concrete suggestions and an action plan to improve the cooperation with and use of ICT hosting services provided by UNICC.	E	Enhanced effectiveness	Accepted	Implemented	Running costs reduced through consolidation of services.	WFP's data centre services are already hosted by UNICC and comply with this recommendation.
2008/5	Review of ICT Hosting Services	5	The executive heads of those United Nations system organizations which have not yet done so, should pursue joint procurement of ICT hosting services; this is especially the case for those organizations that are in the same duty station/when similar requirements arise.	E	Significant financial savings	Accepted	Implemented	Running costs reduced through consolidation of services.	Rome-based agencies are exploring ways to further share ICT services.

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2008/5	Review of ICT Hosting Services	6	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.	L	Enhanced accountability	Accepted	Implemented	Running costs reduced through consolidation of services.	A report on directions for collaboration among Rome-based agencies was presented for consideration at EB.2/2009. The document outlines the focus areas for collaboration between FAO, IFAD and WFP; IT services are among the administrative matters being considered for collaboration.
2008/6	Management of Internet Websites	1	The executive head of each United Nations system organization should ensure that clear policies and corresponding mechanisms are adopted for the good governance and management of the organization's website.	E	Enhanced effectiveness	Accepted	Implemented	Proper management of public website.	The WFP website is managed by the Communications, Public Policy and Private Partnerships Division.
2008/6	Management of Internet Websites	2	The executive heads of each United Nations system organization should ensure that the website strategy be regularly updated and linked with and taking account of the other business strategies of the organization and report on the measures taken to the governing body on a regular basis.	E	Enhanced effectiveness	Accepted	Implemented	Proper management of public website.	The WFP website is managed by the Communications, Public Policy and Private Partnerships Division and is updated regularly.
2008/6	Management of Internet Websites	3	The executive head of each United Nations system organization should ensure that policies and guidelines are in place that, among other things, specify requirements and standards relating to: (a) web layout and design; (b) editorial control and review of web content, and (c) web accessibility.	E	Enhanced effectiveness	Accepted	Implemented	Proper management of public website.	The WFP website is managed by the Communications, Public Policy and Private Partnerships Division and is updated regularly.



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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2008/6	Management of Internet Websites	4	For relevant, timely and high quality website content, the executive head of each United Nations system organization should ensure the implementation of a Content Management System (CMS) which offers full support to Latin, non-Latin and bi-directional scripts and, as far as practicable, be compatible with CMS used by other organizations. When selecting an appropriate CMS, they should give serious consideration to adopting common information exchange standards and also consider the benefits of a common CMS across the United Nations system.	E	Other	Accepted	Implemented	Proper management of public website.	The WFP website is managed by the Communications, Public Policy and Private Partnerships Division; the public site uses an open-source CMS with multi-language support.
2008/6	Management of Internet Websites	5	The executive head of each United Nations system organization should ensure that sufficient and sustained funding for staffing and training are allocated to website management. If such funding could not be provided through redeployment or other means, it should be reported to the governing body for its consideration in order to implement those recommendations contained in this report, which have financial implications, inter alia, CMS, staffing, training, language parity, adoption of common information exchange standards, etc.	E	Enhanced effectiveness	Accepted	Implemented	Proper management of public website.	The WFP website is managed by the Communications, Public Policy and Private Partnerships Division; it has a dedicated team, to manage the website, supported by the IT unit.
2008/6	Management of Internet Websites	6	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.	L	Other	Under consideration			WFP has made significant progress in establishing more than 15 language sites and is considering the best way of achieving complete language parity with the limited resources.

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2008/6	Management of Internet Websites	7	The executive heads of the United Nations system organizations should establish a mechanism reporting to the High-Level Committee on Management (HLCM), with the participation of all stakeholders, for coordination purposes and to establish common policies, standards and guidelines on websites.	E	Enhanced coordination and cooperation	Under consideration			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	Management of Internet Websites	8	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.	L	Enhanced effectiveness	Under consideration			





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2009/5	Towards More Coherent United Nations System Support to Africa	1	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.	L	Enhanced effectiveness	Accepted	Implemented	Yes	The Office of Hunger Solutions and the Multilateral and NGO Relations Division are working on joint approaches, within their mandates, to support the African Union (AU) and the New Partnership for Africa's Development (NEPAD).
2009/5	Towards More Coherent United Nations System Support to Africa	2	The Secretary-General and the executive heads of the other United Nations system organizations should strengthen, within the existing institutional frameworks, communication and sharing of information and best practices among the different United Nations system organizations regarding their support to the AU and its NEPAD programme, in order to prevent and minimize duplication of work, overlap and inefficient use of resources, as well as to facilitate synergies.	E	Enhanced effectiveness	Accepted	Implemented	Yes	United Nations thematic clusters to support the AU and NEPAD are working together based on AU/NEPAD priorities. The WFP Office of Hunger Solutions was set up to help achieve coherence with regional institutions such as AU/NEPAD. Extensive dialogue, joint programming and cooperation are underway.
2009/5	Towards More Coherent United Nations System Support to Africa	3	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 Regional Consultation Mechanism (RCM), providing guidance and following up on decisions and recommendations pertinent to the RCM, is established and fully operational by 2010.	E	Enhanced effectiveness	Under consideration			

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2009/5	Towards More Coherent United Nations System Support to Africa	6	The Secretary-General, in his capacity as Chairman of the United Nations Chief Executives Board for Coordination, should ensure that the organizations participating in the RCM align their planning, programming and budget cycles, work programmes and plans, and priorities, as appropriate, with those of the RCM and its clusters in order to facilitate joint planning and programming, and the establishment of an evaluation and monitoring framework.	E	Enhanced effectiveness	Accepted	In progress	Partially	WFP is an active member of the clusters.
2009/5	Towards More Coherent United Nations System Support to Africa	7	The Secretary-General and the executive heads of the other United Nations system organizations should assign senior focal points for interaction with the RCM secretariat and other participants, including the African Union Commission and the regional economic communities, in order to enhance communication and information sharing within the mechanism.	E	Enhanced effectiveness	Accepted	Implemented	Yes	WFP established a Liaison Office for the AU and the Economic Commission for Africa whose director is the senior representative of WFP to the two institutions and the focal point for the RCM Secretariat.
2009/5	Towards More Coherent United Nations System Support to Africa	10	The Secretary-General and the executive heads of the other United Nations system organizations should closely involve the regional economic communities (RECs) in Africa in the work and activities of the RCM and its cluster system so as to have the needs and priorities of the RECs coherently reflected within the RCM framework.	E	Enhanced effectiveness	Accepted	Implemented	Yes	WFP is working extensively with the RECs in Africa across all areas of work.



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2009/5	Towards More Coherent United Nations System Support to Africa	11	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 United Nations Development Group (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.	E	Enhanced effectiveness	Accepted	In progress		WFP will apply for accreditation.
2009/5	Towards More Coherent United Nations System Support to Africa	12	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.	E	Other	Accepted	In progress	Partially	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 United Nations country teams (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.

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2009/5	Towards More Coherent United Nations System Support to Africa	13	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.	E	Enhanced effectiveness	Accepted	In progress	No	The undg agreed to conduct RDT capacity assessment in order to identify individual RDT capacity gaps.
2009/5	Towards More Coherent United Nations System Support to Africa	14	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.	E	Enhanced effectiveness	Accepted	In progress	Partially	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	Towards More Coherent United Nations System Support to Africa	15	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.	E	Enhanced effectiveness	Yes	Not applicable	No	Regional Bureau Johannesburg (Southern, Eastern and Central Africa) (ODJ) currently does not have any regional or sub-regional programmes in operation. We will consider this recommendation, should we establish a regional/sub-regional operation in the future. However, it should be noted that not all countries in the region/sub-region have the same planning and budget cycles.



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									The United Nations thematic clusters are planning more and more around the priorities of the AU/NEPAD together with the respective Departments/Divisions of the AU Commission.
2009/5	Towards More Coherent United Nations System Support to Africa	16	The General Assembly and the legislative bodies of the corresponding United Nations system organizations should reaffirm their commitment to results-based management (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.	L	Other	Accepted	In progress	Partially	Common country programming processes and UNDAF preparation includes training workshops on RBM for UNCT members, in order to provide common understanding on, tools and skills for RBM. However, many UNDAFs are found to be weak in RBM and monitoring and evaluation (M&E) in general and UNCTs could benefit from more support to increase capacity in country. The UNDAF results matrix should also be based on RBM principles. UNDG uses RBM terminology aligned with the Organization for Economic Co-operation and Development/Assistance Commission (OECD/DAC).
2007/2 (Note)	Use of Voice over Internet Protocol (VoIP)	3	The executive heads of those United Nations system organizations which have not yet done so, should make evaluations on an ongoing basis and prepare an implementation plan for the use of various voice technologies, including VoIP, which should include a detailed business case description, amount of investment required and expected returns, a risk management strategy and a contingency plan.	E	Enhanced efficiency	Accepted	WFP has implemented voice over IP in all offices with satellite connectivity.	Global reduction of costs for country-to-country or country-to-Headquarters phone calls.	A project to further extend the WFP corporate network and use of Voice over IP is under implementation by WFP.

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2008/1 (Note)	Common Services at Nairobi	1	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.	E	Enhanced effectiveness	Accepted	In progress	Partially	The Common Services Unit in Nairobi is pursuing the JIU's recommendations.
2008/1 (Note)	Common Services at Nairobi	5	The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should request that an 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.	E	Enhanced efficiency	Accepted	Implemented	Partially	The IT committee is already functioning. It is reviewing IT issues related to the Common Services Management Team (CSMT) and it is providing CSMT meetings with regular and detailed updates on IT issues.
2008/1 (Note)	Common Services at Nairobi	6	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.	E	Enhanced effectiveness	Accepted	In progress	Partially	The MOU draft is circulated, but there is no approval yet. Agencies did not participate in the meetings called to discuss this issue. In the CSMT meeting in October 2009 it was decided that the issue should be raised at the level of Heads of Agencies to appoint officially one representative and ensure that they participate in the meeting for MOU review and approval.
2008/1 (Note)	Common Services at Nairobi	7	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.	E	Enhanced effectiveness	Accepted	Implemented	Partially	The M&E Committee has been established and it is functioning.



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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2008/2 (Note)	Common Services at the United Nations Regional Commissions	7	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.	E	Enhanced effectiveness	Under consideration			
2008/2 (Note)	Common Services at the United Nations Regional Commissions	8	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.	E	Enhanced accountability	Under consideration			
2008/2 (Note)	Common Services at the United Nations Regional Commissions	9	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.	E	Enhanced accountability	Under consideration			

**ANNEX II: PREVIOUS REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2007, 2008 AND 2009**

Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2008/3 (Note)	Review of United Nations Humanitarian Air Service (UNHAS)	1	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.	E	Enhanced accountability	Accepted	In progress	In progress	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 (Note)	Review of UNHAS	5	The Secretary-General of the United Nations should propose a draft standard host country agreement on the operation of UNHAS, including flight and landing permissions, to the General Assembly for consideration and approval.	E	Enhanced effectiveness	Accepted			This item to be linked to the planned IASC consultation.
2008/3 (Note)	Review of UNHAS	7	The Executive Director of WFP should produce and keep updated, on a real-time basis, a consolidated financial report of all aviation accounts through a standardized form of financial recording including the status of cost recovery, and appeals and receipt of the contributions by source of funds in order to enhance the ability of the World Food Programme to better mobilize general and stable contributions from donors.	E	Enhanced accountability	Accepted	Implemented	Yes	Monthly operational updates are issued. A financial plan for the expected UNHAS operations during 2010 is available.





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2008/3 (Note)	Review of UNHAS	8	The Secretary-General of the International Civil Aviation Organization (ICAO), at the request of the Executive Director of WFP, should explore modalities in accordance with established procedures of ICAO for providing the latter's expertise to projects related to refurbishing local air infrastructure, such as repairing airstrips and establishing national air traffic regulation capacity in the areas where an operation of UNHAS is deployed by the end of 2010.	E	Enhanced coordination and cooperation	Under consideration	In progress	In progress	The Aviation Technical Advisory Group (ATAG) is to propose the modality for addressing this item.
2008/3 (Note)	Review of UNHAS	9	The Executive Director of WFP, in consultation with 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.	E	Enhanced coordination and cooperation	Under consideration	Not started	No	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 ATAG umbrella.
2008/3 (Note)	Review of UNHAS	10	The Executive Director of the World Food Programme should establish human resources management policy in its aviation sector taking into account the specific needs of the sector and report on it to the Executive Board by the end of 2010.	E	Enhanced effectiveness	Accepted	Implemented	Implemented	Since the start of 2010, all WFP/UNHAS operations are headed by fixed-term contract holders.

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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2008/3 (Note)	Review of UNHAS	11	On the basis of an improved performance information system and the collection of operational information in the field relevant to UNHAS operations, the Executive Director of the World Food Programme should formulate benchmarks and indicators for results-based budgeting and management in the aviation sector and make the management of UNHAS more accountable to its user community.	E	Significant financial savings	Accepted	Implemented	Implemented	Flight Management Application (FMA) is in place in each operation. Standardized financial reports are available.
2008/3 (Note)	Review of UNHAS	12	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 Aviation Safety Standards (AVSTADS) into a formal aviation safety audit and ensure the regular and timely submission of such audit reports by the competent officials of ICAO to the Executive Board.	E	Enhanced accountability	Accepted	Not started	No	All ICAO reviews and audits to WFP and the United Nations Department of Field Support (DFS) are to be coordinated by ATAG.
2008/4 (Note)	Corporate Consultancies	1	The executive heads of the United Nations system organizations should: develop the necessary management information mechanisms to collect consultancy statistics for analysis and monitoring.	E	Enhanced accountability	Accepted			WFP has implemented an 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.



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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2008/4 (Note)	Corporate Consultancies	2	The executive heads of the United Nations system organizations should: establish procedures to record, monitor, follow up and evaluate the outcome of consultancy reports.	E	Enhanced accountability	Under consideration			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 (Note)	Corporate Consultancies	3	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.	E	Enhanced accountability	Under consideration			WFP takes note of the recommendation with the objective of possibly incorporating into its existing tools best practices quoted in the report.
2008/4 (Note)	Corporate Consultancies	4	The executive heads of the United Nations system organizations should: Develop an effective monitoring and reporting mechanism for waivers of competition.	E	Enhanced accountability	Accepted			WFP has established standards and its ERP system provides an effective monitoring and reporting tool for waivers of competition. WFP intends to introduce quarterly reporting on waivers to the Deputy Executive Director and Chief Operating Officer.
2008/4 (Note)	Corporate Consultancies	5	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.	E	Enhanced accountability	Accepted			WFP takes note of the recommendation and will continue its review of policies and practices with the objective of making waiver of competition really exceptional.

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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2008/4 (Note)	Corporate Consultancies	6	The executive heads of the United Nations system organizations should: review the formal competition thresholds with a view to introducing new thresholds if justified.	E	Enhanced efficiency	Accepted			WFP takes note of the recommendation and will continue its policies and practices review with regard to procurement thresholds. The most recent thresholds review in procurement took place in 2009.
2008/4 (Note)	Corporate Consultancies	10	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.	E	Enhanced effectiveness	Accepted			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 (Note)	Corporate Consultancies	11	The executive heads of the United Nations system organizations should ensure that: detailed guidelines are available for the preparation of solicitation and contract documents.	E	Enhanced effectiveness	Accepted			WFP would review existing guidelines and improve further, if necessary.
2008/4 (Note)	Corporate Consultancies	12	The executive heads of the United Nations system organizations should ensure that: there is a database for the procurement documents and consultancy reports	E	Enhanced efficiency	Accepted			WFP takes note of this recommendation and will explore how existing repositories can be further enhanced to capture the recommendation made by the JIU.
2008/4 (Note)	Corporate Consultancies	14	The executive heads of the United Nations system organizations should ensure that: adequate policies and guidelines exist for effective contract management.	E	Enhanced effectiveness	Accepted			WFP takes note of this recommendation and will continue enhancing its policies and guidelines on effective contract management by potentially incorporating existing best practices cited in the JIU report.



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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2008/4 (Note)	Corporate Consultancies	15	The executive heads of the United Nations system organizations should ensure that: an electronic contract management module is integrated into the information management system.	E	Enhanced effectiveness	Under Consideration			WFP takes note of this recommendation and will explore the feasibility of implementing such a contract management module in future releases of its ERP system.
2008/4 (Note)	Corporate Consultancies	16	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.	E	Enhanced accountability	Accepted			WFP takes note of this recommendation and will enhance its practices in performance evaluation of contractors.
2008/4 (Note)	Corporate Consultancies	18	The executive heads of the United Nations system organizations should: establish a vendor performance evaluation database to be utilized in the procurement process.	E	Enhanced effectiveness	Accepted			WFP takes note of this recommendation and will continue to work on enhancing its practices in this area in consultation with colleagues within the HLCM Procurement Network.
2008/4 (Note)	Corporate Consultancies	19	The executive heads of the United Nations system organizations should ensure that a standard conflict of interest policy is developed and integrated into the general conditions of contract.	E	Enhanced accountability	Accepted			WFP takes note of this recommendation. WFP has adopted the United Nations General Conditions of Contract and these do contain conflict of interest provisions.
2008/4 (Note)	Corporate Consultancies	21	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.	E	Dissemination of best practices	Accepted			WFP takes note of this recommendation and will continue its sound analysis to selectively further enhancing the use of LTAs in the area of consulting services.

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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2009/01 (Note)	Corporate Sponsoring in the United Nations System	1	The executive heads of the United Nations system organizations should extend financial disclosure measures to officials dealing with the private sector in the context of potential conflict of interest within those system organizations, which have not yet done so.	E	Enhanced accountability	Accepted	Implemented	Yes	The United Nations financial disclosure measures have been taken; they were extended to other staff, including those in procurement, who deal with the private sector, fundraising, etc.
2009/01 (Note)	Corporate Sponsoring in the United Nations System	3	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 United Nations Development Programme (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.	E	Enhanced effectiveness	Accepted			.
2009/2 (Note)	Internships in the United Nations System	1	Executive heads of United Nations organizations should take adequate steps to provide qualified candidates from non-developed countries opportunities to be an intern in the United Nations system organizations.	E	Dissemination of best practices	Accepted	In progress		There is no formal process for favouring interns from non-developed countries, but any candidate may apply to be included in the intern roster through WFP's external website.



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Report	Report Title	Rec. No.	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2009/2 (Note)	Internships in the United Nations System	2	Executive heads of United Nations organizations should formalize the internship programmes and provide necessary resources for their management and administration.	E	Enhanced effectiveness	Accepted	In progress		The intern programme at WFP is managed by the Young Professionals Unit which has a dedicated focal point for interns. The unit administers and provides full support to all regional bureaux, country offices and liaison officers (LOs), and to Headquarters-based divisions.
2009/2 (Note)	Internships in the United Nations System	3	Executive heads of United Nations organizations should provide detailed information guides (administrative issues and day-to-day living) for new interns well in advance of their entry on duty.	E	Enhanced effectiveness	Accepted	In progress		
2009/2 (Note)	Internships in the United Nations System	4	Executive heads of United Nations organizations should ensure that on the first day of arrival, the necessary infrastructure to host each intern is in place.	E	Dissemination of best practices	Accepted	In progress		As per the 2009 Intern Directive Line 31, the hiring unit ensures that all facilities and infrastructure are in place for the intern to start on the day of arrival.

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2009/2 (Note)	Internships in the United Nations System	5	Executive heads of United Nations organizations should ensure that an inclusive orientation programme is provided to interns upon arrival.	E	Enhanced effectiveness	Accepted	In progress		Intern Directive, Line 32, "each Intern, upon request for appointment from the receiving unit to Young Professionals Programme (YPP) Intern Focal Point," receives a comprehensive briefing from the Human Resources Division (ADH) Intern Focal Point, Young Professionals Unit. The briefing encapsulates Headquarters facilities and provides a list of available services; explains any entitlements, insurance coverage and WFP's responsibilities to the intern; answers any contractual questions; explains payment calculation, mode and frequency; and provides the intern with ADH contact points. For field-based interns, this briefing is normally done by phone.
2009/2 (Note)	Internships in the United Nations System	6	Executive heads of United Nations organizations should ensure that interns provide an evaluation of the internship programme at the end of their assignment and that follow-up measures are put in place to distil lessons learned, validate best practice and propose improvements in weak areas.	E	Enhanced efficiency	Accepted	In progress		Intern and supervisor questionnaires are filled out on completion of the internship and are reviewed by the unit, which meets with interns on request, identifies areas for improvement, and takes corrective action when necessary.
2009/2 (Note)	Internships in the United Nations System	7	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.	E	Dissemination of best practices	Under consideration	In progress		WFP understands the justification for the recommendation but will need to further review the implications.





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2009/2 (Note)	Internships in the United Nations System	8	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.	E	Dissemination of best practices	Under consideration	In progress		WFP currently provides a stipend to all interns, while the report suggests that only those needing to relocate should be partly supported by the United Nations.
2009/2 (Note)	Internships in the United Nations System	9	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 information technology (IT)-related costs, to be recorded in a specific budget line for internship programmes.	E	Enhanced accountability	Accepted	In progress		

The table is structured as follows:

Column 1: Reference number of the report/note

Column 2: Title of report/note

Column 3: Recommendation number

Column 4: Text of the recommendation

Column 5: Addressee indicates if a recommendation is addressed for decision to a legislative organ or to the executive head.

Column 6: Intended impact. As in previous years, the JIU uses the following impact categories:

'Management improvement through enhanced effectiveness'; 'Management improvement through enhanced efficiency'; 'Significant, one-time or recurrent, financial savings'; 'Management improvement through enhanced controls and compliance'; 'Management improvement through dissemination of best practices'; 'Enhanced coordination and cooperation between participating organizations'; 'Enhanced accountability'; and 'Other'.

Column 7: Acceptance. *Categories:* 'Accepted', 'Approved', 'Not accepted', 'Under consideration', 'Not relevant', and 'No reply yet'.

Column 8: Implementation. *Categories:* 'Not started', 'In progress'; and 'Implemented'. Note that where the cell is left blank, it means the JIU is expecting a response from the organization.

Column 9: Impact achieved. *Categories:* 'Yes'; 'Partially'; and 'No'. Note that where the cell is left blank, it means the JIU is expecting a response from the organization.

Column 10: Remarks by the organization.



## ACRONYMS USED IN THE DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ADH	WFP Human Resources Division
AE	associate expert
APO	associate professional officer
ART	anti-retroviral therapy
ASHI	After-Service Health Insurance
ATAG	Aviation Technical Advisory Group
AU	African Union
AVSTADS	United Nations Common Aviation Safety Standards
BMIP	Basic Medical Insurance Plan
CEB	United Nations System Chief Executives Board for Coordination
CMS	Content Management System
CSMT	Common Services Management Team
DESA	Department of Economic and Social Affairs of the United Nations
DFS	Department of Field Support
EMS	environmental management system
ERM	enterprise risk management
ERP	enterprise resource planning
FAO	Food and Agriculture Organization of the United Nations
FMA	Flight Management Application
GA	General Assembly
HLCM	High-Level Committee on Management
IASC	Inter-Agency Standing Committee
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
IMG	Issues Management Group for Sustainability Management
IPSAS	International Public Sector Accounting Standards
IRA	Immediate Response Account

IT	information technology
JACMC	Joint Advisory Committee on Medical Coverage
JIU	Joint Inspection Unit
JPO	junior professional officer
KM	knowledge management
LO	liaison office
LTA	long-term agreement
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MEA	multilateral environmental agreement
MIP	Medical Insurance Plan
MOU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
NEX	National Execution
OCHA	Office for the Coordination of Humanitarian Affairs
OECD-DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
ODJ	Regional Bureau Johannesburg – Southern, Eastern and Central Africa
PAS	Performance Appraisal System
PRRO	protracted relief and recovery operation
RBM	results-based management
RCM	Regional Consultation Mechanism
RDT	Regional Directors' Team
REC	regional economic community
RRM	Reassignment, Rotation and Mobility
SRAC	Strategic Resource Allocation Committee
SWOT	strength, weakness, opportunity and threat
TEC	travel expense claim
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

UNHAS	United Nations Humanitarian Air Service
UNICC	United Nations International Computing Centre
UNICEF	United Nations Children's Fund
UNLP	United Nations laissez-passer
UNOG	United Nations Office in Geneva
UNOPS	United Nations Office for Project Services
VoIP	Voice over Internet Protocol