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**Executive Board
First Regular Session**

Rome, 8–11 February 2010

ADMINISTRATIVE AND MANAGERIAL MATTERS

Agenda item 13

For consideration

E

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

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

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

Director, Multilateral and NGO   Mr P. Larsen   tel.: 066513-2601
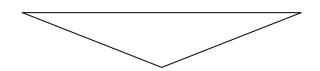Relations Division:

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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).

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EXECUTIVE SUMMARY

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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 reporting period, 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 reporting period 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 during the current reporting period, two reports and two notes are relevant to the work of WFP. One report contains a recommendation that requests governing body action.

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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.1/2010/13).

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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 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 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 previous reporting period; and

   iii) the status of WFP's implementation of previously approved or accepted recommendations.

5.   In accordance with the practice of the boards of other funds and programmes, the Secretariat will present to the Board 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 2010 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.   The JIU has issued one report and two notes since the last submission to the Board. Copies of those relevant to WFP are available to representatives on request.

8.   Annex I outlines the recommendations relevant to the work of WFP and WFP's responses, including follow-up action taken. The following are the new JIU report and two notes received by WFP as of 2 October 2009.

   i)   "Towards More Coherent United Nations System Support to Africa" (JIU/REP/2009/5)

   ii)   "Internships in the United Nations System" (JIU/NOTE/2009/2)

   iii) "Corporate Sponsoring in the United Nations System" (JIU/NOTE/2009/1)

9. The following reports have been received for information but do not require action or, in some cases, bear relevance to the work of WFP:

    i) "Review of Management and Administration in the United Nations World Tourism Organization (UNWTO)" (JIU/REP/2009/1)

    ii) "Second Follow-Up to the Management Review of the Office of the United Nations High Commissioner for Human Rights" (JIU/REP/2009/2)

    iii) "Effectiveness of the International Telecommunication Union Regional Presence" (JIU/REP/2009/3)

    iv) "Assessment of the Global Mechanism of the United Nations Convention to Combat Desertification" (JIU/REP/2009/4)

    v) "Offshoring in United Nations System Organizations: Offshore Service Centres" (JIU/REP/2009/6)

10. Annex II includes the status matrix prepared to show the status of WFP's implementation of previously approved or accepted recommendations from 2006, 2007 and 2008 JIU reports, relevant to the work of WFP.

11. All reports may be found on the JIU website in English, French, Spanish and Arabic at http://www.unjiu.org/.

	ANNEX I: NEW REPORTS BY THE JOINT INSPECTION UNIT TO THE WORK OF THE WFP 2009								
Report	Report Title	Rec. No.	Recommendation	Addre-ssee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
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			
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.

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Report	Report Title	Rec. No.	Recommendation	Addre-ssee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
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.
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. The United Nations Development Operations Coordination Office (DOCO) has started to work on this in early 2009 and a consultant visited RDT-Eastern and Southern Africa (ESA) in July. However, the assessment has not yet been completed.
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) (OMJ) 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.
2009/2	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	Dissemina-tion of best practices	Accepted	In progress		This is being developed with Arab countries.
2009/2	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			
2009/2	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			

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2009/2	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			
2009/2	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			
2009/2	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			
2009/2	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			WFP understands the justification for the recommendation but will need to further review the implications. We also noted here that the United Nations Joint Inspection Unit (JIU) is open to the idea that interns may not necessarily still be students while undertaking the internship.
2009/2	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			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. WFP will review this issue.
2009/2	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			

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2009/01	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	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	Under consideration			The vendor eligibility project, funded through the HLCM business practices project, will produce a report and, if feasible, procedures and guidelines regarding vendor eligibility.

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	ANNEX II: PREVIOUS REPORTS BY THE JOINT INSPECTION UNIT TO THE WORK OF THE WFP 2006, 2007 AND 2008									
Report	**Report Title**	**Rec. No.**	**Recommendation**	**Addre-ssee**	**Intended Impact**	**Acceptance**	**Implementation**	**Impact Achieved**	**WFP Remarks**
2006/2	Oversight Lacunae in the United Nations System	1	The legislative bodies of each United Nations system organization should establish an independent external oversight board composed of five to seven members, all of whom shall be elected by Member States to represent the governing bodies' collective interests. They should have prior experience in areas of oversight. In carrying out their functions, they should be assisted by at least one external adviser with recognized expertise in oversight matters to be chosen by them.	L	Enhanced oversight	Accepted	In progress	Yes	At its 2009 First Regular Session, the Board approved new terms of reference for the role, mandate and composition of the Audit Committee, as proposed by the WFP External Auditor. These included appointment of Audit Committee members jointly by the Executive Director and the Board. The WFP Audit Committee is now in line with the requirements for good governance called for under United Nations reform.
2006/2	Oversight Lacunae in the United Nations System	5	The legislative bodies should direct that term limits be established for the external auditors of the United Nations system organizations, and that the staff that have worked as external auditors be barred from taking up executive functions for a period of three years in those organizations for which they have had oversight responsibilities.	L	Dissemina-tion of best practices	Accepted	In progress	Partially	The Board has approved a single term of six years for the WFP External Auditor. The Executive Director has approved a policy to bar hiring the former External Auditor for three years.
2006/2	Oversight Lacunae in the United Nations System	6	Executive heads should review the current structure of internal oversight in their respective organizations and ensure that: (a) Audit, inspection, investigation and evaluation functions are consolidated in a single unit under the head of internal oversight reporting directly to the executive head; (b) Any functions other than the four oversight functions should be positioned elsewhere in the secretariats and not in the internal oversight unit.	E	Enhanced controls and compliance	Accepted	In progress	Partially	As reported last year, in WFP the audit, investigation and inspection functions are consolidated into a single Inspector General and Oversight Office. The Office of Evaluation is separate and reports directly to the Executive Director.
2006/2	Oversight Lacunae in the United Nations System	7	The legislative bodies of each United Nations system organization should direct their respective executive heads to: (a) Review the capacity of the organization to conduct investigations and put forward proposals for the establishment of a minimum in-house capacity for investigations;	L	Enhanced controls and compliance	Accepted	Implemented	Yes	

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			(b) Ensure that a minimum investigations capacity comprises qualified and experienced professional investigators who would not be subject to rotation within that organization; (c) Ensure that investigations entities are authorized to initiate investigations without interference from senior management in the respective organizations; (d) Ensure that independent reporting procedures for investigations are established (see recommendation 11 below).						
2006/2	Oversight Lacunae in the United Nations System	8	The legislative bodies of each United Nations system organization should direct their respective executive heads to establish similar policies and procedures to those recently established by the United Nations to provide protection against retaliation for reporting misconduct, and these should be widely publicized.	L	Dissemina-tion of best practices	Accepted	Implemented	Yes	WFP leads the United Nations system in having put in place a policy and system for whistleblower protection, and having established a separate Ethics Office with a D1-level Director.
2006/2	Oversight Lacunae in the United Nations System	9	The legislative bodies of each organization should decide that the proposed budget of the internal oversight entity should be drawn up by the entity itself and submitted to the external oversight board, together with any comments of the executive head, for review and transmittal to the appropriate governing body.	L	Dissemina-tion of best practices	Under consideration	In progress	Partially	The budgets of the Inspector General and Oversight Office and the Office of Evaluation are prepared as part of the biennial budget; the latter is contained in an Annex to the Biennial Management Plan.
2006/2	Oversight Lacunae in the United Nations System	10	With respect to the appointment of the head of internal oversight, the legislative bodies in each organization should decide that: (a) Qualified candidates should be identified on the basis of a vacancy announcement that should be widely publicized; (b) Appointment should be subject to consultation and prior consent of the governing body; (c) Termination should be for just cause, and should be subject to the review and consent of the governing body; (d) A non-renewable tenure of five to seven years should be established, with no expectation of any further employment within the same United Nations organization at the end of the term.	L	Dissemina-tion of best practices	Accepted	Implemented	Partially	The Executive Director circular of 28 April 2009 (ED2009/02) established the contractual terms of appointment to the position of Inspector General, including appointment for a four-year term, with the possibility to extend for a second and final term, with no possibility of further employment with WFP following the term.

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2006/2	Oversight Lacunae in the United Nations System	11	The legislative bodies in each organization should direct their respective executive heads to ensure that the following minimum standards are in place for reporting on internal oversight: (a) Internal oversight reports to be submitted to the executive head; (b) An annual internal oversight summary report to be submitted independently to the oversight board for its review, with the comments of the executive head submitted separately; (c) Individual internal audit, inspection and evaluation reports to be provided to the oversight board, on request; (d) Individual investigation reports to be provided to the oversight board, on request, with due safeguards for confidentiality.	L	Dissemina-tion of best practices	Accepted	In progress	Partially	
2006/2	Oversight Lacunae in the United Nations System	12	With respect to the follow-up of oversight recommendations, the legislative bodies in each organization should direct their respective executive heads to ensure that: (a) A database is created to monitor the follow-up of all oversight recommendations, and pending recommendations are monitored and followed up on a timely basis; (b) The annual internal oversight summary report to the oversight board contains a summary of oversight recommendations not yet fully implemented.	L	Dissemin-ation of best practices	Accepted	Implemented	Yes	WFP has established a database to monitor the follow-up of all oversight recommendations and pending recommendations.
2006/2	Oversight Lacunae in the United Nations System	13	The legislative bodies in each organization should direct their respective executive heads to ensure independent quality assessment, for example through peer review, of the internal oversight entity, at least once every five years.	L	Dissemina-tion of best practices	Accepted	Implemented	Yes	An internal audit took place in 2006 and an investigation in 2008. The next internal audit will take place in 2010/11, and an investigation in 2012/13.

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Report	Report Title	Rec. No.	Recommendation	Addre-ssee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2006/2	Oversight Lacunae in the United Nations System	14	The legislative bodies in each organization should adopt the following standards in respect of internal oversight: (a) For those organizations that manage biennial resources of at least US$250 million, an internal oversight unit is justified; (b) For those organizations that manage biennial resources of less than US$250 million, internal oversight services should be in-sourced to any other organization in the United Nations system that has the capacity to respond.	L	Enhanced efficiency	Accepted	Implemented	Yes	WFP manages a budget well over the recommended minimum of US$250 million biennial available to an organization; it has an internal oversight unit.
2006/2	Oversight Lacunae in the United Nations System	15	The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the: (a) Establishment of an ethics function with clear terms of reference which should be publicized through the organization's website and other media; (b) Establishment of a post of ethics officer at the D-1/P-5 level, as appropriate, within the office of the executive head; (c) Mandatory integrity and ethics training for all staff, particularly newly-recruited staff.	L	Dissemina-tion of best practices	Accepted	Implemented	Too early to measure impact	WFP has taken several steps to create an ethical environment: An Ethics Office was established in January 2008 and a D-1 Director was appointed; it has issued an updated whistleblower protection policy. More extensive financial disclosure measures were established in 2009. Advice is provided to WFP staff on a confidential basis, and capacity is being developed to provide ethics training for all staff. The Ethics Office participates in the United Nations Ethics Committee, a peer review group chaired by the United Nations Secretariat's Ethics Director.
2006/2	Oversight Lacunae in the United Nations System	16	The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the: (a) Establishment of confidential financial disclosure requirements for all elected officials and all staff at the D-1 level and above, as well as those staff mentioned in paragraph 50; (b) Annual filing of the financial disclosure statements to the ethics office(r) for review.	L	Enhanced accounta-bility	Accepted	Implemented	Too early to measure impact	More than 500 staff members are required to provide financial disclosure statements, including eligible staff involved in procurement, private-sector relations and donor fundraising.

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2006/2	Oversight Lacunae in the United Nations System	17	The legislative bodies of each United Nations system organization should direct their respective oversight boards to establish an effective mechanism for coordination and cooperation among the external and internal oversight bodies on a system-wide basis.	L	Enhanced coordina-tion and coopera-tion	Accepted	Implemented	Yes		
2006/4	Headquarters Agreements II	1	Executive heads of United Nations organizations should remind their officials and staff members of their obligation to be exemplary in respecting the laws, regulations, traditions and habits of the host countries.	E	Enhanced accounta-bility	Accepted	Implemented	Yes		
2006/4	Headquarters Agreements II	2	Legislative bodies of United Nations organizations should: (a) Remind the host countries of their legal obligations concerning the headquarters agreements and the benefits of the presence of United Nations organizations in their respective countries, and that the full implementation of headquarters agreements is also to their benefit; and (b) Request their respective executive heads to report back at appropriate intervals on the implementation of the headquarters agreements.	L	Enhanced accounta-bility	Under consideration			Compliance with the obligations of the Headquarters Agreement is currently not an issue.	
2006/4	Headquarters Agreements II	3	Executive heads of the United Nations system organizations should negotiate with and encourage the host countries to provide more generous facilities to the organizations in the acquisition or refurbishment of their headquarters premises by, for example, providing premises free of charge, or providing interest-free loans or sharing costs.	E	Enhanced effective-ness	Accepted	Partially		The WFP Headquarters Agreement, Italian State Law 114 of 14 February 1994, appropriately and generously caters for the presence of WFP Headquarters in Italy. Premises are provided mostly free of charge.	
2006/4	Headquarters Agreements II	5	Legislative bodies of United Nations organizations headquartered in the same host country should: (a) Consider establishing a joint formal forum, similar to the Committee on Relations with the Host Country in New York, to enhance relations with the host country; and (b) Ensure that adequate resources are allocated from their regular budget to support the establishment and proper functioning of this formal forum.	L	Dissemina-tion of best practices	Under consideration			The Secretariat is in favour of this recommendation.	

ANNEX II: PREVIOUS REPORTS BY THE JOINT INSPECTION UNIT TO THE WORK OF THE WFP 2006, 2007 AND 2008										
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2006/4	Headquarters Agreements II	7	Executive heads of United Nations system organizations should: (a) Remind the host countries of their obligations under the headquarters agreements to issue visas free of charge and in a timely fashion to staff and officials of United Nations organizations; (b) Encourage host countries to establish a reasonable timeframe for the processing of visas, in collaboration with the organizations, so as to avoid delays and denials in the issuance of visas, especially to those officials and staff members who have been previously granted visas; and (c) Report back to the legislative bodies on progress made in this regard.	E	Enhanced efficiency	Accepted	In progress	Partially	There have been improvements in the issuance of visas for staff members and consultants. There were few delays in issuing visas as a consequence of the procedures put in place by some Italian embassies, such as outsourcing the process to private companies. With regard to identification cards, the Ministry has put in place a new on-line procedure for requests, cutting in half the time required for issuing them. Problems remain regarding staff members whose contract is for less than 11 months.
2006/4	Headquarters Agreements II	10	The legislative bodies of United Nations organizations should: (a) Allocate appropriate financial resources to ensure adequate and realistic security facilities in all their duty stations; and (b) Remind host countries of their obligation to provide adequate security for United Nations organizations premises and staff.	L	Enhanced effective-ness	Accepted	Implemented	Yes	
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 United Nations Environment Programme (UNEP), for the consideration and approval of the legislative bodies.	L	Enhanced effective-ness	Under consideration	In progress		The Secretariat has engaged with the Board membership in a review of the financial framework. The issue underlined in recommendation 1 will be reviewed during that exercise, which is expected to be completed during 2010. An informal consultation on the financial framework took place in January 2010.

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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 effective-ness	Accepted	In progress	Yes	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. WFP contributed to the Secretary-General's advocacy for more predictability and flexibility during the sixty-third General Assembly. 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. A document on resourcing for a changing environment is scheduled for submission at EB.1/2010.

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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 effective-ness	Accepted	In progress	Partially	Consultations with the Board take place throughout the year. The Secretariat has engaged the Board membership in a review of its financial framework, including of existing programme categories. WFP's Government Donor Relations Division engages with donors through bilateral consultations. The programme of work is a governance tool that WFP is aiming to use in a more strategic manner. A Strategic Resource Allocation Committee has been established to make prioritization of resources more strategic.
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 United Nations System Chief Executives Board for Coordination (CEB).	L	Dissemina-tion 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.

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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 effective-ness	Under consideration	In progress	Partially	e 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/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. 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). In 2008, WFP had 61 JPOs from 14 countries (including 5 under-represented countries). WFP continues to work with other United Nations organizations to encourage the donor community to continue funding JPO candidates from under-represented developing countries.

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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			(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: (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. (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.

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									(2) As WFP participates in the 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 UNFPA welcome the recommendation to request the ICSC to undertake periodic reviews with a view to making recommendations to the General Assembly.
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	Partially accepted. 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

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									reserve funds and reviewing contractual terms in insurance tenders, are presented to the FAO Director-General for approval. 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 IFAD for the BMIP and with the UNDP 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.

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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;	L	Enhanced efficiency	Accepted	In progress	No	(a) As at 31 December 2008 WFP's ASHI liabilities were 50% funded. Since 2007, WFP has registered all ASHI liabilities irrespective of the availability of full funding. As per the WFP Biennial Management Plan (2010–2011), the funding options for employee benefits liabilities will be presented to the Executive Board in 2010.
			(b) Provide adequate financing to meet those liabilities and establish a reserve for this purpose.						(b) WFP does not have an established reserve for this purpose. However, employee benefit liabilities (which includes ASHI) that have been funded to date have been set aside and placed in long-term investments specifically held for the purpose.
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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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 effective-ness	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	Dissemina-tion 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	In progress	Partially	WFP has policy and procedures in place to administer employment of United Nations retirees.
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; (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.	E	Enhanced efficiency	Accepted	In progress	Under assess-ment	WFP is assessing its knowledge and information needs, and will implement projects to address gaps in support to knowledge sharing. The One Truth project is studying the information architecture, and the WFP Connect project will establish a knowledge-sharing platform in 2010.

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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	Mainstrea-ming 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			Compliance to this recommendation is under discussion within WFP.
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 RBM as a planning, reporting and evaluation tool.	E	Enhanced effective-ness	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.
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 PSA budget while two (one P-4 and one G-5) are not. The situation will be reviewed in 2010.
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 effective-ness	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.

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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 effective-ness	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	
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 coordina-tion and coopera-tion	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	Dissemina-tion 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	The Geneva office underwent an external audit in March 2007. No evaluation was undertaken.

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2007/12	Review of Selected Millennium Development Goals (MDGs)	3	In order to enhance the effectiveness of the UNAIDS at the country level, the executive heads of the UNAIDS secretariat and the Cosponsors should: (a) Select suitable UNAIDS country coordinators and agency heads in each country of accreditation, matching their political, cultural and diplomatic credentials with due consideration to cultural sensitivities and the local languages of the host countries; (b) Establish a harmonized and/or unified reporting mechanism for the United Nations country teams; (c) Undertake deliberate and concerted efforts to ensure the effective implementation of joint programmes.	E	Enhanced efficiency	Accepted	In progress	No	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	In order to enhance the effectiveness of the Three Ones principles, the Executive Heads of the UNAIDS secretariat and the Cosponsors should assist the affected Member States to: (a) Ensure that the national strategic plans of the affected Member States are revised in conformity with these principles, are costed with detailed workplans and include the marginalized and vulnerable populations, as well as refugees, in the national strategic frameworks; (b) Ensure that the National AIDS Councils are established effectively with limited membership and with well-defined and clear roles and responsibilities; (c) Ensure that the Member States undertake appropriate measures to put in place a well-functioning monitoring and evaluation mechanism and provide adequate technical support.	E	Enhanced effective-ness	Accepted	In progress	No	See response to Recommendation 3.

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2007/12	Review of Selected MDGs	5	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: (a) Strongly advocate the need for the launching of aggressive national campaigns for voluntary HIV/AIDS testing and assist the affected Member States to develop policies and programmes aimed at encouraging their citizens to voluntarily take HIV/AIDS testing; (b) Assist the affected Member States to ensure the harmonization of procurement procedures at the country level, as well as in establishing efficient supply management; (c) Assist the affected Member States to ensure that anti-retroviral therapy programmes are integrated into the sexual and reproductive health programmes and treatment services for tuberculosis and malaria.	E	Enhanced effective-ness	Accepted	In progress	No	See response to Recommendation 3.	
2007/12	Review of Selected MDGs	6	In order to enhance the effective implementation of universal access to antiretroviral therapy, the executive heads of the UNAIDS secretariat and the Cosponsors should: (a) Assist the affected Member States in developing policies and procedures aimed at developing combined short- and long-term human resource strategies for the purpose of improving conditions for current workers; (b) Provide technical support to develop adequate training programmes for health workers; (c) Undertake advocacy programmes to discourage migration of health workers to other countries.	E	Enhanced effective-ness	Accepted	In progress	No	See response to Recommendation 3.	
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 effective-ness	Accepted	In progress	No	See response to Recommendation 3.	

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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 (ART) programmes.	E	Enhanced effective-ness	Accepted	In progress	No	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 effective-ness	Accepted	In progress	No	See response to Recommendation 3.
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 effective-ness	Accepted	In progress	No	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 effective-ness	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 effective-ness	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.
2008/03	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 effective-ness	Accepted	Not started	No	WFP is ready to partake in the effort aimed at understanding division of labour on environmental matters.
2008/03	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 effective-ness	Accepted	Not started	No	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.

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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 effective-ness	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.
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 effective-ness	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's Strategic Objective 5: Enabling Governments to Reduce Hunger" identifies five priority points of engagement in support of partnership and capacity development for sustainable hunger reduction. Sixty percent of WFP's work is done in collaboration with implementing partners.
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			

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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	Under consideration			
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 effective-ness	Accepted	Partially		WFP is working in pilot countries to implement harmonized programmes and funding.
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	Dissemina-tion of best practices	Under consideration			
2008/5	Review of Information 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 effective-ness	Accepted	Implemented	Facilitates harmoniza-tion of common services when implement-ting 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 compre-hensive 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 consolida-tion 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 effective-ness	Accepted	Implemented	Running costs reduced through consolida-tion 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 consolida-tion of services.	Rome-based agencies are exploring ways to further share ICT services.
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 accounta-bility	Accepted	Implemented	Running costs reduced through consolida-tion 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 effective-ness	Accepted	Implemented	Proper manage-ment of public website.	The WFP website is managed by the Communications, Public Policy and Private Partnerships Division.

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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 effective-ness	Accepted	Partially	Proper manage-ment 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 effective-ness	Accepted	Implemented	Proper manage-ment 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	4	For relevant, timely and high quality website content, the executive head of each United Nations system organization should ensure the implementation of a 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 manage-ment 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 effective-ness	Accepted	Implemented	Proper manage-ment 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.

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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	Accepted	Partially		Web pages were launched in 2009 in the following languages: Arabic, Chinese, Czech, Danish, Dutch, Finnish, French, German, Icelandic, Italian, Japanese, Korean, Norwegian, Portuguese, Slovak, Spanish, and Swedish. "Parity" is currently unachievable for budgetary reasons.
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 coordina-tion and coopera-tion	Accepted	Partially		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 effective-ness	Under consideration			

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2006/1 (Note)	Goodwill Ambassadors	2	In order to enhance the efficiency and effectiveness of Goodwill Ambassadors programmes, executive heads of the organizations concerned should: (a) Rationalize their number; (b) Limit designations and renewal of services to only highly committed and available personalities of high calibre and renown; (c) Stop the practice of systematically adding new nominations each year; (d) Prior to renewing each two-year mandate, evaluate the job carried out by the Goodwill Ambassador, and its impact; (e) Limit total services to a maximum of ten years, with exceptions granted on a case-by-case basis, based on merit and operational needs.	E	Enhanced efficiency	Accepted	Implemented	Yes	
2006/1 (Note)	Goodwill Ambassadors	3	To increase the impact and effectiveness of their communications strategy and avoid confusion within the targeted audience, executive heads should: (a) Apply, system-wide, solely the title of Goodwill Ambassador to celebrities designated to work on behalf of the Organization for a two-year period; other titles may be used exceptionally to designate royalty and celebrities working on ad hoc assignments; (b) Reserve the titles of "Messenger of Peace" and "Special Envoy" exclusively for nominations by the Secretary-General and avoid the use of any similar title to preserve its exceptional character.	E	Enhanced effective-ness	Accepted	In progress	Yes	Some WFP Ambassadors have already been appointed as "WFP Ambassador Against Hunger". Following the issuance of the revised 'Guidelines for the Designation of Messengers of Peace and Goodwill Ambassadors' (applicable system-wide) approved in September 2009 by the United Nations/Department of Public Information, a discussion is underway to consider using the title 'WFP Goodwill Ambassador Against Hunger'.
2006/1 (Note)	Goodwill Ambassadors	5	Executive heads should encourage self-financing by Goodwill Ambassadors of all travel-related expenditures whenever possible, and promote other no-cost arrangements in order to achieve recurrent savings that could be significant for some organizations.	E	Significant financial savings	Accepted	Implemented	Yes	

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2006/1 (Note)	Goodwill Ambassadors	7	In order to improve the effectiveness of Goodwill Ambassadors programmes, executive heads should ensure that: (a) The role of these celebrities is clearly established within the communication strategy of the organization; (b) Terms of reference, annual plan of activities and indicators of success are defined in line with programmatic priorities and agreed upon prior to the nomination/renewal of contracts, with the participation of substantive offices.	E	Enhanced effective- ness	Accepted	Implemented	Yes	
2006/1 (Note)	Goodwill Ambassadors	8	Executive heads should: (a) Develop systems to track and report regularly on the impact of the activities of the Goodwill Ambassadors and Messengers of Peace; (b) Conduct periodic evaluations of the programmes to improve their efficiency.	E	Enhanced efficiency	Accepted	Implemented	Yes	It has been agreed with the United Nations Department of Public Information that each of the separately funded and administered Funds and Programmes of the United Nations, as well as specialized agencies, should submit annual comprehensive reports of activities carried out by each Ambassador and their impact.

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2006/1 (Note)	Goodwill Ambassadors	9	With the purpose of enhancing accountability among programme managers and increase cost-effectiveness, executive heads should:	L	Enhanced accounta-bility	Accepted	In progress	Partially	
			(a) Relate the funding of the Goodwill Ambassadors programmes to its measurable impact and return on investment, as a percentage of funds directly or indirectly generated by them;						The recommendation of enhancing accountability and increasing cost-effectiveness should be measured as a percentage of the funds raised.
			(b) Regulate pro bono services, such as partnerships with the private sector, at no cost to the organizations, in consultation with the respective legal offices, under the modality of memoranda of understanding;						Some pilot projects have been carried out in coordination with the private sector and we look forward to evaluating those projects and to considering how to expand this field of work.
			(c) Decentralize, as appropriate, the administration of the programmes to regional/country offices, whereas the headquarters should play a coordinating, advisory and monitoring role.						Some of the WFP Ambassadors are now managed at local/national level while Headquarters maintains overall coordination role.
2006/1 (Note)	Goodwill Ambassadors	11	Executive heads of organizations with common strategic goals and objectives should cooperate in organizing joint activities for Goodwill Ambassadors in order to target larger audiences and achieve greater impact at lower cost.	E	Enhanced effective-ness	Accepted	Implemented	Yes	WFP carried out joint awareness and fundraising activities featuring WFP Goodwill Ambassadors and Celebrities working together with sister agency colleagues (the United Nations Children's Fund (UNICEF), United Nations Messengers of Peace, the World Health Organization, FAO).
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-Headquar-ters 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 effective-ness	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 effective-ness	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 effective-ness	Accepted	Implemented	Partially	The M&E Committee has been established and it is functioning.
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 effective-ness	Under consideration			

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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 accounta-bility	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 accounta-bility	Under consideration			
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 accounta-bility	Accepted	In progress	In progress	The HLCM took note of a WFP presentation on a recent 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 last 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 effective-ness	Accepted			This item to be linked to the planned IASC consultation.

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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 accounta-bility	Accepted	Implemented	Yes	Monthly operational updates are issued. A financial plan for the expected UNHAS operations during 2010 is available.
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 coordina-tion 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 coordina-tion and cooperation	Under consideration	Not started	No	Same as above, 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 effective-ness	Accepted	Implemented	Implemen-ted	WFP Aviation Branch recruitment and promotions are referred to the Chief of that Branch to ensure that all technical aviation aspects are taken into account. In 2007, the number of fixed-term positions in the Aviation Branch was significantly increased to implement both ICAO and JIU recommendations; twelve officers were recruited. Budgetary constraints in 2008 led to a reduction in the PSA budget for the Aviation Branch and, with normal staff

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									attrition, has meant that the management structure continues to be weak. After a review of the aviation management structure, the Chief of the Aviation Branch has initialized a new aviation staffing proposal that increases the number of fixed-term contract holders and grants a higher grade for ''duration of assignment'' to three Chief Air Transport Officers recently re-assigned to critical positions in the Sudan, the Democratic Republic of the Congo and Afghanistan.

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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	Implemen-ted	The following indicators are reported to the user groups and management on a monthly basis and monitored by the Aviation Branch through Flight Management Application software developed internally and installed in all field operations: - transported passengers (number/origin/activity); - transported cargo; - aircraft occupancy rates; - aircraft hourly utilization; - aircraft fuel consumption; - number of medical and security evacuations; and - cost of the air operation versus budget. The indicators trigger regular aircraft fleet and network reviews that result in corrective actions. An annual activity plan is distributed to partner agencies and donors; monthly operational updates including the financial status of each operation are also distributed.
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 Aviations Safety Standards (AVSTADS) into a formal aviation safety audit and ensure the regular and timely submission of such audit reports by the competent officials of ICAO to the Executive Board.	E	Enhanced accounta-bility	Accepted	Not started	No	The final version of the report of the ICAO Audit of the Aviation Branch conducted in 2005 has not been released.The Aviation Branch has nevertheless implemented most of the recommendations made by ICAO Auditors in their draft report, released in 2007.

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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 accounta-bility	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.
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 accounta-bility	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 accounta-bility	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 accounta-bility	Accepted	In progress		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 DED COO.
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 accounta-bility	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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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 effective-ness	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 effective-ness	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 effective-ness	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.

ANNEX II: PREVIOUS REPORTS BY THE JOINT INSPECTION UNIT TO THE WORK OF THE WFP 2006, 2007 AND 2008									
Report	Report Title	Rec. No.	Recommendation	Addre-ssee	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 effective-ness	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 accountabi-lity	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 effective-ness	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 accounta-bility	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.

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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	Dissemina-tion 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.

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
ART	anti-retroviral therapy
ASHI	After-Service Health Insurance
ATAG	Aviation Technical Advisory Group
AU	African Union
AUC	African University of Cairo
AVSTADS	United Nations Common Aviation Safety Standards
BMIP	Basic Medical Insurance Plan
CAADP	Comprehensive Africa Agriculture Development Programme
CEB	United Nations System Chief Executives Board for Coordination
CS	Common Services
CSMT	Common Services Management Team
DFS	Department of Field Support
DOCO	United Nations Development Operations Coordination Office
ECA	United Nations Economic Commission for Africa
ECOSOC	Economic and Social Council of the United Nations
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
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ICT	information communications technology
IFAD	International Fund for Agricultural Development
IPSAS	International Public Sector Accounting Standards
IRA	Immediate Response Account
JACMC	Joint Advisory Committee on Medical Coverage
JIU	Joint Inspection Unit

JPO	junior professional officer
LO	liaison office
LTA	long-term agreement
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MIP	Medical Insurance Plan
MOU	Memorandum of Understanding
NAC	National AIDS Council
NEPAD	New Partnership for Africa's Development
NEX	National Execution
NSP	National Strategic Plans
OCHA	Office for the Coordination of Humanitarian Affairs
OECD-DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEDAM	Performance and Accountability Management Division
OEDE	Office of Evaluation
OMJ	Regional Bureau Johannesburg – Southern, Eastern and Central Africa
PACE	Performance and Competency Enhancement Programme
PAS	Performance Appraisal System
RBM	results-based management
RC	Resident Coordinator
RCM	Regional Consultations Mechanism
RDT	Regional Directors Team
REC	regional economic community
RERG	WFP Geneva Office
TOR	terms of reference
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations country team
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
UNSSC	United Nations System Staff College
VoIP	Voice over Internet Protocol
WHO	World Health Organization