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**Executive Board  
First Regular Session**

**Rome, 20–23 February 2006**

## **ADMINISTRATIVE AND MANAGERIAL MATTERS**

### **Agenda item 11**

*For consideration*

**E**

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



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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for consideration.**

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

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## EXECUTIVE SUMMARY

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

The Board recommended that the Bureau review reports of the Joint Inspection Unit and present its observations to the Board. Eight of the ten reports issued in 2004 were found to be relevant to the work of WFP; two reports issued in 2005 were also considered, of which “Some Measures to Improve Overall Performance of the United Nations System at the Country Level” (JIU/REP/2005/2) was found to be of high relevance. The recommendations in those reports and WFP’s responses, including follow-up action taken, are listed in Annex I of the present document.

As requested by the Board in May 2002, the Bureau has prepared a matrix to show the status of WFP’s implementation of previously approved or accepted recommendations, in which WFP has taken into consideration only reports that contain recommendations with medium-term implications. Following that logic, this document reports on follow-up actions taken on “Review of the United Nations Budgetary Process” (JIU/REP/2003/2) and “Achieving the Universal Primary Education Goal of the Millennium Declaration” (JIU/REP/2003/5).

## DRAFT DECISION\*

After considering the recommendations contained in the eight JIU reports in 2004 and one report in 2005 relevant to the work of WFP (WFP/EB.1/2006/11), the Board takes note of WFP’s action on those recommendations.

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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 United Nations General Assembly resolution 2150 (XXI) in 1966, is composed of 11 inspectors with broad powers of investigation in matters concerning the efficiency of services and the proper use of funds by the United Nations system. The JIU determines whether activities undertaken by participating organizations are carried out in the most economical manner and ensures that optimum use is made of resources.
2. The JIU's participating organizations are the United Nations, its affiliated bodies and specialized agencies. WFP is a participating organization through its constitutional ties to the United Nations and the Food and Agriculture Organization of the United Nations (FAO). Relevant JIU reports are therefore addressed to the Executive Director for transmission to the WFP Executive Board.
3. By its decision 2002/EB.2/17, the Board recommended that the document submitted to it annually on JIU reports of relevance to the work of WFP should comprise:
  - (i) WFP 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.
4. 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,<sup>1</sup> for consideration, a summary report containing the items listed above.
5. The JIU issued ten reports in 2004 and two in 2005. Copies of those relevant to WFP are available to representatives on request.
6. Eight of the 2004 JIU reports are of relevance to WFP. Of the 2005 reports received by the cut-off date of 1 October 2005, one was found to be highly relevant to the work of WFP.
7. Annex I outlines the recommendations in the reports and WFP's responses, including follow-up and action taken on reports 2005/2, 2004/2 and 2004/4-10.
8. The following is a summary of WFP's responses to the JIU reports received by WFP as of 1 October 2005:
  - (i) "Review of Management and Administration at WIPO: Budget, Oversight and Related Issues" (JIU/REP/2005/1):
    - not relevant to the work of WFP;
  - (ii) "Some Measures to Improve Overall Performance of the United Nations System at the Country Level", parts I and II (JIU/REP/2005/2):
    - as a member of the United Nations Development Group (UNDG), WFP implements the recommendations in the report; also, as a member of the

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<sup>1</sup> Following a reduction in the number of sessions of the Board from four to three, this document is now presented to the First Regular Session. As a result, it covers JIU reports from 2004 and 2005.



United Nations System Chief Executives' Board (CEB), WFP has responded to the recommendations in line with the CEB's position (see Annex I);

- (iii) "Multilingualism and Access to Information: Case Study of the International Civil Aviation Organization" (JIU/REP/2004/1):
  - not relevant to the work of WFP;
- (iv) "Review of the Headquarters Agreements Concluded by the Organizations of the United Nations System: Human Resources Issues Affecting Staff" (JIU/REP/2004/2):
  - WFP agrees with and implements the recommendations in this JIU report (see Annex I);
- (v) "Administration of Justice: Harmonization of the Statutes of the United Nations Administrative Tribunal and the International Labour Organisation Administrative Tribunal" (JIU/REP/2004/3):
  - not relevant to the work of WFP;
- (vi) "Review of Management and Administration in the Office of the United Nations High Commissioner for Refugees (UNHCR)" (JIU/REP/2004/4):
  - Although the report was addressed to UNHCR, WFP found recommendations 12 and 13 to be relevant in view of its long-standing partnership with UNHCR and their field-level cooperation in assisting refugees worldwide;
- (vii) "Overview of the Series of Reports on Managing for Results in the United Nations System" (JIU/REP/2004/5):
  - WFP has embraced a culture of results-based management (RBM) and has an RBM division; extensive comments on the recommendations in JIU/REP/2004/5-8 are provided in Annex I;
- (viii) "Implementation of Results-Based Management in the United Nations Organizations (Part I) Series on Managing for Results in the United Nations System" (JIU/REP/2004/6):
  - see comment on JIU/REP/2004/5 above;
- (ix) "Delegation of Authority and Accountability (Part II) Series on Managing for Results in the United Nations System" (JIU/REP/2004/7):
  - see comment on JIU/REP/2004/5 above;
- (x) "Managing Performance and Contracts (Part III) Series on Managing for Results in the United Nations System" (JIU/REP/2004/8):
  - see comment on JIU/REP/2004/5 above;
- (xi) "Procurement Practices within the United Nations System" (JIU/REP/2004/9):
  - WFP accepts and implements the recommendations in the report (see Annex I);
- (xii) "Harmonization of the Conditions of Travel Throughout the United Nations System" (JIU/REP/2004/10):
  - WFP accepts and implements the recommendations in the report (see Annex I).



9. In May 2002, the Board requested that a matrix be prepared each year showing the status of WFP's implementation of previously approved or accepted recommendations. Annex II includes the status matrix for the 2003 JIU reports relevant to WFP. Only reports with medium-term implications for WFP were considered for this part of the document. The matrix therefore covers the following reports:
- (i) "Review of the United Nations Budgetary Process" (JIU/REP/2003/2); and
  - (ii) "Achieving the Universal Primary Education Goal of the Millennium Declaration – New Challenges for Development Cooperation" (JIU/REP/2003/5).
10. These reports can be found on the JIU website, in English, French and Spanish at <http://www.unsystem.org/jiu>



## ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005

Title and purpose	Recommendations	WFP response, including follow-up
<p><b>JIU/REP/2005/2(Part I and Part II)</b>  <b>Some Measures to Improve Overall Performance of the UN System at the Country Level</b>            How to define more clearly the respective roles of the UN funds, programmes and specialized agencies in development and technical assistance, in order to organize the working relations of all parts of the UN development system, including Bretton Woods Institutions (BWIs), to optimize efficiency in planning, programming and implementation to the benefit of partner countries, especially on the ground.</p>	<p><b>Recommendation 2</b>            The General Assembly should mandate the governing bodies of the United Nations system organizations (funds, programmes and specialized agencies) to consider measures aimed at fostering a culture of partnership.</p>	<p>UNDG is working through the Programme Group (PG) on programming guidance to align more closely with national priorities; the PG is also looking at programme simplification that will address some of these needs.</p>
	<p><b>Recommendation 3</b>            The Secretary-General should task the resident coordinators and/or sectoral lead agencies to ensure close and active involvement of all the members of the undg, including those with little or no field presence in the work of the United Nations country teams (UNCTs).</p>	<p>CEB members agree in principle that United Nations Resident Coordinators (RCs) should ensure collaboration with all United Nations organizations that are engaged in country-level activities, particularly undg member organizations and those not represented in UNCTs. Regional directors work at the country level on quality assurance as UNCTs prepare Common Country Assessments (CCAs) and United Nations Development Assistance Frameworks (UNDAFs), soliciting the views and contributions of non-resident agencies at the country and regional levels; they are working to ensure collaboration by Regional Commissions in this process. UNDAFs are by definition national processes, and trans-boundary issues are included if the national authorities deem it necessary.</p>
	<p><b>Recommendation 4</b>            United Nations system organizations (as represented in the CEB) to consider ways to achieve over time a “single core country analysis” as well as a “single comprehensive implementation plan” with partner countries.</p>	<p>These issues were also addressed by the Triennial Comprehensive Policy Review (TCPR). undg is working on them through programme simplification, with the working group addressing larger harmonization issues with the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) and BWIs.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 5</b></p> <p>All executive heads of United Nations system organizations (as represented in CEB) should issue a strong joint statement tasking their respective staff to enhance “cooperation, collaboration and coordination, including through the greater harmonization of strategic frameworks, instruments, modalities and partnership arrangements”, and stating their intention to reward them for this effort.</p>	<p>As a UNDG member, WFP is following up on this system-wide initiative. More details of WFP’s contribution are contained in the Annual Report to the Economic and Social Council (ECOSOC) and FAO Council presented to this session of the Board.</p>
	<p><b>Recommendation 6</b></p> <p>Executive heads of United Nations system organizations should identify and increase common training opportunities and make optimal use of the United Nations System Staff College (UNSSC).</p>	<p>WFP is working with colleagues at FAO and the International Fund for Agricultural Development (IFAD) to create common training associated with the current inter-agency Management Development Centre initiative. This year we are offering a course in negotiation skills and Myers Briggs personality typing and are considering a common course for women in leadership positions next year.</p>
	<p><b>Recommendation 7</b></p> <p>Governing bodies of United Nations system organizations should task the respective secretariats to speed up the identification of obstacles to staff mobility within the United Nations system, and elaborate and report back on solutions, in response to General Assembly resolution A/RES/59/266, Part VIII, Mobility.</p>	<p>Earlier this year, a draft inter-agency mobility accord to replace the current inter-agency agreement for loans, transfers and secondment of staff was finalized under the aegis of the High-Level Committee on Management (HLCM). This new accord, which reflects the recognition that mobility is critical for (i) strengthening the cohesiveness and the effectiveness of the United Nations system’s response to global challenges and (ii) for building a pool of competent, versatile and experienced international civil servants, is expected to facilitate dialogue and consultations. The final version of the new inter-agency accord was reviewed again in October 2005 by HLCM, which approved it for immediate issue. The autumn 2005 session of CEB also endorsed it.</p> <p>CEB notes the work done by United Nations organizations on establishing local expatriate spouses associations (LESAs) in field duty stations; these are expected to contribute to strengthening WFP’s ability to recruit, reassign and retain the best qualified individuals.</p>





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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 8</b></p> <p>CEB, in cooperation with the International Civil Service Commission (ICSC), as appropriate, should formulate an appropriate incentive system for mobility which would build a basis for establishing a future United Nations system-wide career path, and report thereon to the substantive session of the ECOSOC and the General Assembly in 2007, also in the context of the TCPR.</p>	<p>ICSC established a working group to develop options for compensating staff for service in hardship duty stations and for encouraging mobility. The group noted difficulties reported by organizations with regard to reassigning senior staff to the field, in particular those who had completed several assignments. The current scheme does not provide additional compensation for assignments beyond a fifth move. The working group considered the establishment of groupings that would allow for mobility incentives beyond a fifth assignment and proposed that incentives be paid in groupings of two to three, four to six and seven or more moves. The proposal was adopted by ICSC at its sixty-first session.</p>
	<p><b>Recommendation 9</b></p> <p>The executive heads of UNDG organizations should explore the feasibility of further delegating authority to their field representation, and improving simplification and harmonization within the system in the areas described in paras. 60–62.</p>	<p>CEB members note that the issue of country-level simplification and harmonization (S&amp;H) has been the subject of CEB decisions, which has resulted in directives to UNCTs. The issue of delegation of authority to country representatives has been pursued by all organizations present at the country level, with a view to enhancing the flexibility of country programmes and the ability of the system to respond rapidly to emerging needs at the country level. Further work is ongoing to ascertain the feasibility of delegating additional authority to field representatives and to improve S&amp;H. CEB organizations already have the authority to engage local actors in partnerships.</p>
	<p><b>Recommendation 10</b></p> <p>The General Assembly should invite the executive heads of the United Nations system organizations working in development to strengthen and formalize their links with OECD/DAC, with the UNDG office (UNDGO) playing an appropriate role.</p>	<p>UNDG has approved an action plan as a follow-up to the Paris Declaration on Aid Effectiveness. A communication on the OECD/DAC process has been sent to UNCTs concerning the action plan, urging RCs and UNCTs to take action.</p>
	<p><b>Recommendation 11</b></p> <p>The executive heads of UNDG should report annually to their governing bodies on progress made in advancing the simplification, harmonization and alignment agenda.</p>	<p>WFP reports to ECOSOC on lessons learned and progress made in its activities in the Annual Report to ECOSOC and the FAO Council.</p>
	<p><b>Recommendation 12</b></p> <p>The General Assembly should de-link the functions of the RC and the resident representative of United Nations Development Programme (UNDP) and change the designation process of the resident</p>	<p>Work is ongoing; an ExCom report on the RC system has recently been issued. ExCom high-level staff met twice and are taking action.</p>





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	coordinator as explained in para. 86.	<p>CEB members note that the General Assembly has emphasized that management of the RC system continues to be based in UNDP and requested that UNDP appoint a country director to run its core activities, including fund-raising, in countries with large programmes or with complex coordination situations to ensure that the RC is fully available (paragraph 60 of General Assembly Resolution 59/250).</p> <p>There is an agreement in CEB that the functions of RCs be separated from those of UNDP Resident Representatives. This is expanding the designation of RCs to a greater pool of candidates, which is especially important in situations where there is a large humanitarian assistance programme requiring the presence of a Humanitarian Coordinator (HC).</p>
	<b>Recommendation 13</b> UNDG organizations should include in the performance appraisal system for the resident coordinator and UNCT an assessment of teamwork and horizontal cooperation.	<p>WFP is participating in training of trainers (TOT) for the pilot of the 180° tool. The two regions in the pilot are Asia (ODB) and Latin America and the Caribbean (ODPC).</p> <p>The pilot will begin when TOT is complete; measures will be put in place for roll-out to the rest of WFP in 2006.</p>
	<b>Recommendation 14</b> The governing bodies of UNDG organizations should invite the respective executive heads to undertake a review of the grade structure and skills profile of their field representatives and other staff, and report thereon also to the General Assembly and ECOSOC.	<p>CEB members doubt whether the proposed review by Executive Heads of grade structures and skill profiles of field representatives and other staff will lead to the alignment of grade structures envisaged in the report. It is thought that UNDG member organizations are unlikely to find their current staffing situation appropriate or needing only minor adjustments.</p> <p>CEB members note the proposal that RCs are graded at least as high as other agency representatives in the field. This may not always be feasible; CEB members are of the view that organizations should retain the right to grade representatives as they see fit.</p>

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	<p><b>Recommendation 15</b> CEB should submit to the General Assembly and ECOSOC the list of countries where it would be desirable, in programmatic and operational terms, to establish a joint United Nations office.</p>	<p>CEB members note that various potential factors could complicate implementation of this recommendation, depending on country situations and the types of offices concerned. The reduction of overall operating costs is likely to favour organizations with field programmes because of the diversity of core activities, programmes and mandates.</p>
	<p><b>Recommendation 16</b> The governing bodies of UNDG organizations should task the respective executive heads to examine ways to further rationalize their field presence.</p>	<p>CEB members remain doubtful about automatic reduction in transaction costs and point out that different country situations demand different and flexible approaches. They believe that this issue needs to be pursued further on the basis of experience in collaboration with the countries concerned.</p>
	<p><b>Recommendation 17</b> The General Assembly should establish at its 60<sup>th</sup> session a “task force on operational activities” to oversee, support and monitor developments in operational activities as identified by TCPRs.</p>	<p>CEB members are concerned about the real impact of creating yet another coordination body: establishment of such a task force would weaken the role of ECOSOC and the Second Committee of the General Assembly in the governance of operational activities for development of the United Nations.</p>
	<p><b>Recommendation 18</b> The General Assembly should request UNDG organizations to instruct each resident coordinator to set up, in cooperation with the partner countries, an in-country public website with comprehensive information on donor support and United Nations system presence.</p>	<p>CEB members agree that sharing information on the United Nations system at the field level is of the utmost importance and note that websites have been set up in many countries, with more to come. They point out the need for clarity regarding ownership, governance, sources, content, accuracy and validity and express concern that additional and dedicated human resources would be needed to maintain such a system.</p>
	<p><b>Recommendation 19</b> CEB should set up an “inter-agency task force” to deal with the issue of fundraising for extra- budgetary/non-core Funding.</p>	<p>ExCom has accepted the common donor reporting tool, Standardized Project Reports (SPRs). There have been several meetings of resource representatives but little progress so far.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
<p><b>JIU/REP/2004/2</b>  <b>Review of the Headquarters Agreements Concluded by the Organizations of the UN System: Human Resources Issues Affecting Staff.</b></p> <p>To identify areas where adjustments in headquarters agreements might be advisable, with a particular emphasis on those areas that are essential to the reform of human resources management, and to contribute to the elaboration of model rules for future headquarters agreements and, wherever possible, the amendment of existing agreements.</p>	<p><b>Recommendation 1</b></p> <p>The legislative bodies of the organizations should bring to the attention of the host countries the desirability of adopting, as appropriate, more liberal policies as regards the granting of work permits or establishing of similar arrangements in favour of the spouses of staff members and officials of international organizations.</p>	<p>WFP has a clear policy supporting employment of spouses, but the work-permit policies the host country make it difficult for spouses to be employed: spouses have to return to their home country and apply for a mission visa or work permit.</p>
	<p><b>Recommendation 2</b></p> <p>The legislative bodies of the organizations should remind the host countries of the importance of fully implementing the provisions of the headquarters agreements, and ensuring the use of simplified procedures to facilitate the exercise of the privileges, immunities and benefits granted to the organizations and their staff members and officials, including in such areas as:</p> <ul style="list-style-type: none"> <li>• Granting of work permits for children and visas for domestic helpers;</li> <li>• Acquisition and rental of real property;</li> <li>• Integration into the social security system; and</li> <li>• Tax exemption benefits, the issuance of special cards to be used in tax-free transactions, as well as the periodic review of the provisions on taxation, taking into account changes in domestic legislation as well as developments within the organizations.</li> </ul>	<p>It is currently difficult to obtain work permits for children of United Nations staff. There are no problems in obtaining visas for domestic helpers or buying or renting property. To integrate into the social security system, a person must be employed by an Italian entity. Some categories of staff enjoy tax-exemption benefits, a situation that could be liberalized or streamlined to make it clearer and easier.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 3</b></p> <p>In order to better acquaint staff, particularly new recruits and new arrivals at a duty station, with the contents of the host country agreements, the executive heads of organizations are requested to issue comprehensive information circulars and publicize, by electronic and other appropriate means, the privileges, immunities and other benefits granted to staff members and officials, as well as their obligations.</p>	<p>WFP should make this a priority during the next biennium.</p>
	<p><b>Recommendation 4</b></p> <p>The legislative bodies of the organizations should bring to the attention of the host countries the significance of adequately informing the local administration, public services and business communities, especially those situated outside the capital or seat of the various organizations, about the privileges, immunities and benefits granted to United Nations system organizations, their staff members and officials, so as to facilitate the exercise of these privileges, immunities and benefits and to ensure that the staff and officials of the organizations receive adequate cooperation and understanding in the fulfilment of their obligations.</p>	<p>Local administrations, public services and business communities, particularly those situated outside Rome, are not always aware of the privileges, immunities and benefits granted to United Nations staff.</p>
	<p><b>Recommendation 5</b></p> <p>The legislative bodies of the organizations should remind host countries of the desirability of ensuring that any additional facilities granted to intergovernmental organizations within the host country are extended to all United Nations system organizations, their staff and officials located in that territory.</p>	<p>WFP's position is that any additional facilities granted to embassies or missions should also be extended to the United Nations system organizations.</p>
	<p><b>Recommendation 6</b></p> <p>Drawing on the findings of this report and other relevant information, the Secretary-General of the UN, in his capacity as Chairman of the CEB, should request CEB to coordinate the formulation of a model framework headquarters agreement, or at least standard articles ensuring uniformity for the approval of the General Assembly. Such a model framework, or standard articles, would be used to guide the conclusion of future and/or updating of existing headquarters agreements between United Nations system organizations and their host countries.</p>	<p>WFP fully agrees with the recommendation of a model framework Headquarters agreement with standard articles.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 7</b></p> <p>The legislative bodies of the organizations should remind host countries of the significance of simplified procedures that would ensure the speedy processing of visas for staff and officials travelling on mission for United Nations organizations, and prevent undue delays in the substantive work of the organization as well as limit possible financial losses</p>	<p>WFP has experienced several delays and even failures in granting visas to staff travelling to Rome on mission, including country representatives coming for Board sessions.</p>
<p><b>JIU/REP/2004/4</b></p> <p><b>Review of Management and Administration in the Office of the UN High Commissioner For Refugees.</b></p> <p>To contribute to the ongoing reform exercises undertaken by the Office of the UNHCR, with a view to improving its management and administration.</p>	<p><b>Recommendation 12</b></p> <p>b) Review current living conditions in hardship duty stations and establish, upon consultations with the Office of the United Nations Security Coordinator (UNSECOORD) and other United Nations agencies operating in the area (especially WFP and United Nations Children's Fund (UNICEF)), the criteria to be used for attributing the status of special operations areas as envisaged in the IOM/FOM/012/2004</p>	<p>WFP is ready to assist UNHCR when contacted.</p>
	<p><b>Recommendation 13</b></p> <p>K. Cooperation and partnerships are important for finding durable solutions to refugee situations. It has been recognized that there is a need to integrate humanitarian assistance with long-term sustainable development programming. Such integration should be facilitated by UNHCR membership in the UNDG and through the UNDAF/Country Cooperation Framework (CCF) processes.</p>	<p>WFP and UNHCR work at the field level to seek durable solutions. WFP's repatriation package is seen as a helpful tool to help refugees to reintegrate in their countries of origin.</p>
<p><b>JIU/REP/2004/5</b></p> <p><b>Overview of the Series of Reports on Managing for Results in the UN System.</b></p> <p>To identify the factors that are critical for the successful implementation of results-based management, as a broad management strategy, in the organizations of the UN system and provide a benchmarking framework for such implementation</p>	<p><b>Recommendation 1</b></p> <p>Legislative organs of participating organizations may wish to endorse this benchmarking framework as a tool for them, the relevant oversight bodies and the secretariats to measure the progress towards and effective implementation of results-based management in their respective organizations, taking into account their specificities, and may wish to request their secretariats to submit a report thereon.</p>	<p>The Secretariat has adopted the suggested benchmarks to guide the introduction and implementation of RBM principles and practices. Progress reports are based on the suggested framework.</p>



## ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 2</b> CEB building on existing efforts within the system, should play a more active role in harmonizing, as far as possible, the implementation of RBM in the United Nations system organizations and provide a forum for the exchange of experiences among United Nations organizations in this regard. CEB could consider establishing a task force for this purpose.</p>	CEB is aware that management changes require several years to consolidate. As new policies and systems are introduced, WFP has adapted its terminology to DAC standards; WFP's experience will facilitate the CEB's efforts to harmonize RBM practices across the United Nations agencies.
<p><b>JIU/REP/2004/6</b> <b>Implementation of Results-Based Management in the UN Organization, Part I: Series on Managing for Results in the UN System.</b></p>	<p><b>Benchmark 1:</b> A clear conceptual framework for RBM exists as a broad management strategy. <b>Benchmark 2:</b> The respective responsibilities of the organization's main parties are clearly defined. <b>Benchmark 3:</b> Long-term objectives have been clearly formulated for the organization. <b>Benchmark 4:</b> The organization's programmes are well aligned with its long-term objectives. <b>Benchmark 5:</b> The organization's resources are well aligned with its long-term objectives. <b>Benchmark 6:</b> An effective performance monitoring system is in place. <b>Benchmark 7:</b> Evaluation findings are used effectively. <b>Benchmark 8:</b> RBM is effectively internalized throughout the organization. <b>Benchmark 9:</b> A knowledge management strategy is developed to support RBM.</p>	Progress against these benchmarks was reviewed in 2004 and 2005 with the help of independent assessments.
<p><b>JIU/REP/2004/7</b> <b>Delegation of Authority and Accountability, Part II: Series on Managing for Results in the UN System.</b></p>	<p><b>Delegation of authority</b> <b>Benchmark 1:</b> The vertical chain of command is clear and unambiguous. <b>Benchmark 2:</b> Delegation of authority is clearly defined. <b>Benchmark 3:</b> Delegation of authority is clearly defined in general administrative instruments and/or individual delegation orders, and is consistent. <b>Benchmark 4:</b> Adequate management information systems support the delegation of authority. <b>Benchmark 5:</b> Managers are empowered through adequate access to information. <b>Benchmark 6:</b> Managers are empowered through adequate support services and help desks.</p>	Delegation of authority is periodically reviewed; it is integrated into regular performance reviews. Work is in progress to introduce or develop management information systems.





**ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005**

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Benchmark 7:</b> Managers demonstrate required competencies.</p> <p><b>Benchmark 8:</b> Managers are empowered through adequate training.</p>	
	<p><b>Accountability</b></p> <p><b>Benchmark 1:</b> A clear legal framework for the accountability system, including the system of administration of justice, is framed in relation to the results-based management system adopted.</p> <p><b>Benchmark 2:</b> Performance-oriented systems of accountability replace traditional, compliance-based systems.</p> <p><b>Benchmark 3:</b> Accountability is applicable at all levels, from the top down. The executive heads and the heads of major organizational units are therefore the first to be held accountable for the results they are expected to deliver.</p> <p><b>Benchmark 4:</b> Unflinching commitment of leadership.</p> <p><b>Benchmark 5:</b> Accountability is based on the assessment not only of the degree of achievement of expected results, but also of the managerial competencies demonstrated in the achievement of these results, as measured for instance through a 360-degree feedback mechanism.</p> <p><b>Benchmark 6:</b> Effective monitoring systems are in place.</p> <p><b>Benchmark 7:</b> Strong oversight systems exist.</p> <p><b>Benchmark 8:</b> A transparent, swift, independent and equitable system of administration of justice is in place.</p>	<p>Oversight and compliance-based systems are well established. The transition to performance-oriented systems is being pursued. The leadership remains committed to managing for results.</p>
<p><b>JIU/REP/2004/8</b>  <b>Managing Performance and Contracts, Part III: Series on Managing for Results in the UN System.</b></p>	<p><b>Performance Management</b></p> <p><b>Benchmark 1:</b> The main prerequisite for an effective performance management system is a change in the culture of organizations concerned.</p> <p><b>Benchmark 3:</b> Performance management systems are seen as managerial tools that help the organizations run, direct and control their resources on a day-to-day basis.</p> <p><b>Benchmark 4:</b> Performance management systems are simple and easy to administer.</p> <p><b>Benchmark 6:</b> Performance management systems ensure consistency in assessment throughout a given organization.</p>	<p>This requires a change in the culture of WFP in that it is not the performance-evaluation tool that determines the success of performance-management systems, but the people who use it and the way they use it.</p> <p>These should also be seen as tools to help staff to direct and control their careers.</p> <p>Complicated performance-management systems have been ineffective.</p> <p>This ideal is difficult to achieve, particularly in a multi-cultural and multi-duty organization such as the United Nations, unless the measuring instruments are simple, specific, neutral and universally applicable.</p>



**ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005**

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Benchmark 7:</b> The results of performance appraisal are used as a basis for appropriate personnel actions, and in particular for career development.</p> <p><b>Benchmark 8:</b> Performance management systems identify and address staff development needs. They also identify and address chronic underperformance.</p>	<p>Performance-management systems should be used by WFP and by staff for career development.</p> <p>Current performance-management systems tend to identify weaknesses without addressing development needs and under-performance.</p>
	<p><b>Rewarding Performance</b></p> <p><b>Benchmark 1:</b> Strong performance management and accountability systems are in place so that employees perceive that performance pay is reliable and awarded fairly and consistently.</p> <p><b>Benchmark 4:</b> Funding is ensured and the pay for performance scheme financially viable.</p>	<p>WFP recognizes that the Performance and Competency Enhancement Programme (PACE) performance-management system is not directly related to performance pay. WFP has enhanced its performance assessment system since 2004 in a number of ways, and is introducing an ICSC-coordinated pilot project on broadbanding/pay for performance in 2006. WFP realizes that rewarding performance is an area that requires special attention.</p> <p>Funding needs to be ensured for the scheme to succeed.</p>
	<p><b>Contractual Arrangements</b></p> <p><b>Benchmark 1:</b> Human resources are aligned with the strategic objectives of the organization.</p> <p><b>Benchmark 2:</b> The specific needs of international public organizations are recognized and a balance is achieved between time-limited and indefinite contracts, which is conducive to performance.</p> <p><b>Benchmark 3:</b> Transparent, effective and fair recruitment/placement systems are in place to support results-oriented contractual policies.</p> <p><b>Benchmark 4:</b> The focus of contractual reforms is shifted to performance.</p> <p><b>Benchmark 5:</b> The jurisprudence of the administrative tribunals is taken into account.</p>	<p>This has been done and is being continued under the strategic review and re-orientation of human resources management (HRM) in WFP.</p> <p>WFP is continuing to determine the balance between indefinite and time-limited contracts.</p> <p>WFP is endeavouring to ensure transparent, effective and fair recruitment and placement systems. The nature of our emergency operations does not always make this easy.</p> <p>WFP is undertaking this in the strategic reorientation of human resources, in particular the broadbanding pilot study.</p> <p>WFP adheres to the jurisprudence of the International Labour Organisation Administrative Tribunal (ILOAT) and the United Nations Administrative Tribunal (UNAT).</p>



**ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005**

Title and purpose	Recommendations	WFP response, including follow-up
<p><b>JIU/REP/2004/9</b>  <b>Procurement Practices within the UN System.</b>            To identify opportunities for increasing procurement efficiency and effectiveness in the UN system, especially through productivity enhancement, improved cooperation and coordination and technological innovations.</p>	<p><b>Recommendation 1</b>            The Secretary-General of the United Nations should continue to evaluate the results achieved to date by the Procurement Working Group of the Task Force on Common Services at Headquarters and other locations, including findings on procurement performance benchmarks and other best practices resulting from procurement reforms at Headquarters and other locations; the evaluation report should be discussed by HLCM and IAPWG members, which in turn should adopt recommendations for its procurement community as appropriate.</p>	<p>As a member of the Inter-Agency Procurement Working Group (IAPWG), WFP supports the development of procurement performance benchmarking and best practices as a first step towards optimizing procurement efforts among and within United Nations organizations. As an interim measure, WFP will continue to use joint procurement agreements in the United Nations system; it often acts as the lead agency in forming such agreements for commonly required items necessary for accomplishing its mission.</p>
	<p><b>Recommendation 2</b>            IAPWG should adopt, approve and implement the concept of lead agency and promote a division of labour among the organizations, aimed at further rationalization of procurement practices by its members. The emphasis as may be applicable on increased consolidation of procurement overhead costs and structures within the United Nations system, in order to enhance division of labour among its members, reduce duplication in the procurement of common user items, and maximize the use of organizational core competencies, including the lead agency concept.</p>	<p>The concept of lead agency is not new: WFP has been acting in that role for non-peacekeeping charter flights for several years and for telecommunications in certain crises. The Office for the Coordination of Humanitarian Affairs (OCHA) recently formalized this division of labour among humanitarian response agencies, with WFP taking the lead in food, UNHCR in shelter and UNICEF in water and sanitation.</p> <p>The concept of consolidation of procurement operations may make sense for the United Nations itself, for example at its headquarters and regional commissions, but WFP approaches it more cautiously. Single, large procurers tend to monopolize markets, resulting in static pricing and the loss of benefits from asymmetrical market forces.</p>
	<p><b>Recommendation 4</b>            All executive heads should ensure that their respective procurement services have adequate and timely legal support, and that some of their existing staff receive training in the legal aspects of procurement.</p>	<p>In the current biennium, WFP has formed an Office of Legal Affairs to support procurement units in legal, contractual and dispute-resolution matters. Training for procurement officers alerts them to legal aspects of their work.</p>




## ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 5</b></p> <p>Notwithstanding the agreement reached at the 29<sup>th</sup> IAPWG meeting to focus on the project proposal entitled “Common Procurement Training Initiative for the United Nations” on a certification system for procurement officers, active consideration should continue to be given to: (a) where applicable, further increasing the procurement training budgets of the organizations; (b) integration, as far as practicable, of specialized procurement training initiatives and capacities available within the United Nations system; (c) expanded training in e-procurement methods in the context of recommendation 10(e) below; and (d) development of a technical assistance strategy supporting capacity-building in public procurement agencies in the recipient countries coupled with mobilization of resources to this end.</p>	<p>WFP subscribes to the recent procurement officer certification initiative in the United Nations executed by the Inter-Agency Procurement Services Office (IAPSO) and has a certified trainer in-house. WFP continues to support training for its procurement officers. If WFP is requested to procure on behalf of partner governments, it will do so on a full cost recovery basis.</p>
	<p><b>Recommendation 6</b></p> <p>a) The executive heads of the organizations should ensure that procurement manuals exist in the working languages of the secretariats of the organizations in line with the relevant multilingual policies of the organizations concerned, in order to foster the integrity of the procurement process in all field offices</p> <p>b) IAPWG should arrange for the further development of its existing common procurement guidelines into a generic system-wide policy and procedures manual to serve as a benchmark which articulates common procurement principles and stages as well as standard quality outcomes, and significantly streamlines procurement procedures to be applied individually and collectively at all duty stations.</p>	<p>a) The WFP <i>Non-Food Procurement Manual</i> already exists in English, French and Spanish; the new edition in preparation will also be in these languages. The <i>Food Procurement Manual</i> is in preparation and will shortly be released, replacing the <i>Food Procurement User Guidelines</i>.</p> <p>b) As a member of IAPWG, WFP supports this proposal.</p>
	<p><b>Recommendation 7</b></p> <p>a) In view of the significant growth in procurement activities and the resultant need for more cost-effective arrangements and practices within the United Nations system, the General Assembly should request the Secretary-General, in his capacity as Chairman of CEB, to negotiate the formalization of the mandate of the inter-agency cooperation and coordination role of IAPWG and require it to report annually to the General Assembly through HLCM and to make action-oriented proposals on continuous improvements in the management, performance measurement and coordination of procurement services, in the light of the findings and recommendations of the present report.</p>	<p>a) WFP welcomes formalization of the governance mechanism whereby the output of the IAPWG process would be presented to HCLM for endorsement, as is the case with the Inter-Agency Security Management Network (IASMN) and the Inter-Agency Network of Facilities Managers (INFM). WFP pleased at the evolution of IASMN from the working-group level towards a strategic network of procurement managers.</p>



**ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005**

Title and purpose	Recommendations	WFP response, including follow-up
	<p>b) IAPWG should interact more regularly with other entities in the public and private procurement sector as well as with relevant academic bodies in order to keep abreast of practices, innovations and trends outside the United Nations system.</p> <p>c) Strengthening of common procurement services and other cooperative arrangements at different duty stations should be pursued more deliberately as a regular item on the agenda of IAPWG meetings.</p> <p>d) In conjunction with recommendation 1 above, the procurement reform experience of various organizations that have implemented reforms in recent years should be shared in detailed and systematic fashion with the other organizations.</p>	<p>b) As a member of IAPWG, WFP supports this proposal.</p> <p>c) As a member of the undg Common Services and Premises group, WFP supports this proposal.</p>
	<p><b>Recommendation 8</b></p> <p>In accordance with relevant General Assembly resolutions on common services within the United Nations system, the Secretary-General should undertake as soon as possible, with the assistance, if necessary, of an external consultant specializing in corporate mergers, a detailed review of the feasibility and efficiency benefits of the following measures:</p> <p>a) Further strengthening of procurement reform at Headquarters by establishing a central procurement facility at Headquarters by 2010 with a view to providing energetic leadership and a frame of reference for similar streamlining of procurement activities at other duty stations, especially in the field;</p> <p>b) As an intermediate stage to that goal, consolidation of the procurement overhead structures and costs of the funds and programmes based at Headquarters;</p> <p>c) Ways and means of strengthening collaboration and avoiding overlap between UNOPS procurement service and IAPSO, including the option of merging the two entities, while ensuring that, in the event of a merger, the inter-agency services currently provided by IAPSO will be continued by a successor entity;</p> <p>d) Should UNOPS and IAPSO be maintained as separate entities, UNDP should continue to cover the full costs of the inter-agency services provided by IAPSO;</p> <p>e) Extending, as appropriate, the measures recommended under (a) above to other duty station, especially the United Nations Office at Vienna, the United Nations Office at Nairobi and field duty stations.</p>	<p>a) WFP will continue to maintain contact with United Nations headquarters procurement authorities with a view to achieving greater synergy.</p> <p>b) Not applicable: WFP has no procurement officers in any of the United Nations headquarters cities.</p> <p>c) This proposal concerns UNDP and the United Nations Office for Project Services (UNOPS).</p> <p>d) This proposal concerns UNDP and UNOPS.</p> <p>e) As a member of the undg Common Services and Premises group, WFP will examine opportunities at field duty stations as they present themselves.</p>

**ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005**

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 9</b></p> <p>The executive heads should ensure that the development of e-procurement solutions in their respective organizations is guided by the following basic principles, inter alia:</p> <ul style="list-style-type: none"> <li>a) The existence of a legal and procedural framework;</li> <li>b) Inter-agency cooperation and coordination;</li> <li>c) The promotion of an incremental approach to the establishment of e-procurement; and</li> <li>d) The development of a relevant new skill set through training and retraining programmes.</li> </ul>	<p>In September 2005, WFP launched a project to evaluate the use of e-procurement and currently has a pilot under way to test such a system on its emergency-response project (ERP) platform. E-procurement has been included in the current upgrade of the platform.</p>
	<p><b>Recommendation 10</b></p> <p>In view of the growing importance of the issue of government transparency in public procurement in the context of World Trade Organization agreements, as recently endorsed by General Assembly resolution 55/247 of 1 May 2001 on procurement reform, the executive heads of the organizations should upon request, develop technical capacity-building support in their procurement portfolio programmes to support capacity-building in public procurement agencies in the recipient developing countries so that they can participate actively and strengthen their abilities to participate in procurement. The programmes in questions should aim to complement ongoing activities in this area of the World Bank, OECD, International Labour Organization (ILO) Turin Centre and IAPSO, among others.</p>	<p>With over 65 percent of its food, goods and services procured locally, WFP understands the leverage such purchases have in local economies. Where procurement officers are deployed, WFP will continue to evaluate interaction with governments in developing countries with a view to enhancing the role of procurement in achieving Strategic Objective 5.</p>
<p><b>JIU/REP/2004/10</b></p> <p><b>Harmonization of the Conditions of Travel Throughout the UN System.</b></p> <p>To conduct a comparative analysis of various elements of travel – categories, class and means of travel, stopovers, subsistence allowances, terminal expenses, lump sum option – of officials travelling at the expense of the UN, and propose measures aimed at harmonizing travel policies and practices throughout the organizations of the UN system.</p>	<p><b>Recommendation 1</b></p> <p>The General Assembly should mandate the Secretary-General to review, within the framework of the CEB, the criteria used to determine the class of travel of staff members, with a view to adopting a common policy at the United Nations system level in particular with regard to the minimum travel time for entitlement to business class. Among other factors to be taken into account are the drastic changes in the airline industry in recent years and the resulting deterioration of travel conditions, the increase in travel time as a consequence of tightened security and the opinion of the United Nations Medical Service on the health risks of long haul air travel and measures to minimize them (including the possibility of establishing a threshold by age for entitlement to business class).</p> <p>In addition, as a rule, only the heads of the organizations should travel first class and travel entitlements of high-ranking officials should align to business class in order to achieve greater uniformity.</p>	<p>WFP agrees that a common policy on business class accommodation would be beneficial in the context of recent deterioration of travel conditions, increased travel time as a consequence of tightened security and the health risks of long-haul air travel.</p> <p>At a time of budget restraints, thorough analysis would be needed to establish the additional costs, which would limit staff to mission-critical travel. Other means of communication such as video-conferencing should be promoted.</p> <p>This cost increase could be partially offset by savings generated from Recommendation 3 below.</p>



**ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005**

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 2</b></p> <p>The Secretary-General, within the existing inter-agency coordination mechanisms, should examine the benefits of extending the lump sum approach to other categories of travel (on appointment, change of duty station, separation and interviews) taking into account the experience of other organizations already applying it. In this regard, the Inspector supports the recommendation of the Open-ended High-level Working Group on the Strengthening of the UN, Action 25(a), to apply the payment of a lump sum for repatriation travel.</p>	<p>WFP has implemented the lump-sum scheme for appointment, transfer and repatriation travel, and recommends wider use of this scheme across the United Nations system.</p> <p>Interview travel is another category to which such a scheme could be applied on an experimental basis.</p>
	<p><b>Recommendation 3</b></p> <p>The executive heads of the organizations of the United Nations system paying a lump sum amount for home leave, family visit and education travel should use as a benchmark 75 per cent of the full economy fare (the International Air Transport Association (IATA) published fare, by most direct route).</p>	<p>WFP would welcome a common benchmark such as 75 percent of the full economy fare or 100 per cent of the actual corporate fare, regardless of the number of flying hours.</p>
	<p><b>Recommendation 5</b></p> <p>The General Assembly should request the Secretary-General to discontinue the practice of reporting exceptions to the approved class of travel. Existing related internal control mechanisms should remain in place. Clear criteria should be established for exceptions, particularly for upgrading travel to first class for reasons of eminency and on medical grounds. The General Assembly should legislate on the standard of accommodation applicable to the Deputy Secretary-General, the President of the General Assembly and the personal aides/security officers travelling with the Secretary-General so as to discontinue the repeated treatment of these cases as exceptions.</p>	<p>WFP has a lower hierarchical level of examining and approving exceptions but is intending to raise this level of control to higher authorities. In line with the recommendation to legalize the common practice of offering identical standards of accommodation to personal aides and security officers travelling with the Secretary-General, WFP's travel policy is being amended to allow identical privileges and class of travel to staff travelling with the Executive Director.</p>
	<p><b>Recommendation 6</b></p> <p>The executive heads of the organizations of the United Nations common system should enforce the use of alternative modes of transportation when more cost-effective in the interest of the organizations. Relevant rules and provisions should be modified as applicable in each case.</p>	<p>WFP remains vigilant for any opportunities to generate cost savings through alternative modes of travel.</p> <p>WFP has reservations about travel by rail or road instead of by air, especially for journeys of more than three hours, because any cost savings are offset by the cost of professional staff time. WFP attaches greater importance to technological alternatives to travel such as video conferencing and conference calls.</p>
	<p><b>Recommendation 7</b></p> <p>The use of rented cars should be regulated.</p>	<p>WFP would welcome a common United Nations policy on the use of rental cars.</p>



**ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005**

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 8</b> In the interest of streamlining procedures for reimbursement of travel by private car, the Secretary-General should review the current mileage system with a view to replacing it by a standard rate to be applied worldwide by the organizations of the United Nations system.</p>	<p>When implementing the Structural Adjustment Programme (SAP) travel system, WFP established a worldwide flat rate of US\$0.15 per km. WFP would appreciate a common policy on this.</p>
	<p><b>Recommendation 10</b> The executive heads of the organizations of the United Nations system where staff members travel business class should increase the threshold for the granting of stopovers for rest purposes from 10 to 16 hours. Conversely, staff members not travelling in business class should be entitled to have a stopover after a 10-hour journey.</p>	<p>WFP already applies this proposed threshold for all staff members.</p>
	<p><b>Recommendation 11</b> The executive heads of the respective United Nations system organizations that have not yet done so, should adopt provisions based on best practices with regard to reverse education travel, travel of breastfeeding mothers, travel of single parents, possibility of choosing an alternative place of home leave taking into account the nationality of the spouse, and the minimum number of days to be spent in the country of home leave.</p>	<p>WFP is ready to examine best practices in the following two areas, which have not yet been considered: (i) travel by single parents and (ii) selecting an alternative place of home leave, taking into account the nationality of the spouse.</p>
	<p><b>Recommendation 12</b> The General Assembly may wish to request the Secretary-General to initiate, in the framework of CEB, a review of the standards of travel and entitlements for members of various organs and subsidiary organs of the United Nations and organizations in the United Nations system, with a view to formulating proposals for harmonizing these standards at the United Nations system level.</p>	<p>WFP would welcome a review of standards of travel and entitlements.</p>



## ANNEX II: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2003

Title and Purpose	Recommendations which needed follow-up by WFP in 2003	Current status
<p><b>JIU/REP/2003/2</b>  <b>Review of the United Nations budgetary process.</b></p> <p>To appraise the efficiency and effectiveness of the current United Nations budgetary process and present a number of alternatives to the General Assembly for an improved planning, programming, budgeting, monitoring and evaluation process at the UN, taking into account, in part, experience and practices in a number of United Nations system organizations.</p>	<p>The Executive Summary mentions that “They (the Inspectors) would like to stress, however, that in their opinion, Alternative 1 represents the best course of action to be pursued for the most efficient budgetary process.”</p> <p><b>Alternative I:</b></p> <ul style="list-style-type: none"> <li>• A strategic framework</li> <li>• A strategic programme budget</li> <li>• An enhanced system of monitoring and evaluation</li> <li>• An improved governance process</li> </ul> <p>a) Preparation of a strategic framework based on the Millennium Development Goals (MDGs) and the outcomes of the major United Nations conferences and summits. The strategic framework should be concise, identify the global goals relevant to the work of the Organization, the strategic objectives contributing to their attainment, and criteria to guide priority-setting for the work of the Organization. It should serve as a guide to the long-term planning and programming of the UN; it being understood that it could be subject to review in case of major developments affecting its content;</p> <p>b) Elimination of the medium-term plan (MTP) and the budget outline used in the present process, instead using the programme budget document as the main programming instrument for the biennium, to be strategically conceived based on the strategic framework;</p> <p>c) Application of an enhanced system of monitoring and evaluation; provision of better tools for self-evaluation by the programme managers and more frequent and quality reporting to Member States;</p> <p>d) An improved governance process where each of the parties involved should fully assume their duties and responsibilities in the process, including the responsibility of the General Assembly to optimize the use of its subsidiary and expert bodies.</p>	<p>With the introduction of the three new governance tools – the Strategic Plan, the Biennial Management Plan and the Annual Performance Report – WFP started to address the shortfalls identified in this report. WFP’s new governance tools are in line with alternative I as shown in the middle column.</p> <p>The tools provide a set of expected outcomes to plan, measure and manage work to achieve the expected outcomes.</p> <p>In 2004–2005, these new governance tools improved the strategic planning framework, results-based budgeting, monitoring, evaluation and reporting. This is the second cycle of implementation of the new governance tools.</p> <p>The Strategic Plan covers a four-year period and highlights the main features of WFP’s work during the ensuing financial period. Submitted on a rolling basis every two years, it sets out WFP’s strategic objectives together with a results matrix with indicators against which progress is monitored over the planning period. On the basis of consultations with partners during the planning process, a new section has been added that links WFP’s work with the MDGs and a section that addresses risk analysis. The Executive Board approved the Strategic Plan (2006–2009) in June 2005.</p> <p>The Biennial Management Plan uses a results-based approach to articulate objectives, expected results, indicators and resource targeting. It provides further details of WFP’s proposed programme of work, indicating the resources required for operational budget and related support costs, and linking operational and management activities with WFP’s strategic and management objectives.</p> <p>The Management Plan (2006–2007), presented to the Board in November 2005, is more concise than its predecessor but otherwise follows the same structure. It provides information requested by the governing body during the review of the first plan, and has changed somewhat in Section III: Support Budget. The previous plan provided detailed results by organizational unit, whereas these have now been compiled into an internal management document.</p> <p>The Annual Performance Report covers WFP’s achievements and performance. It involves a continuous self-assessment process of collecting data and comparing current performance with planned expectations.</p> <p><b>Improved Governance Process</b></p> <p>WFP initiated a governance group that reviewed the processes of governance in WFP and presented a report to the Board in November 2005.</p>





## ANNEX II: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2003

Title and Purpose	Recommendations which needed follow-up by WFP in 2003	Current status
<p><b>JIU/REP/2003/5</b>  <b>Achieving the Universal Primary Education goal of the Millennium Declaration – New challenges for Development Cooperation</b>            Examine whether all the conditions are in place to allow Member States to attain the universal primary education (UPE) and completion goal stated in the Millennium Declaration.</p>	<p><b>Recommendation 1</b>            The United Nations Educational, Scientific and Cultural Organization (UNESCO), its Executive Board and Director-General, are called upon to explore all possibilities for providing the UNESCO Institute for Statistics (UIS) with more resources to improve further the quality of education data and enable increased investment in much needed in-country statistical capacity-building.            The Education For All (EFA) Global Monitoring Team should keep track of developments in this regard and report on progress made.</p>	<ul style="list-style-type: none"> <li>• Over the last four years, WFP has conducted baseline studies in 67 of the 72 countries with school feeding programmes (SFPs).</li> <li>• WFP has developed a simple questionnaire and new software to enable country offices and their partners to enter, process and analyse survey data via a database accessible through WFP's corporate network. Starting in autumn 2005, processing of school feeding survey data will be decentralized from Headquarters to field offices in order to contribute to capacity-building for WFP and government counterpart staff by giving them full capacity to enter, process and analyse the data.</li> <li>• Results published during 2005 show that WFP SFPs have significantly contributed to supporting access to primary and basic education programmes. In particular, survey results conducted in WFP-assisted schools showed an increase in girls' enrolment, sustained attendance and a higher gender ratio in favour of girls, which highlight WFP's school feeding contribution to the MDGs, gender equality and empowerment of women and girls.</li> </ul>
	<p><b>Recommendation 3</b>            In line with EFA goal 6, <i>UNESCO, its institutes in cooperation with other organizations</i> such as UNICEF, should assist partner countries, upon request, to conduct assessments of learning achievements at the end of the national primary cycle and to increase their monitoring capacity. These United Nations organizations should share knowledge, experience and lessons learned from the successful assessments undertaken. The aim in such undertakings should be to inform national policy makers, to work towards sub-regional, regional and cross-country comparability with a view to taking appropriate, and if necessary, corrective action. Solid knowledge of learning outcomes is necessary to improve quality of education.</p>	<ul style="list-style-type: none"> <li>• WFP has followed-up baseline surveys in 25 countries.</li> <li>• In addition to baseline and follow-up surveys, WFP is collaborating with other United Nations agencies to conduct assessments related to nutrition among school-age children.</li> <li>• WFP has involved UNICEF, UNESCO and other United Nations agencies and non-governmental organizations (NGOs) in sub-regional alliances and networks.</li> </ul>



**ANNEX II: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2003**

Title and Purpose	Recommendations which needed follow-up by WFP in 2003	Current status
	<p><b>Recommendation 4</b></p> <p>The <i>General Assembly</i> and the <i>governing bodies</i> of all the organizations working in education (such as ILO, UNESCO, United Nations Population Fund (UNFPA), UNHCR, UNICEF, WFP) should ask them to intensify their cooperation in the field and increasingly consider joint monitoring and evaluation better to assess their respective contributions to the results obtained and the impact of their action. <i>They should also recommend to the respective secretariats</i> that they should always communicate and share information on plans for new technology prior to its introduction in order to ascertain whether additional use could render it more cost-effective.</p>	<ul style="list-style-type: none"> <li>• WFP intensified its collaboration with UNHCR SFPs in refugee camps, with UNICEF, with the World Health Organization (WHO), with ILO on child labour and with FAO in home-grown SFPs, school gardens and woodlots.</li> <li>• In recognition of the importance and potential of a healthy school environment, WFP entered into partnership with UNICEF and others to improve the nutritional and health status of schoolchildren. The purpose of enhanced collaboration between WFP and UNICEF in these programmes is to seek convergence and synergies of programme outcomes through joint programming with a view to achieving common goals and targets, including those established in the Education for All (EFA) initiative and the MDGs.</li> <li>• WFP ARGOS devices have been installed in 450 schools in 15 countries. WFP is making efforts to ensure that the information available in the system is used by governments and WFP country offices for planning and management purposes. Discussions are ongoing between WFP, <i>Collecte localisation satellites</i> (CLS) and WHO to design a similar device for collecting nutrition indicators.</li> </ul>
	<p><b>Recommendation 5</b></p> <p>With a view to increasing knowledge on empirical evidence of lessons learned the <i>General Assembly should task the United Nations Evaluation Group</i> with exploring the feasibility of establishing a system-wide single platform, through which empirical evidence would be accessed by all development partners and to <i>report to ECOSOC</i>, in charge of the review of operational activities for development, taking into account existing arrangements.</p>	<p>WFP reports to ECOSOC on lessons learned in all its activities through the Annual Report to ECOSOC and FAO Council.</p>
	<p><b>Recommendation 6</b></p> <p><i>UNESCO</i>, with its mandated role of coordinating EFA partners, should initiate the elaboration of a comprehensive review and evaluation strategy on the basis of a common methodology, on all activities undertaken to reach the EFA goals, such as flagship programmes, if not by all, but at least by the major external actors. This would contribute to the establishment of a much needed knowledge base on what works, why and how, and how successful interventions can be scaled up.</p>	<ul style="list-style-type: none"> <li>• Internally, WFP is using the baseline and follow-up survey mentioned in Recommendations 1 and 2 to compile lessons learned and use collected data to inform future programming.</li> <li>• Externally, WFP is working with the World Bank on a three-country evaluation to assess the impact of SFPs. The study has started in Burkina Faso, the Lao People's Democratic Republic and Uganda with baseline surveys.</li> <li>• WFP is a member of the UNESCO-led Inter-Agency Task Force on HIV/AIDS and Education that focuses on mobilizing commitment to prevention education and acting as a catalyst for the exchange of information in this area.</li> </ul>



**ANNEX II: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2003**

Title and Purpose	Recommendations which needed follow-up by WFP in 2003	Current status
	<p><b>Recommendation 9</b></p> <p>The General Assembly and the respective Governing Bodies should ask United Nations system organizations (funds, programmes and specialized agencies) and encourage bilateral donors to give increased attention to contributing to the building of macroeconomic, social, institutional as well as administrative, capacities at different levels in the partner countries. This would not only strengthen partner countries' ownership but also allow donors increasingly to channel aid through sector-wide approaches (SWAPs) and budget support, which would reduce transaction costs and simplify administration. All aid projects should focus on creating and transmitting knowledge and conferring capacity on a sustainable basis.</p>	<ul style="list-style-type: none"> <li>• WFP agrees with the importance of building national capacity to sustain educational initiatives.</li> <li>• At the macro level, WFP is working with the New Partnership for Africa's Development (NEPAD) on a home-grown school feeding initiative that focuses on using local food products in SFPs. WFP has helped Ghana, Nigeria and Uganda to prepare proposals for the initiative.</li> <li>• At the project level, WFP collaborates with communities to establish parent-teacher associations and train them to support SFPs.</li> <li>• WFP seeks partnerships with the private sector to support costs related to health and nutrition in SFPs.</li> <li>• WFP continues to provide technical assistance for governments that have taken over management of WFP-assisted SFPs to ensure sustainability and full ownership.</li> </ul>
	<p><b>Recommendation 10</b></p> <p>ECOSOC, being concerned with the monitoring of operational activities for development in the United Nations system, should monitor and assess the quality of capacity-building activities, demanding relevant information from United Nations system organizations via the CEB secretariat to this effect.</p>	<p>WFP maintains the recommendations made in the last report on setting up additional reporting mechanisms.</p>
	<p><b>Recommendation 11</b></p> <p>The <i>General Assembly</i> should encourage bilateral donors to reconsider their sector allocations within Official Development Assistance (ODA) with a view to increasing considerably the share for education, half of which should be earmarked for primary/basic education. Particular attention should be paid to increasing aid efficiency.</p>	<ul style="list-style-type: none"> <li>• WFP continues to advocate with all its donors in further investment in basic education, including support for pre-school and adult literacy programmes for adolescent girls.</li> <li>• Particular attention will be paid to including individual private-sector donors and beneficiary governments.</li> </ul>



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Title and Purpose	Recommendations which needed follow-up by WFP in 2003	Current status
	<p><b>Recommendation 12</b></p> <p>The General Assembly, which is in charge of MDG follow-up, should consider encouraging the extension of Fast Track Initiative (FTI) as recommended in the report. The Director-General of UNESCO, convener of the High-Level Group on EFA established by the Dakar Framework for Action, should transmit this recommendation to the Group with a view to initiating appropriate action. The lessons learned from the current World Bank-led FTI should be taken fully into account. Such “country-specific education compacts” should be open to all least developed and low-income countries that are seriously committed to attaining the EFA goals and are currently off track in achieving them through their efforts alone. Such “country compacts” should ensure that the appropriate capacity-building and additional financing are forthcoming and that partner countries’ reform efforts are supported in a predictable way.</p>	<ul style="list-style-type: none"> <li>• WFP works with all government partners to expand SFPs and has launched special initiatives such the Sahel Alliance. UNESCO, UNICEF and WFP have agreed to increase support for the alliance and will seek to involve the World Bank and other partners.</li> <li>• The Latin American School Feeding Network (LA-RAE) has facilitated establishment of national chapters in the region, thereby creating opportunities for fundraising events, exchanges of information and training.</li> <li>• To contribute to the EFA goals, the governments of southern African countries, UNICEF and WFP will forge stronger partnerships to enable governments in the region to carry out sustainable food-for-education (FFE) programmes and deliver an essential package of school-based interventions to every child attending school, particularly on prevention education on HIV/AIDS, psychosocial support and malaria prevention. The Southern African Strategy (SAS) was launched in September 2005 with the agreement that leadership rests with governments who have pledged commitment to its success.</li> </ul>
	<p><b>Recommendation 13</b></p> <p>CEB should examine the possibility of establishing an enlarged inter-agency working group, open to key partners, such as NGOs and foundations, with a view to preparing and organizing advocacy and fund-raising events in all countries along the lines recommended in the report.</p>	<ul style="list-style-type: none"> <li>• WFP has developed a variety of activities with private partners such as the Netherlands-based logistics company TNT to support hygiene, water and sanitation interventions in schools. Her Royal Highness Princess of Thailand agreed to serve as a School Feeding Ambassador in 2004.</li> <li>• WFP is collaborating with other United Nations agencies to raise awareness of child hunger.</li> </ul>
	<p><b>Recommendation 14</b></p> <p>In monitoring the implementation of the Millennium Declaration it is essential to explore new financing and funding avenues</p>	<p>WFP supports alternative funding approaches such as making SFPs a component of debt-swap agreements, in which they make good sense, particularly when the parties can commit to a long-term arrangement and agree to an exit strategy.</p>



## ACRONYMS USED IN THE DOCUMENT

BWI	Bretton Woods Institutions
CCA	Common Country Assessment
CCF	Country Cooperation Framework
CEB	United Nations System Chief Executives' Board
CLS	<i>Collecte localisation satellites</i>
DAC	Development Assistance Committee
ECOSOC	Economic and Social Council of the United Nations
EFA	Education for All
ERP	Emergency Response Project
FAO	Food and Agriculture Organization of the United Nations
FFE	food for education
FTI	Fast-Track Initiative (World Bank)
HC	Humanitarian Coordinator
HLCM	High-Level Committee on Management (CEB)
HRM	human resources management
IAPSO	Inter-Agency Procurement Services Office
IAPWG	Inter-Agency Procurement Working Group
IASMN	Inter-Agency Security Management Framework
IATA	International Air Transport Association
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
ILOAT	International Labour Organization Administrative Tribunal
INFM	Inter-Agency Network of Facilities Managers
IOM/FOM	Inter-Office Memorandum/Field Office Memorandum
JIU	Joint Inspection Unit
LA-RAE	Latin American School Feeding Network
LESA	Local Expatriate Spouses Associations
MDG	Millennium Development Goal
MTP	medium-term plan
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs



ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PACE	Performance and Competency Enhancement Programme
PDE	Policy & External Affairs Department
PG	Programme Group (UNDG)
RBM	results-based management
RC	Resident Coordinator
SAP	Structural Adjustment Programme
SAS	Southern African Strategy
SFP	school feeding programme
SPR	Standardized Project Report
SWAP	sector-wide approach
TCPR	Triennial Comprehensive Policy Review
TOT	training of trainers
UNAT	United Nations Administrative Tribunal
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UIS	UNESCO Institute for Statistics
UNOPS	United Nations Office for Project Services
UNSECOORD	Office of the United Nations Security Co-ordinator
UNSSC	United Nations System Staff College
UPE	Universal Primary Education
WHO	World Health Organization
WIPO	World Intellectual Property Organization

