

برنامج
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Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Annual Session**

Rome, 7–11 June 2010

ADMINISTRATIVE AND MANAGERIAL MATTERS

Agenda item 13

*For information**

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MANAGEMENT RESPONSE TO THE REVIEW OF THE MANAGEMENT AND ADMINISTRATION OF WFP

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for information

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.

Deputy Executive Director, Ms G. Casar tel.: 066413-2885
Resource Management and
Accountability Department:

Director Business Innovations Mr. R. Opp tel.: 066413-2146
and Support

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).

**MANAGEMENT RESPONSE TO THE JOINT INSPECTION UNIT'S REVIEW OF MANAGEMENT AND ADMINISTRATION
IN THE WORLD FOOD PROGRAMME (WFP)**

Joint Inspection Unit Recommendations	WFP Management Response	Action By	Timeframe
<p>1. The Executive Director should formulate relevant strategy in order to enlarge the Programme's donor base from among non-traditional donors.</p>	<p>The document Resourcing for a Changing Environment presented to the Board at EB.1/2010 recognizes the need to expand the range of partners and donors with a view to closing the gap between WFP's funding and its increasing needs. The main proposals are: i) to encourage host governments to support and advocate for access to country-led funding mechanisms such as the Comprehensive Africa Agriculture development programme (CAADP) and G8 initiatives from the L'Aquila meeting; ii) to develop partnerships with new and emerging economies in the Persian Gulf and Middle East and with Brazil, China, India, the Republic of Korea, the Russian Federation and South Africa; iii) to engage in multi-donor thematic and specialized funding processes such as Delivering as One and common humanitarian funds; and iv) to identify new channels of support from the existing donor base. WFP was able to raise US\$4 billion in 2009 from such sources, despite the economic downturn.</p>	<p>Government Donor Relations Division</p>	<p>➤ Completed</p>
<p>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.</p>	<p>The Board approved a strategy for private-sector fundraising whereby WFP will update the Board annually as to its private-sector partnerships and strategies; the first update was given in June 2009, and WFP expects to provide the second in June 2010.</p>	<p>Communications, Public Policy and Private Partnership Division</p>	<p>➤ Completed</p>
<p>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.</p>	<p>WFP's financial framework review includes a review of the use of programme categories. Consultations were held throughout 2009 to clarify the relationship between the programme categories and WFP's objectives. The Secretariat is committed to enhancing discipline and consistency in the use of existing programme categories. Decisions or procedural changes needed to facilitate this will be presented to the Board for endorsement.</p>	<p>Resource Management and Accountability Department, Operations Department</p>	<p>➤ November 2010</p>



**MANAGEMENT RESPONSE TO THE JOINT INSPECTION UNIT'S REVIEW OF MANAGEMENT AND ADMINISTRATION
IN THE WORLD FOOD PROGRAMME (WFP)**

Joint Inspection Unit Recommendations	WFP Management Response	Action By	Timeframe
	<p>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. In relation to the management of multilateral resources it is anticipated that SRAC will: i) develop criteria and guidelines for the allocation of 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.</p>		
<p>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.</p>	<p>The full cost recovery principle is a central feature of the financial framework review: identifying strategies to ensure that non-food activities can be supported is the main focus.</p> <p>A paper with options related to this issue will be prepared for EB.A/2010.</p>	<p>Resource Management and Accountability Department</p>	<p>➤ November 2010</p>
<p>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.</p>	<p>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 Management Plan (2012–2013) to be presented to the Board in 2011.</p>	<p>Operations Department</p>	<p>➤ End 2011</p>



**MANAGEMENT RESPONSE TO THE JOINT INSPECTION UNIT'S REVIEW OF MANAGEMENT AND ADMINISTRATION
IN THE WORLD FOOD PROGRAMME (WFP)**

Joint Inspection Unit Recommendations	WFP Management Response	Action By	Timeframe
<p>6. The Executive Director should undertake measures to increase representation of developing countries at the senior management level within the programme.</p>	<p>WFP will address this recommendation through staff development initiatives and targeted succession planning.</p> <p>Because the workforce is mobile, external recruitments at the senior level are limited because most positions are filled from within. WFP has promoted many international professionals: 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 40 percent target of nationals from developing countries at more senior levels.</p> <p>Since 2004, 60 percent of participants in the Rome-Based Management Development Centre have been nationals of developing countries.</p>	<p>Human Resources Division</p>	<p>➤ Ongoing</p>
<p>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.</p>	<p>WFP is reviewing its policies on recruitment and reassignment.</p> <p>The Human Resources Division has proposed elements of a new WFP career model for international professional staff following reviews of conditions of service and industry best practice in management of a global workforce. 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.</p>	<p>Human Resources Division</p>	<p>➤ 2011 implementation</p>
<p>8. The Executive Director should discontinue the granting of exceptional promotions.</p>	<p>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.</p>	<p>Human Resources Division</p>	<p>➤ n/a</p>





MANAGEMENT RESPONSE TO THE JOINT INSPECTION UNIT'S REVIEW OF MANAGEMENT AND ADMINISTRATION IN THE WORLD FOOD PROGRAMME (WFP)			
Joint Inspection Unit Recommendations	WFP Management Response	Action By	Timeframe
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 the United Nations rules and regulations governing the recourse to consultancy.	WFP must respond quickly and effectively to emergencies, but because it does not have a core funding base consultants are an essential component of 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.	Human Resources Division	➤ Ongoing
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.	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. Once this has been completed, consultations will be held with the Board and the staff associations to establish a practice whereby the staff associations may address the Board at its Annual Sessions.	Human Resources Division	➤ June 2011
11. The Executive Director, after consultation with Regional Directors, should consider reinstatement of security officers in regional bureaux where it deems necessary.	Following a review of security risks in all regions and operational effectiveness in terms of security coverage, the Executive Director decided to place full-time security officers in the regional bureaux in Johannesburg, Bangkok, Cairo and Khartoum. Other regions will be covered by security officers based in Headquarters. WFP will maintain its 56 country office security officers.	Operations Department	➤ Completed
12. The Executive Director should conduct a global staff survey on a regular basis and report thereon to the Executive Board.	This recommendation is accepted. The first global staff survey was conducted in 2004, the second in 2006. The decision to defer the next WFP survey was made because the International Civil Service Commission conducted a United Nations global staff survey in 2008. WFP will develop a plan for a future survey, including a review of costs.	Office of the Executive Director	➤ Pending