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**Executive Board
First Regular Session**

Rome, 9–10 February 2015

ADMINISTRATIVE AND MANAGERIAL MATTERS

Agenda item 10

For consideration

E

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

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

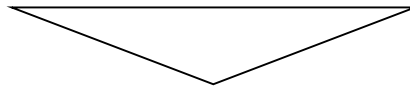
The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal point indicated below, preferably well in advance of the Board's meeting.

Acting Director, RMF: Mr R. Van der Zee tel.: 066513-2544

Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

* Finance and Treasury Division

DRAFT DECISION*



The Board takes note of the information and recommendations in “Reports by the Joint Inspection Unit Relevant to the Work of WFP” (WFP/EB.1/2015/10).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

THE JOINT INSPECTION UNIT

1. The Joint Inspection Unit (JIU), established by the United Nations General Assembly 2150 (XXI) in 1966, is an independent external oversight body of the United Nations system mandated to conduct evaluations, inspections and investigations system-wide. The JIU is composed of 11 inspectors whose aim is to help improve management and methods, promote greater coordination between United Nations organizations and determine whether activities undertaken by participating organizations are carried out in the most economical manner.
2. The JIU's participating organizations are the United Nations, its affiliated bodies and specialized agencies. WFP is a participating organization through its constitutional ties to the United Nations and the Food and Agriculture Organization of the United Nations (FAO). Relevant JIU reports are addressed to the Executive Director for transmission to the WFP Board.

Joint Inspection Unit Reports for WFP Action

3. Since the submission of the last annual report to the Board on JIU recommendations (WFP/EB.1/2014/9), the JIU has issued seven reports and one note that require WFP action, which may be found on the JIU website in Arabic, English, French and Spanish, at www.unjiu.org.
4. The following JIU reports and notes include new recommendations for WFP action:
 - i) "Records and archives management in the United Nations" (JIU/REP/2013/2)
 - ii) "Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work" (JIU/REP/2013/3)
 - iii) "Review of the management of implementing partners in United Nations system organizations" (JIU/REP/2013/4)
 - iv) "An analysis of the resource mobilization function within the United Nations system" (JIU/REP/2014/1)
 - v) "Capital/refurbishment/construction projects across the United Nations system organizations" (JIU/REP/2014/3)
 - vi) "Post-Rio+20 review of environmental governance within the United Nations system" (JIU/REP/2014/4)
 - vii) "Review of long-term agreements in procurement in the United Nations System" (JIU/REP/2013/1)
 - viii) "Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations" (JIU/NOTE/2014/1)
5. Annex I outlines 33 new recommendations from the seven JIU reports issued since the last report to the Board, and WFP's responses and follow-up actions.
6. Annex II updates the status of 18 recommendations from reports previously reported to the Board.

7. Annex III provides updates on 12 recommendations from JIU notes, both new and previously reported to the Board. While the reports are presented to the executive heads with recommendations for both management and legislative body action, notes are presented for management action only, and do not require follow-up by the legislative body. However, in line with WFP's practice of sharing information with the Board, the responses to the notes have also been included.
8. Follow-up has resulted in the closure of 39 recommendations, as reported in Annexes I, II and III (see Table 1).

TABLE 1: STATUS OF JIU RECOMMENDATIONS FOR EB.1/2015					
JIU programme of work year	Closed	Accepted, implementation in progress	Accepted, implementation not started	Under consideration	Total
2006	1	0	0	0	1
2008	1	2	0	0	3
2010	2	4	0	0	6
2011	6	6	0	0	12
2012	3	0	0	0	3
2013	20	5	0	0	25
2014	6	5	0	2	13
TOTAL	39	22	0	2	63

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2013/1 Rec. 1	Review of Long-Term Agreements in Procurement in the United Nations system	Executive heads should develop specific procurement policies and guidelines for the strategic use of LTAs by their organizations. These should aim to clarify the purpose, advantages, disadvantages, possible strategies, main elements, and types of LTAs, and when and how to establish them.	Accepted	In progress	Open	WFP will include the recommended guidance in its revised Goods and Services Procurement Manual, to be finalized in 2015.
2013/1 Rec. 2	Review of Long-Term Agreements in Procurement in the United Nations system	Executive heads should implement a policy to ensure that for every LTA a contract management plan is developed that clearly defines the contract work breakdown structure, roles and responsibilities of all parties involved, and control and accountability mechanisms. Detailed guidelines, methods and tools (including appropriate clauses and contractual mechanisms) must be provided to the contract managers.	Accepted	In progress	Open	WFP will include the recommended guidance in its revised Goods and Services Procurement Manual, to be finalized in 2015.
2013/1 Rec. 3	Review of Long-Term Agreements in Procurement in the United Nations system	Executive heads should proactively pursue collaborative LTA opportunities through various methods, including establishing/improving policies and guidelines to facilitate collaboration, circulating LTA tenders which could be of interest to other organizations, listing their organization's LTAs on the United Nations Global Marketplace (UNGM), and seeking up-to-date	Accepted	Implemented	Closed	WFP participates in the common procurement team for the Rome-based United Nations agencies and expects the enhanced UNGM portal to present new opportunities for circulating LTA tenders. WFP amended its Financial Rules, effective 1 June 2013, to facilitate cross-utilization of contract awards and LTAs with other United Nations organizations.



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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
		information on available LTAs in the United Nations system.				
2013/1 Rec. 4	Review of Long-Term Agreements in Procurement in the United Nations system	The executive heads of the organizations should support the advancement of the work of the High-Level Committee on Management (HLCM) Procurement Network on harmonization of procurement documents, collaborative use of LTAs, and joint procurement of vehicles. They should also facilitate the work of the Legal Network to expedite their efforts towards harmonizing the general terms and conditions of contracts.	Accepted	Implemented	Closed	As a member of the HLCM procurement network, the working groups on harmonization and collaborative vehicle procurement, and the legal network, WFP would participate in any inter-agency activities resulting from this recommendation.
2013/1 Rec. 5	Review of Long-Term Agreements in Procurement in the United Nations system	The legislative/governing bodies should exercise their oversight role on the procurement function and procurement activities with a view to ensuring that the procurement function adequately fulfils its strategic role and that procurement activities, including LTAs, are carried out based on sound procurement plans and strategies.	Accepted	Implemented	Closed	<p>The Board notes that various oversight channels provide assurance on procurement activities: these include the WFP Inspector General, the Statement on Internal Control processes, and the External Auditor, who is appointed by – and reports to – the Board.</p> <p>The External Auditor presented a performance audit of food procurement to the Board in June 2014. Currently, the JIU is preparing a system-wide review of contract management that is expected to be finalized in 2015.</p>



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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2013/2 Rec. 1	Records and Archives Management in the United Nations	The Secretary-General and each of the executive heads of the United Nations entities covered by this report should review their respective regulatory frameworks governing Record Archives Management (RAM) and recast them into a comprehensive and unequivocal set of principles, practice-oriented procedures and rules to keep pace with changes in the record-keeping environment and technology, and cover the whole life cycle of recorded information. They should ensure strict compliance with those principles, procedures and rules for any materials identified as records of the organization or entity.	Accepted	In progress	Open	A comprehensive records-management framework is in place. An Executive Director's Circular establishes policies and procedures for records management, while follow-on directives provide for implementation of records-management policies and a detailed policy and handbook. The policies foresaw the management of records in electronic formats. With regard to the management of physical archives, WFP is currently updating its document-retention policy and will review the possibility of enhancements such as the digitization of important historical records.
2013/2 Rec. 2	Records and Archives Management in the United Nations	The Secretary-General and each of the executive heads of the United Nations entities covered by this report, as well as their senior managers, should be accountable for ensuring that all departments, offices and other entities under their responsibility have developed and apply the basic components of records management programmes to all records for which they have managerial responsibility.	Accepted	Implemented	Closed	The Executive Director's Circular establishing policies and procedures for records management notes that Regional Directors, Country Directors and Division Directors are responsible for ensuring that the records-management policy is implemented by their offices, and that staff are responsible for adhering to and applying the policy.



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2013/2 Rec. 3	Records and Archives Management in the United Nations	The Secretary-General and each of the executive heads of the United Nations entities covered by this report should ensure that appropriate time and resources are allocated to institutionalizing tailored RAM training programmes delivered by experienced RAM experts, both at headquarters and in the field, to (a) senior and middle-level managers; (b) records coordinators and other staff involved in RAM activities; and (c) staff at large.	Not accepted		Closed	WFP recognizes the importance of activities intended to ensure the delivery of quality training programmes; it provided training by RAM experts as recommended when it implemented the electronic records-management programme, at a time when there were fewer e-learning capabilities. However, WFP is of the opinion that the recommended action is not efficient in a decentralized organization or in a context in which new records and archive management technologies and distance learning tools are available. WFP will consider the spirit of this recommendation as it continues to enhance its approach to records and archives management, including the incorporation of new technologies.
2013/2 Rec. 4	Records and Archives Management in the United Nations	The Secretary-General and each of the executive heads of the United Nations entities covered by this report should ensure that information systems that capture, create or manage e-records meet international standards for record-keeping and the preservation of digital records and archives.	Accepted	In Progress	Open	WFP is committed to adopting international standards that would improve the overall quality of records management. In 2015 it will introduce a revised platform for records management based on SharePoint Records Centre, which covers functionality requirements for records management as defined in ISO 16175.



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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2013/2 Rec. 5	Records and Archives Management in the United Nations	The Secretary-General, in his capacity as a Chair of the Chief Executives Board (CEB) for Coordination, should create an inter-organizational task force chaired by an experienced RAM expert, bringing together those entities most interested in developing a common approach to the preservation of long-term and/or permanent digital records (strategy, policy and infrastructure).	Accepted	Not applicable	Closed	WFP welcomes this recommendation for the Secretary-General and, as a member of the CEB, would participate in any inter-agency activities resulting from it. WFP notes that records and archive management are mature bureaucratic functions and is therefore of the opinion that other pressing issues should be prioritized ahead of development of a common approach to long-term preservation of records.
2013/2 Rec. 6	Records and Archives Management in the United Nations	The General Assembly and the governing bodies of the United Nations entities covered by this report should request the Secretary-General and the respective executive heads to present a corporate or joint project proposal to enhance RAM in a consistent way within their respective entities.	Accepted	Not applicable	Closed	The Board notes this recommendation to the General Assembly and governing bodies and confirms that the Secretariat would participate in any inter-agency activities resulting from it.
2013/3 Rec. 2	Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work	The Executive Heads of United Nations system organizations who have not yet done so should instruct their human resources management offices to develop and implement appropriate guidelines for the identification, screening and preparation of potential Resident Coordinator (RC) candidates as soon as possible.	Accepted	In progress	Open	WFP supports this recommendation and has introduced some activities aimed at identifying, screening, and preparing RC candidates, with a view to formalizing them by the end of 2015.



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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2013/3 Rec. 3	Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work	<p>The Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination should initiate, through the United Nations Development Group (UNDG), the review and revision of the standard operating procedures (SOPs) of the Inter-Agency Advisory Panel (IAAP) as needed to:</p> <p>(a) Ensure a more open nomination process for candidates who are already in the RC Pool;</p> <p>(b) Address the possibility of incorporating interviews for shortlisted candidates at the request of the IAAP, to better advise the UNDG Chair on their suitability for a particular position; and</p> <p>(c) Change the present voting system to establish a minimum required number of support votes (preferably 50 percent of those voting) for a candidate to be shortlisted for consideration by the UNDG Chair.</p>	Accepted	Implemented	Closed	WFP welcomes this recommendation for the Secretary-General and, as a member of the CEB, would participate in any inter-agency activities resulting from it. WFP already supports the IAAP through the Development Operations Coordination Office, with the aim of improving the assessment, selection and deployment of Resident Coordinators.



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2013/4 Rec. 1	Review of the management of implementing partners in United Nations system organizations	The executive heads of United Nations system organizations should act to ensure that their respective partnership arrangements involving the transfer of United Nations resources to third parties (notably Implementing Partners) are clearly defined as being distinct from other types of partnerships not receiving United Nations funding, as well as from commercial contracts, in order to make sure that appropriate rules and regulations apply in the different cases.	Accepted	Implemented	Closed	The Secretariat has an established field-level agreement (FLA), which serves as the exclusive non-governmental organization (NGO) partnership agreement, and in November 2013 issued revised guidance on its use to country offices and regional bureaux. See also the Secretariat's response to recommendation 6 of the External Audit report on cooperating partners (WFP/EB.A/2014/6-1/1).
2013/4 Rec. 2	Review of the management of implementing partners in United Nations system organizations	The executive heads of United Nations system organizations should ensure that key information on Implementing Partners such as expenditures by purpose (programme, project, activity etc.), modality (e.g. national government entity, NGO/civil society organization (CSO), etc.), and evaluation of their performance are readily available in their organizations. Such key information should be reported regularly to legislative bodies, within the existing reporting mechanisms.	Accepted	Implemented	Closed	The partnership segment of the country office monitoring and evaluation tool (COMET) implementation module will capture information on cooperating partners. COMET will be linked to the WFP enterprise resource management system. The partnership segment was designed in consultation with the regional bureaux and country offices, the NGO partnerships office, and the Rome-based agencies unit. Information on performance, including as it relates to cooperating partners, is available in standard project reports (SPRs) and the Annual Performance Report (APR). See also the response to recommendation 10.



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2013/4 Rec. 3	Review of the management of implementing partners in United Nations system organizations	The legislative bodies of the United Nations system should direct the executive heads of their respective organizations to prepare and submit to them an organization-specific comprehensive strategic framework for partnerships, inclusive of Implementing Partners, aligned to their overall corporate strategic objectives. Such framework should include an analysis of resources required to operationalize it.	Accepted	Implemented	Closed	The Board notes that the WFP Corporate Partnership Strategy was adopted at the 2014 Annual Session. Additional resources are not required for implementation of the strategy, which is part of the Partnership and Governance Services Department work plan.
2013/4 Rec. 4	Review of the management of implementing partners in United Nations system organizations	The executive heads of United Nations system organizations should establish rigorous Implementing Partner assessment and selection processes designed to determine the capacity and potential weaknesses and risks of an Implementing Partner, and ensure its capability to fulfil programme delivery requirements.	Accepted	Implemented	Closed	WFP follows a rigorous process for the assessment and selection of cooperating partners. The Secretariat has developed standard terms of reference for cooperating partner committees, the country-level oversight bodies that ensure that NGO partnerships are implemented in a transparent and efficient manner. See also the Secretariat's response to recommendation 6 of the External Auditor's report on working with cooperating partners in WFP/EB.A/2014/6-I/1 (page 28).



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2013/4 Rec. 5	Review of the management of implementing partners in United Nations system organizations	The General Assembly, in the context of the Quadrennial Comprehensive Policy Review (QCPR) and in line with the ongoing effort to develop a common United Nations framework for measuring progress in national capacity development, should commission a system-wide study to take stock of the effectiveness and impact of Implementing Partner related approaches, initiatives and systems on strengthening national capacities and promoting national ownership in the delivery of programmes and activities for sustainable development.	Accepted	Not applicable	Closed	WFP is in favour of the use of existing mechanisms such as the APR and QCPR for reporting on how WFP's programmes, including those executed in cooperation with partners, support development in programme countries. The APR provides information on national capacity development, including through the National Capacity Index.
2013/4 Rec. 6	Review of the management of implementing partners in United Nations system organizations	The executive heads of United Nations system organizations should act to strengthen Implementing Partner agreements and other legal instruments in line with good practices so as to ensure the inclusion of all provisions needed to safeguard the interests and rights of their organizations.	Accepted	Implemented	Closed	The Secretariat issued a revised FLA for working with cooperating partners in December 2012. To support country offices and partners, the Secretariat issued guidance on the use of FLAs that reinforces the principles of NGO engagement and compliance with the criteria outlined in the <i>Programme Guidance Manual</i> . The guidance was shared with the regional bureaux to enhance their oversight of country offices.



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2013/4 Rec. 7	Review of the management of implementing partners in United Nations system organizations	The executive heads of United Nations system organizations should establish risk-based monitoring frameworks to guide their respective organizations in systematically monitoring programmes and projects delivered by Implementing Partners. The frameworks shall be adapted by country offices to best fit the types of interventions in the country specific environments.	Accepted	Implemented	Closed	<p>The corporate approach to risk assessment and analysis is based on the premise that WFP and its cooperating partners share common objectives and, therefore, that any impediments to achieving those objectives represent common risks. The Secretariat aims to identify potential weaknesses and risks shared with its cooperating partners so that common and joint mitigating actions can be identified and resources shared to undertake them.</p> <p>In terms of financial monitoring, country office staff regularly review cooperating partner expenditures to ensure that funds are being spent as intended. Under the FLA, internal and external auditors have the right to review cooperating partner records in connection with operations (see recommendation 9).</p> <p>The FLA stipulates the nature and frequency of reporting on results. Typically, cooperating partners report on results monthly at an output level and quarterly at an outcome level. WFP staff or third-party monitors conduct post-distribution monitoring. The Secretariat ensures separation of distribution and monitoring duties in order to reduce the risk of fraud.</p>
2013/4 Rec. 8	Review of the management of implementing partners in United Nations system organizations	The executive heads of United Nations system organizations should institute training in fraud awareness and prevention, with emphasis on fraud related to third parties, for staff engaged with implementing partners (and especially staff in country offices).	Accepted	Implemented	Closed	<p>The Office of the Inspector General has developed training on the anti-fraud and anti-corruption policy, which was piloted in September 2014. Starting in 2015, the training will be mandatory for all managers and will be embedded in the learning and development system. In addition, staff awareness of anti-fraud and anti-corruption is an internal control element included in the assurance statements that Country Directors and Division Directors sign each year. The assurance statements provide the basis for the Executive Director's Statement on Internal Control.</p>



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2013/4 Rec. 9	Review of the management of implementing partners in United Nations system organizations	The executive heads of United Nations system organizations should revise existing oversight function charters to ensure that they have the right to investigate third parties involved in implementing United Nations funded activities. The revised charters should be submitted to legislative bodies for approval.	Accepted	Implemented	Closed	Article 6 of WFP's FLA with cooperating partners states that the Inspector General, the External Auditor and any other authorized and qualified agent of WFP may audit or investigate cooperating partners in connection with the operations covered by the FLA.
2013/4 Rec. 10	Review of the management of implementing partners in United Nations system organizations	The executive heads of United Nations system organizations should review the capabilities of their existing automation systems, such as enterprise resource planning systems (ERPs) and other database tracking systems, with the aim of supporting the management of implementing partners and consolidating related data in these systems. This action should be based on a cost/benefit analysis, taking into account the level of need for such data.	Accepted	Implemented	Closed	The Secretariat reviewed system capabilities with key partners during the development of COMET, which will be linked to WFP's ERP. COMET is designed to facilitate design, planning, monitoring, evaluation and reporting on the performance of WFP projects. COMET will include details of partnership roles and required services, delivery of outputs and cross-cutting indicators, in line with WFP's Strategic Objectives for 2014–2017. See the Secretariat's response to recommendation 2 of the External Auditor's report on working with cooperating partners (WFP/EB.A/2014/6-I/1, page 25).



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2013/4 Rec. 11	Review of the management of implementing partners in United Nations system organizations	The executive heads of United Nations system organizations should instruct country offices to act at the country level to establish, in cooperation with other United Nations organizations, procedures for sharing Implementing Partner information. Channels for such cooperation should include operations management groups of the United Nations Country Team (UNCT) and clusters and working groups established under the United Nations Development Assistance Framework (UNDAF), United Nations Partnership Framework (UNPAF) and United Nations Development Assistance Plan (UNDAP).	Accepted	Implemented	Closed	The Secretariat agrees that sharing cooperating partner information with other agencies at the country level is a best practice. The coordination mechanism and the type of information to be shared depend on the local context and on the types of programming involved. WFP shares the view expressed in the CEB inter-agency response that existing mechanisms should be evaluated at the country-team level before new measures are implemented (A/69/378/Add.1).
2014/1 Rec. 1	An analysis of the resource mobilization function within the United Nations system	The legislative bodies of the United Nations system organizations should periodically review the resource mobilization strategy/policy, including by providing political guidance and oversight of the implementation of the resource mobilization strategy/policy and by ensuring monitoring and the review of regular updates.	Under consideration		Open	Internal discussions on this recommendation are ongoing: the Secretariat will consider the CEB inter-agency response, which is expected in 2015, when it formulates a corporate response for legislative body review.



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Rec. No.	Report	Recommendation	Acceptance*	Implementa-tion**	Closure***	Remarks
2014/1 Rec. 2	An analysis of the resource mobilization function within the United Nations system	The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations should request Member States, when providing specified contributions, to make them predictable, long-term and in line with the core mandate and priorities of the organizations.	Accepted	Implemented	Closed	The Board notes that WFP places a great deal of importance on securing multi-year contributions from its donors. The Secretariat has successfully negotiated multi-year agreements with a number of donors. See paragraphs 8–84 of the WFP 2015–2017 Management Plan (WFP/EB.2/2014/5-A/1).
2014/1 Rec. 5	An analysis of the resource mobilization function within the United Nations system	The executive heads of the United Nations system organizations should organize dialogues with their respective donors to agree upon common reporting requirements which would simplify the reporting process for the respective organizations and satisfy the information needs of the donors with a view to reducing the reporting burden and associated costs.	Accepted	In progress	Open	The Secretariat has begun a performance-reporting improvement project that aims to streamline performance-reporting requirements and to engage donors in an open and evidence-based dialogue regarding SPR. The Secretariat is mapping and costing performance-reporting requirements in advance of consultations with donors early in 2015 on changes to be made to the SPR. Once the SPR is updated, the Secretariat will engage with donors to determine how the changes might impact donor-specific reporting.



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2014/3 Rec. 1	Capital/ refurbishment/ construction projects across the United Nations system organizations	The executive heads of the United Nations system organizations should establish close monitoring and periodic reporting mechanisms for capital/ refurbishment/ construction projects throughout all project phases.	Accepted	In progress	Open	<p>An Executive Director's Circular of October 2014 assigns responsibilities to ensure efficient delivery and quality outcomes through strengthened guidelines, risk management, and controls for engineering services and construction activities. It formally establishes WFP Engineering, founded on a core of expertise and tasked to provide support, and normative and technical direction for activities and staff involved in engineering services or construction activities.</p> <p>Under the terms of the Circular, the Secretariat intends to publish subsidiary guidance early in 2015 regarding responsibilities, detailed arrangements and procedures to manage and oversee engineering services and construction activities in accordance with industry best practices.</p> <p>WFP monitors and records relevant construction activities for its premises in accordance with International Public Sector Accounting Standards. It uses a corporate database to track construction activity and leasehold improvements for its premises, and any consequent changes to buildings and their value as WFP assets.</p>



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2014/3 Rec. 2	Capital/ refurbishment/ construction projects across the United Nations system organizations	Taking into account the high cost and high risk of capital/ refurbishment/construction projects, the legislative/governing bodies of the United Nations system organizations should exercise their monitoring and oversight role with regard to their respective projects on an ongoing basis, including during the pre-planning, planning, executing and completing phases, ensuring cost efficiency and the achievement of the overall goals of the projects.	Accepted	Implemented	Closed	<p>The Board notes that the JIU review focused primarily on high-value projects in excess of USD 15 million and requests that management seek appropriate guidance from the Board in relation to large-scale projects. The Board further notes that while the report focuses on buildings, WFP has used its recommendations as a basis for managing larger-scale engineering and infrastructure activities in support of vulnerable communities. A November 2014 Executive Director's Circular formally assigns responsibilities for the oversight, guidance and management of construction activities to WFP Engineering. Subsidiary directives will establish engineering oversight, procedures, and routine reporting mechanisms to manage and mitigate risks, and to achieve cost-efficiencies in engineering or construction activities.</p> <p>The Board notes that various other channels provide assurance on construction activities, including the WFP Inspector General, the Statement on Internal Control process and the External Auditor, who is appointed by and reports to the Board. In 2014 the Inspector General identified construction as a focus area (WFP/EB.A/2014/6-F/1).</p>
2014/3 Rec. 4	Capital/ refurbishment/ construction projects across the United Nations system organizations	The executive heads of the United Nations system organizations should ensure that the 19 best practices presented in the present review are followed when undertaking capital/refurbishment/ construction projects.	Accepted	In progress	Open	<p>The Secretariat has developed guidance and procedures that incorporate the elements of best practice laid out in the report and that recognize the specialist and integrated nature of complex engineering activities from conception and procurement to delivery.</p> <p>WFP agrees with the report's emphasis on the need to maintain requisite expertise to manage all stages of complex engineering or construction projects. In particular, construction procurement, integrated into the construction management process, is a specialized activity that requires appropriate development based on industry experience and expertise. Under the terms of the Executive Director's Circular, WFP has formalized such a core of expertise under WFP Engineering.</p>



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2014/4 Rec. 5	Post-Rio+20 review of environmental governance within the United Nations system	The Secretary-General as the Chair of CEB should prepare where necessary, under the appropriate guidance of the General Assembly, a common policy and related guidelines to prevent the conflict of interest of any members and experts participating in technical and scientific panels and committees in the field of environment, to be followed by all United Nations system organizations and by multilateral environmental agreements.	Accepted	Not applicable	Closed	WFP welcomes this recommendation for the Secretary-General and, as a member of the CEB, would participate in any inter-agency activities resulting from it.
2014/4 Rec. 11	Post-Rio+20 review of environmental governance within the United Nations system	The Secretary-General, after consultation with the executive heads of member organizations of CEB in his capacity as its Chair, should submit to the United Nations Environment Assembly (UNEA) of the United Nations Environment Programme (UNEP) and the high-level political forum on sustainable development, for approval, proposals for a system-wide framework of measuring and monitoring resources required for the implementation of environment protection and sustainable development within the United Nations system organizations.	Accepted	Not applicable	Closed	WFP welcomes this recommendation for the Secretary-General and, as a member of the CEB, would participate in any inter-agency activities resulting from it.



ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD

Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2014/4 Rec. 12	Post-Rio+20 review of environmental governance within the United Nations system	<p>The executive heads of the United Nations system organizations involved in country activities in the UNDAF should:</p> <p>(a) Adopt outreach and training policy; support the establishment of capacity-building in the United Nations country team; and disseminate the United Nations Development Group (UNDG) guidance notes on mainstreaming environmental sustainability and the integration of the three dimensions of sustainable development into the UNDAF process; and</p> <p>(b) Support the operationalization of the above-mentioned policy and the attendant expertise within the framework of the United Nations country team with the effective participation and contribution of specialists and experts of UNEP and multilateral environmental agreements (MEAs), when feasible, as well as with the active use of sector experts of specialized agencies, funds and programmes, who have environmental knowledge and expertise working under the guidance of the Resident Coordinator.</p>	Under consideration		Open	<p>This recommendation calls for training, capacity-building and operationalization of the UNDG guidance notes on mainstreaming environmental sustainability in country analysis and the UNDAF process, including through the engagement of experts. WFP agrees with the recommendation in principle, but has reservations about how it might be implemented in practice.</p> <p>This recommendation is under consideration pending issuance of the CEB inter-agency response to the report.</p>

* Column 4 acceptance categories: accepted, not accepted, under consideration, not relevant, no reply yet

** Column 5 implementation categories: not started, in progress, implemented

*** Column 6 status categories: open, closed



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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2006/2 Rec. 4	Oversight lacunae in the United Nations system	The legislative bodies should decide that the members of the Advisory Committee on Administrative and Budgetary Questions (ACABQ), International Civil Service Commission (ICSC) and JIU and other similar bodies within the United Nations system be subject to a uniform regime barring them from any appointment, including as a consultant, in the United Nations system organizations for which they have had oversight responsibilities both during their service and within three years of ceasing that service.	Accepted	Implemented	Closed	The Human Resources Manual has been updated to bar members of the ACABQ, ICSC, JIU and similar bodies within the United Nations system with oversight responsibilities over WFP from any appointment in WFP during their service and for three years after ceasing that service.





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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/1 Rec. 6	Environmental profile of the United Nations system organizations	The executive head(s) of organization(s) should negotiate, wherever appropriate, with the host country(ies) where their respective organizations are located agreements providing for support by the host country for the implementation of the plans and policies of United Nations system organizations to green their premises and offices, ultimately to be added as an annex to the Headquarters agreement.	Accepted	Implemented	Closed	WFP has integrated environmental performance requirements into the Landmark Headquarters plan to refurbish the Rome premises and is seeking certification under the LEED green-building standard. Sustainability improvements will be funded jointly by the landlord and the Government of Italy.
2010/1 Rec. 8	Environmental profile of the United Nations system organizations	The executive heads of those organizations participating in the United Nations centres common support services in the locations where their premises and offices are established should agree to introduce environmental considerations based on local best practices and adopt an environmental management system to be mainstreamed into the management of their common facilities and building and procurement services.	Accepted	In progress	Open	As regards common support service premises, WFP is committed to the development of local best environmental practices and their incorporation into an environmental management system (EMS) for common facilities and for building and procurement services. WFP is committed to the development of an EMS for all its facilities and operations worldwide, as the greatest risks and benefits may often be encountered in remote field locations and in marginal environments. Work to implement the EMS will continue in line with available resources.

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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/1 Rec. 9	Environmental profile of the United Nations system organizations	The executive heads of the organizations of the United Nations system should define, where appropriate in consultation with their governing bodies, the legislative basis and common norms and standards applicable to their in-house environmental management system, based on best practices identified within the system. They should also ensure that their respective staff are fully aware of and responsible for this policy through the promulgation of internal instructions and information accessible to all.	Accepted	Implemented	Closed	Executive heads, through the CEB and HLCM, have committed to EMS development and have developed a common framework including key steps, interim milestone achievements and minimum indicators for reporting.
2010/1 Rec. 10	Environmental profile of the United Nations system organizations	The executive heads of the United Nations system organizations involved in field activities should establish in-house sustainable procurement policies and guidelines, taking account of the local conditions of the host country and the needs of field offices.	Accepted	In progress	Open	WFP has implemented pilot cases in which sustainable procurement policies and practices help to improve the sustainability of sourced products and facilitate cost-effective and sustainable disposal at the end of the products' useful life. Work in this area will continue as part of EMS development in line with available resources.



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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2010/3 Rec. 10	Ethics in the United Nations system	The executive heads should ensure that mandatory ethics training is provided to all staff of their respective organizations, and should take the lead by participating in this training, including mandatory refresher courses that should take place every three years.	Accepted	In progress	Open	<p>The Ethics Office is taking a holistic approach, combining awareness, communication, and training in a variety of forums to support an ethical culture. The Ethics Office has partnered with other divisions to explain the nexus between ethics and processes, such as the Statement on Internal Control, human resources performance management and the Financial Disclosure Programme.</p> <p>The Executive Director recently issued the WFP Code of Conduct, which condenses into 11 bullet points the standards of conduct under the United Nations Charter, ICSC Standards of Conduct, WFP policies and staff rules and regulations. These are designed to make it easier for all WFP personnel to understand and abide by the expectations regarding conduct and to act with the highest standards of integrity.</p> <p>WFP executive management believes that all staff, including senior managers, must understand and reinforce the standards of conduct. Accordingly, the Ethics Office is developing training for managers including the Executive Management Group and Regional and Country Directors to establish a knowledge base and practical tools to enable managers to help address staff concerns. The Ethics Office will also continue to train Respectful Workplace Advisors to be “ethics ambassadors”.</p> <p>The Ethics Office is reviewing options for mandatory e-learning solutions for staff worldwide.</p>
2010/7 Rec. 10	Policies and procedures for the administration of trust funds in the United Nations system organizations	The executive heads of the United Nations system organizations should ensure that training programmes for field staff include adequate training on trust fund administration and management.	Accepted	In progress	Open	Trust fund procedures and guidance have been updated following extensive consultations with stakeholders in the regional bureaux. The Secretariat has prepared a comprehensive trust fund manual that is expected to be published early in 2015.



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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/1 Rec. 1	Review of the medical service in the United Nations system	Executive heads of United Nations system organizations should appoint focal points in their respective organizations to facilitate the development and implementation of the necessary Occupational Safety and Health policies and procedures, and should present them without delay to their respective legislative bodies for adoption.	Accepted	Implemented	Closed	The revised occupational safety and health policy, released in December 2013, calls for a designated safety and health official to be appointed by the Chief Operating Officer.
2011/1 Rec. 2	Review of the medical service in the United Nations system	The legislative bodies of United Nations system organizations should adopt appropriate standards with regard to Occupational Safety and Health issues, taking into account and ensuring compatibility with emerging modifications to the Minimum Operating Safety and Security Standards.	Accepted	Implemented	Closed	The revised occupational health and safety policy is based on international standards.

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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/4 Rec. 7	Multilingualism in the United Nations System Organizations: Status of Implementation	The executive heads should take the necessary measures to ensure full compliance with the <i>Association internationale des interprètes de conférence</i> (AIIC) – United Nations agreement for interpretation and the Consultative Committee on Administrative Questions – <i>Association internationale des traducteurs de conférence</i> (CCAQ – AITC) agreement for translation, in particular by ensuring greater awareness of these agreements at Headquarters and in the regional offices and by setting up compliance monitoring systems.	Accepted	Implemented	Closed	The Executive Board Secretariat, which is responsible for the engagement of conference interpreters and translators, complies with both agreements as applicable. WFP is a signatory to the AIIC/CEB agreement for the engagement of conference interpreters and is fully compliant. WFP is not a signatory to the AITC/CEB agreement; nevertheless, the Secretariat's engagement of conference translators is in line with the agreement.
2011/5 Rec. 1	Accountability frameworks in the United Nations system	Executive heads of United Nations system organizations that have not yet developed stand-alone accountability frameworks should do so as a matter of priority inspired by the benchmarks contained in this report.	Accepted	In progress	Open	WFP has established an Internal Control Framework based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) standards for internal control, including for performance and risk management. The Internal Control Framework is being revised in line with best practices and a new version will be finalized in 2015 that will take into account the concept of an "Accountability Framework".



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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/6 Rec. 1	Business continuity in the United Nations system	The Executive Heads of the United Nations system organizations who have not done so yet should develop business continuity policy/strategy, including the assignment of business continuity management with responsibility for implementation, to be submitted for information to the legislative bodies.	Accepted	In progress	Open	<p>An Executive Director's circular issued in October 2012 sets out the principles, scope, organization and management of a business continuity management (BCM) programme for WFP and the strategy for its implementation. A follow-up Circular on BCM is scheduled for publication in early 2015.</p> <p>The Director of Emergencies is responsible for the implementation of BCM under the Preparedness and Response Enhancement Programme (PREP).</p>
2011/6 Rec. 3	Business continuity in the United Nations system	The Executive Heads of the United Nations system organizations who have not done so yet should develop and approve a documented business continuity plan based on a risk assessment, identified critical functions and recovery time objectives.	Accepted	In progress	Open	<p>WFP completed a comprehensive business impact analysis involving all functional areas in June 2014. Recovery strategies for critical business processes have been documented and are being incorporated as processes in the e-Guide. WFP's process-documentation repository will be used for training and self-help.</p> <p>A business continuity plan for Global Headquarters, including the regional bureaux, has been prepared. Critical functions and their recovery-time objectives have been determined for each functional area. Alternate business processes that could be implemented in the event of a disruption are being mapped in WFP Information Network and Global System (WINGS). Senior management approval of the plan is expected in the first quarter of 2015.</p>



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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/6 Rec. 4	Business continuity in the United Nations system	Executive Heads should ensure that the scope of business continuity plans of the United Nations system organizations includes their field offices. Overseeing and control mechanisms should be in place to ensure the coherence and interoperability of the business continuity plan with the headquarters and the United Nations country team, where appropriate.	Accepted	Implemented	Closed	<p>The Executive Director's circular on BCM requires Country Directors to ensure that BCM is embedded in their preparedness and response measures through the emergency preparedness and response package. The role of regional bureaux in the oversight of country office business continuity plans, and the necessary control mechanisms, will be included in the WFP Headquarters business continuity plan.</p> <p>An emergency preparedness and response package has been designed for the regional bureaux, including a template to facilitate the preparation and maintenance of regional business continuity plans.</p> <p>WFP is collaborating with the BCM Unit in New York along with the Rome-based agencies for the adoption of an organizational resilience management framework.</p>
2011/6 Rec. 7	Business continuity in the United Nations system	Legislative bodies of the United Nations organizations should, on the basis of the executive heads' budget proposals, provide the necessary financial and human resources for the implementation, continuous monitoring, maintenance and updating of the approved business continuity plans developed on the basis of the organization's business continuity policy/strategy.	Accepted	Implemented	Closed	WFP's draft crisis management and business continuity plan covers BCM validation, maintenance and review. It includes recommendations for the provision of the necessary financial and human resources for the implementation and ongoing maintenance of an organizational resilience management system.



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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2011/6 Rec. 8	Business continuity in the United Nations system	Executive Heads should ensure that business continuity training be incorporated in the career and staff development courses, including induction training, and that periodic training be provided to critical staff in the organizations as an integral component of business continuity management.	Accepted	In progress	Open	The draft crisis management and business continuity plan, which is scheduled for publication in the first quarter of 2015, includes a section on exercise, maintenance and review. WFP's next corporate response exercise is planned for March 2015. The primary objective of the exercise is to validate business continuity and crisis management plans. The exercise will involve Global Headquarters, including the regional bureaux.
2012/4 Rec. 1	Staff Recruitment in United Nations system organizations: A comparative analysis and benchmarking framework: Overview	The legislative bodies of United Nations system organizations should direct executive heads to be guided by the 15 recruitment benchmarks proposed in this review when hiring external candidates to fixed-term positions of one year or more.	Accepted	Implemented	Closed	WFP has reviewed the 15 recruitment benchmarks and is guided by them as outlined in the report. As previously reported, WFP requires one year of experience for P1 recruitments, in contrast to Benchmark 9, which does not require experience.



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

Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
2012/10 Rec. 6	Staff- Management Relations in the United Nations specialized agencies and common system	The Executive Heads of the organizations under review should allocate the appropriate resources to their respective human resources services to develop (preferably jointly with staff representatives) and implement training activities on staff-management relations (SMR)-related issues, and strongly encourage the participation of newly appointed managers and newly elected staff representatives in such training.	Accepted	Implemented	Closed	<p>An action plan has been developed for staff management relations that places an emphasis on better people-management skills. All newly hired directors will participate in leadership training sessions on skills such as leadership, management accountability, and strategic and creative thinking. Heads of sub-offices and units at the P3 and P4 level will also participate in training that focuses on management and leadership skills appropriate for their level.</p> <p>A joint consultation group with the staff representative bodies has been established for all new human resources projects and initiatives related to people management. The committee will include randomly selected representatives from WFP management and the staff associations. The committee will review new initiatives and projects before they are approved so that both parties can provide constructive feedback.</p>



ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2014/1 (Note) Rec. 2	Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations	Executive heads should set up effective mechanisms to capitalize on the knowledge and experience of staff due to retire and of retirees when rehired through coaching and mentoring programmes, in line with good practices identified.	Accepted	Implemented	Closed	The Secretariat acknowledges that the experience and knowledge of WFP's former staff members are great assets, and is working toward an effective knowledge-management system as a long-term solution to the issue raised in the recommendation. WFP has also welcomed the establishment of the WFP Alumni Network, which will help to promote WFP's mission and provide a forum to deepen contacts between former and current staff.
2014/1 (Note) Rec. 3	Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations	Executive heads should: (a) set up a coherent regulatory framework for the approval of exceptions, to retain staff beyond the mandatory age of separation and for the employment of retirees, regardless of the type of contract and funding, based on good practices identified in the United Nations and other system organizations, taking into account the specific needs of certain highly specialized technical agencies; and (b) ensure strict compliance with this framework.	Accepted	Implemented	Closed	The Secretariat has established a regulatory framework and a delegation-of-authority matrix governing the re-employment of retirees and the approval of exceptions.

ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2014/1 (Note) Rec. 4	Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations	Executive heads of organizations, particularly those with a large number/proportion of staff retained beyond the mandatory age of separation and retirees rehired, should: (a) take immediate action to limit such cases to exceptions which are fully justified and regularly monitored and reported to legislative bodies; and (b) ensure that their employment in senior executive and general service positions is restricted to instances where needs cannot be met by current staff, and that they are rehired as consultants, when applicable, with due regard to the specific needs of organizations.	Accepted	Implemented	Closed	Mechanisms to monitor and manage exceptions are in place (see recommendation 3 above).
2014/1 (Note) Rec. 5	Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations	Executive heads of organizations which have not yet done so should develop effective workforce/succession planning with respect to posts occupied by staff due for retirement, take action to advertise all relevant vacancies at least six months in advance and ensure timely recruitment.	Accepted	In progress	Open	WFP is developing a strategic workforce planning framework, to be finalized by end-2015, and a replacement plan for staff approaching retirement that will take into account WFP's mandate and the unpredictability of funding.
2013/1 (Note) Rec. 1	Reference Checks in the United Nations system organizations	Executive heads of the United Nations system organizations should adopt the benchmarks set out in the present note with a view to ensuring that their respective organizations have sound reference checking procedures, and report progress made to the legislative/governing bodies.	Accepted	Implemented	Closed	WFP has adopted the benchmarks set out in the note. Recruitment procedures and rules are outlined in the recruitment guidelines. Reference checks are conducted in writing and are carried out for the selected candidate prior to his or her confirmation and are thoroughly reviewed and duly documented. If the reference check has a negative result, the initially selected candidate is not chosen for the post. Reference checks are then conducted for the candidate who was second in line.



ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2012/4 (Note) Rec. 2	Flexible working arrangements in the United Nations system organizations	Executive heads of the United Nations system organizations should institute training courses, within existing resources, for managers on how to manage employees on flexible working arrangements in a results-based organization. Such training should be incorporated into the general managerial training.	Accepted	Implemented	Closed	Flexible working arrangements have been added to the agenda for leadership training sessions held for staff in management positions with the purpose of helping managers obtain a better understanding of flexible working arrangements (FWAs) and how to manage them (see also response to 2012/10 recommendations 6).
2011/1 (Note) Rec. 4	Procurement reforms in the United Nations system	Executive heads should develop and maintain a dynamic procurement strategy based on the comprehensive analysis of procurement spend with a view to ensuring the achievement of optimum effectiveness and efficiency for all procurement activities in their organizations.	Accepted	Implemented	Closed	WFP has begun an analysis of its spending, which will inform its procurement strategy. Food procurement has been integrated into the supply chain group. In light of the forthcoming JIU review of contract management and administration, which is expected to take place in 2015, WFP considers this recommendation to be closed.
2011/1 (Note) Rec. 12	Procurement reforms in the United Nations system	Executive heads should adopt a vendor sanction policy as a matter of priority so as to enhance transparency and accountability in procurement activities.	Accepted	In progress	Open	The HLCM vendor-management framework includes a model policy framework for vendor eligibility, formalization of which is expected at EB.A/2015.
2011/1 (Note) Rec. 13	Procurement reforms in the United Nations system	Executive heads should develop a formal mechanism to review vendor complaints in order to enhance objectivity, fairness, transparency and consistency in the procurement process.	Accepted	In progress	Open	The Procurement Division handles complaints as they occur; very few are received. WFP will establish a high-level vendor review panel to receive such complaints. A mechanism for informing vendors about access to the WFP hotline/e-mail address for complaints of misconduct will be taken under consideration.



ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2008/4 Rec. 3 (Note)	Corporate consultancies in United Nations system organizations. Overview of the use of corporate consultancy and procurement and contract management issues	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.	Accepted	In progress	Open	WFP will include guidance on this aspect in its revised Goods and Services Procurement Manual, to be finalized in 2015.
2008/4 Rec. 6 (Note)	Corporate consultancies in United Nations system organizations. Overview of the use of corporate consultancy and procurement and contract management issues	The executive heads of the United Nations system organizations should: review the formal competition thresholds with a view to introducing new thresholds if justified.	Accepted	In progress	Open	WFP is reviewing thresholds as part of the business process review and will reflect these in updated circulars, directives and in its revised Goods And Services Procurement Manual.



ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. No.	Report	Recommendation	Acceptance	Implementation	Closure	Remarks
2008/4 Rec. 14 (Note)	Corporate consultancies in United Nations system organizations. Overview of the use of corporate consultancy and procurement and contract management issues	The executive heads of the United Nations system organizations should ensure that: adequate policies and guidelines exist for effective contract management.	Accepted		Closed	WFP will include guidance on this aspect in its revised Goods and Services Procurement Manual. In light of the forthcoming JIU review of contract management and administration, publication of which is expected in 2015, WFP considers this recommendation to be closed.

ACRONYMS USED IN THE DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AIIC	<i>Association internationale des interprètes de conférence</i> (International Association of Conference Interpreters)
AITC	<i>Association internationale des traducteurs de conférence</i> (International Association of Conference Translators)
APR	Annual Performance Report
BCM	business continuity management
CCAQ	Consultative Committee on Administrative Questions
CEB	Chief Executives Board
COMET	country office monitoring and evaluation tool
COSO	Committee of Sponsoring Organizations of the Treadway Commission
EMS	environmental management system
ERP	enterprise resource planning
FLA	field-level agreement
HCLM	High-Level Committee on Management
IAAP	Inter-Agency Advisory Panel
ICSC	International Civil Service Commission
JIU	Joint Inspection Unit
LTA	long-term agreement
NGO	non-governmental organization
QCPR	Quarterly Comprehensive Policy Review
RAM	Records Archives Management
RC	Resident Coordinator
SPR	standard project report
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNGM	United Nations Global Marketplace
UNPAF	United Nations Partnership Framework