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de Alimentos

**Executive Board
Second Regular Session**

Rome, 27–28 May 2004

REPORTS BY THE JOINT INSPECTION UNIT

Agenda item 6

For consideration

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

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

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

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).

EXECUTIVE SUMMARY

The Joint Inspection Unit, composed of 11 inspectors with broad powers of investigation regarding the efficiency of services and proper use of funds by the United Nations system, issued seven reports in 2003. The Executive Board has recommended that the Bureau should review reports of the Joint Inspection Unit and should present its observations to the Board. Four of the seven 2003 reports are of relevance to WFP; the recommendations in these reports and WFP's responses, including follow-up and action taken, are listed in Annex II of this document. As requested by the Board in May 2002, a matrix has been prepared to show the status of WFP's implementation of previously approved or accepted recommendations.

DRAFT DECISION[*]

After considering the recommendations of the five Joint Inspection Unit reports in 2003 and 2002 of relevance to the work of WFP (WFP/EB.2/2004/6-A), the Board takes note of the action taken by WFP, as outlined in paragraph 7 of the document.

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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) was established by United Nations General Assembly Resolution 2150 (XXI) in 1966. The unit 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 that accept the JIU statute. WFP is a participating organization through its constitutional ties to the United Nations and the Food and Agriculture Organization of the United Nations (FAO). Relevant JIU reports are therefore addressed to the Executive Director for transmission to the WFP Executive Board.

3.   The Executive Board, by its decision 1998/EB.A/7, recommended that the Bureau review future JIU reports and present its observations for the Board's consideration.

4.   The JIU issued seven reports in 2003, listed in Annex I. Copies of those relevant to WFP are available to representatives upon request. Please note that JIU/REP/2002/12 has been included in this report; it was received at WFP Headquarters after the Secretariat had prepared the 2002 "Reports by the Joint Inspection Unit Relevant to the Work of WFP".

5.   Four of the seven 2003 JIU reports are of relevance to WFP (see Annex I). One of the 2002 JIU reports (JIU/REP/2002/12) is also of relevance to WFP.

6.   Annex II contains the reports' recommendations and WFP's responses, including follow-up and action taken on reports 2, 3, 4, 5, 7 and 12.

7.   The following is a summary of WFP's responses to the JIU reports WFP received as of 1 March 2004:

    i)   JIU/REP/2002/12 "Common and Joint Services of United Nations System Organization at Vienna".[1]

      ➢   WFP supports the concept of common services.

    ii)   JIU/REP/2003/1 "Review of Management and Administration in the United Nations Industrial Development Organization" (UNIDO).

      ➢   The recommendations in this JIU report were aimed at the Director-General of UNIDO and were therefore not relevant to WFP.

    iii) JIU/REP/2003/2 "Review of the UN Budgetary Process".

      ➢   WFP accepts proposed alternatives I and II and is implementing them.

    iv) JIU/REP/2003/3 "From the Optical Disc System (ODS) to the Official Document System (ODS): Status of Implementation and Evaluation".

      ➢   WFP accepts recommendations 1, 4, 5, 6 and 7.

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[1] This report had not arrived at WFP Headquarters on time last year to be included in the 2002 "Reports by the Joint Inspection Unit Relevant to the Work of WFP".

v) JIU/REP/2003/4 "Multilingualism and access to information: case study on the World Health Organization" (WHO).[2]

  ➢ WFP has taken note of the report.

vi) JIU/REP/2003/5 "Achieving the Universal Primary Education Goal of the Millennium Declaration—New Challenges for Development Cooperation".

  ➢ WFP accepts and implements recommendations 1, 3, 4, 5, 6, 9, 10, 11, 12, 13 and 14.

vii) JIU/REP/2003/6 "Management Review of the Office of the United Nations High Commissioner for Human Rights" (UNHCR).

  ➢ The recommendations were directed to the management of UNHCHR and it was not appropriate for WFP to comment upon them.

viii) JIU/REP/2003/7 "Evaluation of the United Nations Volunteers Programme (UNV)".

  ➢ WFP accepts recommendations 1, 5, 9, 10, 11 and 12.

8.　In May 2002, the Board requested that a status matrix be prepared each year showing the status of WFP's implementation of previously approved or accepted recommendations. Annex III includes the status matrix for the 2002 JIU reports relevant to WFP. It includes:

  ➢ JIU/REP/2002/1 "Involvement of Civil Society Organizations Other than NGOs and the Private Sector in Technical Cooperation Activities: Experiences and Prospects of the United Nations System"; recommendations 2, 8, and 9.

  ➢ JIU/REP/2002/3 "Support Costs Related to Extra budgetary Activities in Organizations of the United Nations System"; recommendation 3.

  ➢ JIU/REP/2002/5 "Reform of the Administration of Justice in the United Nations System: Options for Higher Recourse Instances"; recommendation 2.

  ➢ JIU/REP/2002/6 "United Nations System Revenue-Producing Activities"; recommendations 8 and 9.

  ➢ JIU/REP/2002/7 "Management Audit Review of Outsourcing in the United Nations and United Nations Funds and Programmes"; recommendations 4, 5, 8, and 9.

  ➢ JIU/REP/2002/9 "Managing Information in the United Nations System Organizations: Management Information Systems"; recommendations 1, 3, 4, and 5.

  ➢ JIU/REP/2002/11 "Implementation of Multilingualism in the United Nations System"; recommendations 4, 7 and 8.

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[2] WFP translation.

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ANNEX I

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JOINT INSPECTION UNIT

i)   JIU/REP/2003/1 "Review of Management and Administration in the United Nations Industrial Development Organization" (UNIDO).

ii)   JIU/REP/2003/2 "Review of the UN Budgetary Process".

iii)   JIU/REP/2003/3 "From the Optical Disc System (ODS) to the Official Document System (ODS): Status of Implementation and Evaluation".

iv)   JIU/REP/2003/4 "Multilingualism and access to information: case study on the World Health Organization " (WHO).[3]

v)   JIU/REP/2003/5 "Achieving the Universal Primary Education Goal of the Millennium Declaration—New Challenges for Development Cooperation".

vi)   JIU/REP/2003/6 "Management Review of the Office of the United Nations High Commissioner for Human Rights" (UNHCHR).

vii)   JIU/REP/2003/7 "Evaluation of the United Nations Volunteers Programme (UNV)".

viii) JIU/REP/2002/12 "Common and Joint Services of United Nations System Organization at Vienna".[4]

Most of the JIU reports can be found on http://www.unsystem.org/jiu/Reports.html

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[3] WFP translation.

[4] This report had not arrived at WFP Headquarters last year in time to be included in the 2002 "Reports by the Joint Inspection Unit Relevant to the Work of WFP".

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003

Title and Purpose	Recommendations	WFP response, including follow-up
JIU/REP/2003/2 **Review of the United Nations budgetary process.** 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 United Nations, taking into account, in part, experience and practices in a number of United Nations system organizations.	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." **Alternative I:** ➢ A strategic framework ➢ A strategic programme budget ➢ An enhanced system of monitoring and evaluation ➢ An improved governance process 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 United Nations; it being understood that it could be subject to review in case of major developments affecting its content; 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; 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; 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.	With the introduction of the three new governance tools, WFP has started addressing the shortfalls identified in this report. WFP's new governance tools fit in with Alternatives I and II (out of the three suggested), as shown in the middle column. The new governance tools improved the strategic planning framework, results-based budgeting, monitoring, evaluation and reporting. The tools provide a clear set of expected outcomes to plan for, measure and manage work activities in order to achieve the expected outcomes. The new tools are: the Strategic Plan, the Biennial Management Plan and the Annual Performance Report. <u>The Strategic Plan</u> covers a four-year period and highlights the main features of WFP's work during the ensuing financial period. The plan is submitted on a rolling basis every two years. It sets out WFP's goal and strategic priorities, the management priorities for action needed to achieve the goal, and a set of performance indicators against which progress will be monitored over the planning period. The plan reflects a results-based approach and includes a broadened resource mobilization strategy and other measures that address WFP's capacity to operate effectively. <u>Biennial Management Plan</u> This plan uses a results-based approach to articulate priorities, 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 priorities. The plan also provides budget details by cost centre, objectives, expected results and performance indicators.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003

Title and Purpose	Recommendations	WFP response, including follow-up
	Alternative II ➤ A strategic framework ➤ A strategic planning document with indicative resources for the biennium ➤ A strategic programme budget ➤ An enhanced system of monitoring and evaluation ➤ An improved governance process a) Preparation of a strategic framework as described in alternative 1; b) Elimination of the MTP and the budget outline used in the present process, replacing them with a short planning document for the biennium, guided by the strategic framework and developed at the main programme level. Indicative resources for the biennium will be included as part of the document which will be submitted to Member States two years before the relevant biennium; c) The programme and budget document will be the main instrument for detailed programming for the biennium guided by the strategic framework and based on the planning document in (b) above; d) Application of an enhanced system of monitoring and evaluation as described in alternative 1; e) An improved governance process as described in alternative 1. **Alternative III** ➤ A strategic framework ➤ A strategic four-year rolling MTP with indicative resources ➤ A strategic programme budget ➤ An enhanced system of monitoring and evaluation ➤ An improved governance process	<u>Annual Performance Report</u> This document reports on WFP's achievements and performance. It involves a continuous self–assessment process of collecting data and comparing current performance with planned expectations.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003		
Title and Purpose	**Recommendations**	**WFP response, including follow-up**
JIU/REP/2003/3 **From the Optical Disc System (ODS) to the Official Document System (ODS): Status of Implementation and Evaluation** To assess the status of implementation of ODS, with a view to identify remaining policy and management issues, which, if addressed, could contribute to widen its use as an archival and retrieval system of official documents for the United Nations and other interested organizations.	**Recommendation 1** The General Assembly may wish to: Reaffirm that its endorsement of the initial Optical Disc system as an archival and retrieval system of official documents entailed that its implementation should cover the entire Organization including the United Nations Office at Nairobi and all the regional commissions; ECA, ECLAC, Request the Secretary-General to pursue vigorously the implementation of ODS at ESCAP and UNON, and to report thereon to the General Assembly at its 59th session on progress made.	ODS is a very useful tool, which can be further improved pursuant to the recommendations contained in this JIU report.
	Recommendations 2, 3 and 8	Not applicable to WFP.
	Recommendation 4 The Secretary-General should include in his report to the fifty-ninth session of the General Assembly on the Pattern of Conferences, or under a more appropriate agenda item, information about the status of the digitization project undertaken by the Dag Hammarskjöld Library, as well as an assessment of the backlog of official documents not yet released or missing in the required languages on ODS, along with his recommendations on how to address the related issues.	WFP concurs with this recommendation, since not all documents are available in all United Nations official languages.
	Recommendation 5 The Secretary-General should review the overall process of the management of ODS, including whether the function of actual inputting of documents on the system at Headquarters should revert to the Department of General Assembly Affairs and Conference Management.	WFP also believes that this proposal would lead to an enhancement of ODS management.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003		
Title and Purpose	**Recommendations**	**WFP response, including follow-up**
	Recommendation 6 In order to further widen the awareness about and the use of ODS by all interested stakeholders: a) The General Assembly may wish to invite Member States to make the system more widely available to their diplomatic missions as appropriate and to national administrations, in particular those dealing with issues related to the work of governing bodies for which documents are posted on ODS; b) Until free access to ODS for all is implemented, access to the system should be provided to and encouraged for staff members of organizations other than the United Nations proper, which have their documents posted on ODS; c) The Secretary-General should encourage all Departments, regional commissions and organizations for which relevant documents are posted on ODS to indicate so on their own web sites and to secure the necessary authorization for implementing the direct access function; in particular, direct links to Judgments of the United Nations Administrative Tribunal should be made from the main web sites maintained by the United Nations Headquarters and its major duty stations; d) The Secretary-General should make arrangements, wherever possible, to provide baseline training sessions on the use of ODS, based on the experience gained in the annual training sessions organized at Headquarters; CD-ROMs of training modules in different languages could be produced for use by the network of United Nations Information Centres and Services as appropriate, and by other interested users.	WFP agrees with point (a): ODS would be useful for diplomatic missions because it contains documentation of interest, such as information regarding the Economic and Social Council (ECOSOC), the General Assembly and the Security Council. WFP agrees with point (b). WFP strongly supports proposal (d) regarding training. In fact, WFP has been using ODS without any training. Training should also be provided to diplomatic missions as in point (a) above. With regard to point (c) on Judgments of the United Nations Administrative Tribunal, WFP staff should have access to ODS on the Intranet site. WFP finds that it would be most useful if a direct link were made from United Nations Headquarters and other major duty stations.
	Recommendation 7 The Secretary-General should take measures aimed at improving user satisfaction and the user-friendliness of ODS, including to:	WFP acknowledges the importance and usefulness of a system such as ODS. WFP is using it frequently to obtain available United Nations documents and General Assembly/ECOSOC Resolutions of interest to its work.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003		
Title and Purpose	**Recommendations**	**WFP response, including follow-up**
	a) Conduct a survey to monitor user satisfaction with the system among a test group of users including Member States, translators and selected groups of general public users; b) Review and update the General information section about ODS, so as to provide better guidance on the symbols of bodies having their official documents posted on the system, through in particular a hyperlink to an updated annex III on "Symbol series of major United Nations bodies" contained in document ST/LIB/34/rev.2 entitled "United Nations Documentation. A Brief Guide"; that annex should be expanded so as to include all organizations having their documents on ODS; c) Ensure that the Arabic version of ST/LIB/34/rev. 2 currently unavailable on ODS is released in time for the implementation of recommendation 7 (b) above; d) Review the access policy to documents classified as Conference Room papers (CRPs) and consult in particular with UNDP on the possibility to make available on ODS on a non-restrictive basis the access to all CRPs submitted to the Executive Board and otherwise freely accessible on the UNDP web site.	

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Title and Purpose	**Recommendations**	**WFP response, including follow-up**
JIU/REP/2003/4 **Multilingualism and access to information: case study on the World Health Organization.**[5] To evaluate the extent to which the practice of multilingualism in WHO allows the various targeted groups to have access to the information made available to them.	**Recommendation 1** The World Health Assembly could: a) Define more accurately the efforts of member states with respect to implementing resolution WHA50.32 (1997) regarding equivalence among the official languages, determining in a more selective manner those information materials to which the Secretariat should assign priority, bearing in mind the regulations governing multilingualism as well as budgetary constraints; b) Invite the Director-General to submit to the Fifty-Eighth session of the Assembly a proposal for a Plan of Action in the medium term and long term that includes quantifiable indicators linked to predetermined objectives and with a corporate significance for the Organization as a whole; c) Decide to create within the framework of such a plan a special fund specifically to ensure translation of the information materials considered to be priorities into the official languages.	WFP takes note of the report on multilingualism, an issue of importance to the entire United Nations system. Apart from parliamentary documentation, documents of corporate interest are normally translated into all Board languages.
	Recommendation 2, 3, 4 , 5	Not applicable to WFP.

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[5] WFP translation.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003

Title and Purpose	Recommendations	WFP response, including follow-up
JIU/REP/2003/5 **Achieving the Universal Primary Education goal of the Millennium Declaration – New challenges for Development Cooperation** 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.	**Recommendation 1** 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. UIS should be encouraged to strengthen further its cooperation with all the institutions concerned with the collection of education data, foremost with the World Bank, UNICEF and the Organisation for Economic Co-operation and Development (OECD) Partnership In Statistics for development in the 21st century (PARIS21). They ought to undertake special efforts to arrive at a methodologically sound and reliable measure of primary completion in line with the MDG of universal primary completion (UPC) which would usefully complement enrolment data. Completion rates, together with information regarding quality of education, would convey the gravity of the situation and of the scale of the problem, needed for accelerated remedial action. The EFA Global Monitoring Team should keep track of developments in this regard and report on progress made.	WFP agrees with the recommendation and has conducted baselines since 2001 in 55 countries out of the 64 with school feeding projects.
	Recommendation 3 In line with EFA goal 6, *UNESCO, its institutes in cooperation with other organizations* 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.	WFP agrees with the recommendation and has completed a follow-up of the baseline surveys in 19 of the 55 countries mentioned above.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003		
Title and Purpose	**Recommendations**	**WFP response, including follow-up**
	Recommendation 4 The *General Assembly* and the *governing bodies* of all the organizations working in education (such as ILO, UNESCO, 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. *They should also recommend to the respective secretariats* 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. Such information exchange could usefully take place within the CEB framework. In particular it might be useful to test the WFP ARGOS system to see whether it could take on additional tasks. This would usefully complement the activities of other United Nations system organizations concerned with education data collection.	WFP agrees with the recommendation and has intensified its collaboration with UNHCR school feeding programmes (SFPs) in refugee camps, such as that in Kenya, and with UNICEF. In April 2002, WFP and UNICEF formalized their partnership into a "minimum package" of health and nutrition interventions, in line with the goals of EFA. WFP recruited a UNICEF staff member to serve in its School Feeding Support Unit in Rome. Through the Argos project, which uses satellite devices installed in remote schools to provide more frequent and accurate school feeding data, country-level data are shared with host country governments while regional data are accessible to a wider audience through the Internet.
	Recommendation 5 With a view to increasing knowledge on empirical evidence of lessons learned the *General Assembly should task the United Nations Evaluation Group* with exploring the feasibility of establishing a system-wide single platform, through which empirical evidence would be accessed by all development partners and to *report to the Economic and Social Council,* in charge of the review of operational activities for development, taking into account existing arrangements. This would constitute a contribution to furthering the implementation of the Millennium Declaration in general and the education and EFA goals in particular.	WFP agrees with the recommendation.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003		
Title and Purpose	**Recommendations**	**WFP response, including follow-up**
	Recommendation 6 *UNESCO*, 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. This would also help to amend, if necessary, the "International strategy to put the Dakar Framework for Action on Education for All into operation" and provide input for the regional and international EFA evaluation conferences, planned for 2005 and 2010 respectively.	WFP agrees with the recommendation. Internally, WFP is using the baseline and follow up survey mentioned in Recommendations I and III above. WFP is able to compile lessons learned and use collected data to inform future programming. Externally, WFP is currently working with the World Bank on a three-country evaluation to assess the impact of SFPs (funds mobilized, countries to be determined).
	Recommendation 9 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. Aid projects should also be judged according to their contribution to durable in-country capacity-building; results indicators would have to reflect this. In recognizing the importance of capacity-building the governing bodies of the United Nations system organizations concerned should monitor progress in this regard.	WFP agrees with the importance of building national capacity to sustain educational initiatives. At the macro level, WFP is working with New Partnership for Africa's Development (NEPAD) on a "home-grown school feeding initiative" which focuses on using local products in SFPs. At the project level, WFP collaborates with communities to establish parent-teacher associations and train them to support SFPs.

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Title and Purpose	**Recommendations**	**WFP response, including follow-up**
	Recommendation 10 The Economic and Social Council, 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.	WFP recommends that ECOSOC members decide, but suggests caution before setting up any additional reporting mechanisms to ECOSOC.
	Recommendation 11 The *General Assembly* should encourage bilateral donors to reconsider their sector allocations within 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.	WFP agrees with the recommendation and continues to advocate with all its donors in further investing in education.
	Recommendation 12 The General Assembly, which is in charge of MDG follow-up, should consider encouraging the extension of FTI as recommended in the report. The Director-General of UNESCO, convenor 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.	WFP agrees with the recommendation. WFP works with all government partners to expand SFPs and has launched special initiatives, such as the Alliance for Action in the Sahel, which complement the FTI as it seeks to support universal primary education.

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Title and Purpose	**Recommendations**	**WFP response, including follow-up**
	Recommendation 13 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. The departments of information and/or external relations of the various United Nations system organizations should be actively involved. Such events should aim at raising funds for education, and possibly for other MDGs later on.	WFP agrees with the recommendation and has a range of activities ranging from formal partnerships with private donors such as the Netherlands-based logistics company TPG, to school feeding ambassadors such as the Cape Verdian singer Cesaria Evora and the Kenyan marathon champion Paul Tergat.
	Recommendation 14 In monitoring the implementation of the Millennium Declaration it is essential to explore new financing and funding avenues. The General Assembly should create a mechanism, such as a group of experts, drawn inter alia from the United Nations system and the Bretton Woods institutions to continue research on the new funding proposals of the High-level Panel on Financing for Development (the Zedillo report) and to explore other avenues such as the International Finance Facility (IFF) and to keep the General Assembly and the Economic and Social Council informed about tangible progress.	WFP agrees with the recommendation and supports alternative funding approaches such as making SFPs a component of debt swap agreements. SFPs make good sense in a debt swap arrangement, particularly when the parties can commit to a long-term arrangement and agree to an exit strategy.
	Recommendations 2, 7 and 8	Not applicable to WFP.
JIU/REP/2003/7 **Evaluation of the United Nations Volunteers Programme** To examine the UNV programme components.	**Recommendation 1** UNV management should continue improving the representation of volunteers from under represented developing countries, women, youth and national volunteers through: a) Seeking guidance from the UNDP Executive Board on what it considers the appropriate classification/ratio of volunteers from developing and industrialized countries; b) Requesting donors to increase the number of fully-funded volunteers from under represented developing countries;	WFP has been using national volunteers in places such as Mozambique and is willing to continue that practice. WFP could also help by proposing for inclusion in UNV rosters good candidates who (i) come from developing countries, (ii) are female, or (iii) belong to other under-represented categories.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003		
Title and Purpose	**Recommendations**	**WFP response, including follow-up**
	c) Undertaking a more proactive approach for "rostering" women candidates from specific countries;	
	d) Aligning the UNV gender target to the approved United Nations goal and establishing incremental targets to reach the ultimate goal of a 50–50 gender balance;	
	e) Extending the internship programme with the participation of other donors;	
	f) Identifying certain types of activities of a less complex nature where the younger generation can play a more active role as volunteers, not only as interns; and	
	g) Encouraging the employment of national UNVs by partners, in particular in countries where this modality is still unexplored, so as to achieve an adequate mix of national/international volunteers at the country level.	
	Recommendation 2, 3, 4, 6 and 12 to 15	Not applicable to WFP.
	Recommendation 5 UNV should formalise/revilatise its relationship with partners by reviewing existing admin and operational arrangements and agreements, establishing new ones, setting up focal points.	WFP is planning to replicate UNHCR policy guidelines on the use of UNVs; WFP has UNV focal points for overall and policy-related issues, and for personnel and operational issues.
	Recommendation 7 UNV management should finalize and implement a human resources management strategy that encompasses policies and targets to address the need for: a) Improving geographical representation of staff and gender balance; b) Streamlining its recruitment practices through adequate use of the various types of appointment; c) Filling, reclassifying or abolishing vacant posts as appropriate; and	The same effort should be put into UNVs as well.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003		
Title and Purpose	**Recommendations**	**WFP response, including follow-up**
	d) Consolidating the existing staff development plan.	
	Recommendation 8 The UNV Biennial Report of the Administrator to the UNDP Executive Board should regularly include a chapter on UNV human resource management and provide comparative statistical data on the number of posts, funding sources and contracting arrangements, the geographical distribution of professional staff and the gender balance.	Not applicable to WFP.
	Recommendation 9 UNV should improve long-term, intermediate and short-term planning through: a) Devising a long-term planning strategy that summarizes in a short strategic paper, the concepts developed in the UNV mission statement and the seven key planning goals; b) Focusing each year of the three-year rolling Business Plan on a more limited number of high priority activities, and trying to achieve a balance between ongoing activities and new initiatives and projects; c) Completing the updating of annual plans during the first quarter of the year, indicating the degree of priority for each activity, success indicators and time-frames/deadlines for delivery; and d) Implementing RBB to ensure that resources are allocated in line with programme priorities and expected results.	If UNV is in its early stages of results based budgeting, we advise that it make every effort to take small steps and not try to gather too much information at one time. It is important that everyone understands the concepts and the reasons for their implementation, without being overburdened with information that may not be relevant. WFP supports the results-based budgeting (RBB) approach and also embarked on results-based management (RBM) in the context of the biennial budget preparation. The Management Plan uses a results-based approach to articulate priorities, expected results, indicators and resource targeting, providing further details on WFP's proposed programme of work. It indicates the resources required for the operational budget and related support costs, and links operational and management activities with WFP's strategic and management priorities. The business plan (objectives, resources and outcomes) should be linked with the budget cycle. The creation of unit budgets is an excellent opportunity to have everyone in one place to set activities, priorities and the relevant resources required.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003		
Title and Purpose	**Recommendations**	**WFP response, including follow-up**
	Recommendation 10 UNV should improve the presentation of its "Projected resource availability and utilization of resources" in the Report of the Administrator by including the information referred to in paragraph 119.	It is recommended that UNV review its financial procedures to improve the way full costs of UNVs loaned to other agencies are tracked, accounted for and invoiced and to ensure that expenses are invoiced to the right organizations in a timely manner. This would improve its ability to submit invoices and receive timely payment, improving its funding availability.
	Recommendation 11 UNV management should devise a funding strategy to address: (a) the decrease in the biennial support budget; (b) the optimal level of funding and use of the SVF; (c) the untimely receipt of contributions from donors; and (d) the potential for an increase in private sector fund raising.	Secure funding for UNV could be tied in with RBM and with corporate priorities.

ANNEX II: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2003		
Title and Purpose	**Recommendations**	**WFP response, including follow-up**
JIU/REP/2002/12 **Common and joint services of United Nations system organization at Vienna.** To provide an impetus to the further development of common services in the United Nations system by reviewing the framework under which common and joint services are provided to the Vienna-based organizations, highlighting best practice, identifying areas for improvement in the management and delivery of existing services, and examining the scope for expansion of these services.	**Recommendation 1** The legislative organs of the Vienna-based organizations should request their respective Executive Heads to jointly draw up proposals for the establishment of a single common services administrative unit under the management of the United Nations Office at Vienna, to be implemented no later than the 2006-2007 budget cycle.	WFP strongly supports the concept of common services, is an active member of the Core Group for Common Services and served for 2003 as Vice Chair of the Common Premises and Services Working Group under the auspices of the United Nations Development Group (UNDG) Management Group. Although this effort is field-oriented, WFP is seeking to employ the same concepts at Headquarters in Rome. In this regard, the Directors of Administration of WFP, FAO and the International Fund for Agricultural Development (IFAD) formed an informal working group in 2003 to explore ways of working together in order to achieve synergies of scale. During 2003, this group focused on exploring joint Regional Focal Points (RFPs) for travel services and discussed common elements for site safety and security, including threat assessments of the Rome area. The group intends to meet quarterly in 2004.
	Recommendations 2 to 12	Not applicable to WFP.

ANNEX III: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002		
Title and Purpose	**Recommendations which needed follow up by WFP in 2003**	**Current status**
JIU/REP/2002/1 **Involvement of Civil Society Organizations Other than NGOs and the Private Sector in Technical Cooperation Activities: Experiences and Prospects of the United Nations System**	**Recommendation 2** (a) A standard framework, which is sufficiently flexible, could be usefully established to be adapted to the different situations and needs of United Nations organizations. This should include the assessment of the legitimacy of representation of any particular CSO, as has been provided for through the guidelines and selection criteria of NGOs, but specific to the nature of CSOs (para. 44);	WFP encourages its country offices to undertake various levels of analyses in order to determine whether and with whom to partner, in order to achieve programmatic goals most effectively. These steps are described in the WFP internal web.
	Recommendation 8 The existing mechanism at the country level has to be revised and amplified, shifting from limited and sporadic consultations to involvement of CSOs during the planning and execution process of technical cooperation activities in synergy with governments (para. 76).	WFP held two NGO consultations and one NGO workshop on cost-sharing arrangements in 2003. There was also a workshop on Emergency Needs Assessments, which involved NGOs. At the country office level, WFP met frequently with NGOs at food aid coordination meetings or other meetings related to coordination and implementation of food aid interventions. During the annual consultation in December 2003, an entire day was dedicated to the WFP Southern Africa Regional Bureau (ODJ), on a pilot basis.
	Recommendation 9 (a) Those United Nations organizations dealing with economic and social development should be encouraged to include in their websites selected information on CSOs engaged in technical cooperation activities for the benefit of CSOs in general, and in particular, for those which do not have a website. For CSOs already equipped with a website, it would be useful for United Nations system organization websites to have these CSO hyperlinks embedded, thereby making it possible to connect readers to the websites of relevant CSOs.	WFP is compiling and analysing information on partnership with NGOs for all projects implemented in 2003. The next step involves making this information available for all staff on WFP's internal web.

ANNEX III: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002		
Title and Purpose	**Recommendations which needed follow up by WFP in 2003**	**Current status**
JIU/REP/2002/3 **Support Costs Related to Extra budgetary Activities in Organizations of the United Nations System**	**Recommendation 3** Executive heads should give careful prior consideration to the costs and benefits associated with potential approaches to incremental cost measurement. The validity of the findings of all cost-measurement exercises, including the resulting projections of support-cost income requirements, should be verified using historical expenditure-income analysis.	During the period WFP established an equalization account to record all actual income and expenditure for programme support and administration (PSA). This allows the organization to validate its support cost recovery decisions using historical analysis, as outlined in the JIU report. The organization also participated in the Finance-Budget (FB) Network working group on support costs for extra budgetary activities, which included a review and follow up of these JIU recommendations.
JIU/REP/2002/5 **Reform of the Administration of Justice in the United Nations System: Options for Higher Recourse Instances**	**Recommendation 2** Reinforcement of informal conciliation, mediation and negotiation functions (a) The organizations' capacity for informal conciliation, mediation and negotiation should be strengthened. Every organization that has not yet done so is encouraged to establish an independent, central ombudsman function performed by a senior official appointed by the executive head, in consultationwith the staff representatives, for a single, non-renewable five-year term. This function should be complemented, at every major duty station, by a person or a panel responsible on a part-time basis for informal conciliation, mediation and negotiation functions under the overall guidance and supervision of the ombudsman.	HR has just established an ombudsman post and office.
JIU/REP/2002/6 **United Nations System Revenue-Producing Activities**	**Recommendation 8** Public information products In order to generalize policies and practices already existing in some organizations, the executive heads should identify, among the public information materials of their respective organizations, those products with marketable value, especially audio-visual productions, that could be purposely developed for the twin objectives of advocacy and income-generation, without prejudice to the free distribution of all other public information materials (paras. 104–106).	WFP has begun to market calendars and desk diaries that contain information about hunger and WFP's activities. It has also started work on internet marketing of selected products. Publications are promotional, as opposed to reference materials, and are therefore not for sale.

ANNEX III: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002		
Title and Purpose	**Recommendations which needed follow up by WFP in 2003**	**Current status**
	Recommendation 9 Electronic databases and related products (a) The organizations should emulate best practices by the United Nations and the International Civil Aviation Organization (ICAO) in the on-line marketing of their databases, and may also give consideration, as appropriate, to the Food and Agriculture Organization's (FAO) formula of free but limited public access, and paid unlimited access to electronic databases;	WFP is responsible for collecting data on food aid flows through the International Food Aid Information System (INTERFAIS). This database can be made available to the public.
JIU/REP/2002/7 **Management Audit Review of Outsourcing in the United Nations and United Nations Funds and Programmes**	**Recommendation 4** Standardized due diligence procedures. The Inter-Agency Procurement Working Group (IAPWG) should aim, inter alia, through shared databases, to standardize and generalize the application of due diligence procedures within the United Nations system, using relevant provisions of the United Nations Children's Fund (UNICEF) Supply Manual as a model (para. 51).	There is nothing yet to report; the next IAPWG meeting is scheduled to take place on 31 May 2004.
	Recommendation 5 Value for money and performance measures (a) Programme managers should understand the "lowest acceptable bid" rule in the United Nations Procurement Manual to cover also the "best value for money" principle, and the World Food Programme (WFP) might wish to share with other organizations in IAPWG the relevant provisions of its Non-Food Procurement Manual on the "best value" award for the competitive Request for Proposals (RFP) process (para. 54);	See Recommendation 4.

ANNEX III: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002		
Title and Purpose	**Recommendations which needed follow up by WFP in 2003**	**Current status**
	Recommendation 8 Monitoring, evaluation, and certification system specific to outsourced contracts IAPWG should consider disseminating among its members the evolving experience of the United Nations Procurement Division in the use of its new formats for monitoring, evaluating and certifying supplier performance under outsourced contracts (para. 73).	See Recommendation 4.
	Recommendation 9 Training programme in contract monitoring, management and Evaluation The Secretary-General and executive heads of the funds and programmes should budget adequate resources for training programme managers at all duty stations in contract oversight, giving priority to those organizational units more significantly exposed to the outsourcing option by the nature of their activities (para. 77).	See Recommendation 4.
JIU/REP/2002/9 **Managing Information in the United Nations System Organizations: Management Information Systems**	**Recommendation 1** Legislative organs should request the Executive Heads of the respective United Nations system organizations that have not yet done so to prepare and submit, for review and appropriate action, a comprehensive strategy for information management/MI systems (including indication of required resources for development and implementation), with due regard to a full introduction of the results-based management approach (paras. 12, 14, 15, 17, 23, 24, 27, 28, 30, 31).	This has been included in the management plan of 2004–2005. Enterprise Resource Planning (ERP) implementation is complete and WFP is planning an upgrade, for implementation in 2005.

ANNEX III: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002		
Title and Purpose	**Recommendations which needed follow up by WFP in 2003**	**Current status**
	Recommendation 3 (c) Carry out an in-depth review of functionality that ERP applications can provide, and make a cost-benefit analysis of various options available to each organization (such as developing in-house, sharing services with other United Nations entities, buying a commercial package, including the possibility of changing procedures to adapt to the best industry practices rather than "customizing" commercial products to adapt to the requirements of the organizations), bearing in mind the need, to the extent possible, for inter-agency cooperation and coordination (see recommendation 5).	WFP has implemented an ERP Structural Adjustment Programme (SAP) to take advantage of integration and is currently enhancing the ERP to link it to RBM.
	Recommendation 4 With a view to enhancing transparency and comparability of financial implications of MI system projects, the United Nations Secretary-General, in his capacity as Chairman of CEB, should request the CEB/High-Level Committee on Management (HLCM) to establish a standardized cost classification, to be used for cost estimates of MI system projects implemented by the United Nations system organizations and to report thereon to the competent legislative organs of these organizations through the Executive Heads of the respective organizations (paras. 42–44).	WFP will work with the HLCM to agree on a costing structure of MI system projects.
	Recommendation 5 In order to enhance cooperation and coordination in respect of designing and implementing MI systems in the United Nations system organizations by avoiding duplicated efforts and investments, the United Nations Secretary-General, in his capacity as Chairman of CEB, should request the CEB/HLCM (paras. 4, 40, 41, 45–47): 1. To intensify consultations on this matter, by taking into account the following options: b) Sharing services with other organizations in the United Nations system;	The Directors of Administration from IFAD, FAO and WFP have begun to meet on a quarterly basis to explore common services in the Rome-based agencies. The first meeting took place on 19 January 2004 at FAO to discuss security services. The next meeting is scheduled for 26 April at WFP. A verbal report on the outcome of that meeting will be provided to the Executive Board.

ANNEX III: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002		
Title and Purpose	**Recommendations which needed follow up by WFP in 2003**	**Current status**
JIU/REP/2002/11 **Implementation of Multilingualism in the United Nations System**	**Recommendation 4** Heads of secretariats are invited to ask evaluation and/or internal monitoring bodies to include in their programmes of work for 2004: a) A comprehensive inventory of staff's language skills, an evaluation of language-training programmes in terms of their contribution towards their stated aims and a report in the most appropriate form to governing bodies on those activities;	In 2003, WFP continually evaluated the external training providers and has taken on some of its own computer-based self-assessment tools. This major change will allow staff members to have an on-line assessment of their language ability and receive the results immediately. WFP has also increased the number of classes, diversified teachers and teaching methods.
	Recommendation 7 Member States and Secretariats share responsibility for further improvements (Chapter IV) Legislative bodies may wish to: (b) Request that, for future budget cycles and through appropriate consultations with Member States, executive heads should submit in the proposed programme budget predefined objectives for improved multilingualism and expected results derived from phased priorities, due regard being paid to all opportunities for partnerships and extra budgetary sources of funding;	WFP is encouraging payment for language study in special cases such as country offices and sub-offices where staff members are expected to operate effectively in the local language.
	Recommendation 8 Executive heads should encourage or continue to encourage their staff and particularly their senior staff to foster a cultural change within secretariats by making fuller use of their linguistic capabilities which should be translated into more visible indicators in the workplace.	Competencies are being developed at two levels: a) WFP is currently establishing managerial competencies for staff members; b) WFP is setting up managerial competencies in Rome jointly with IFAD and FAO and with Department for International Development (DFID) funding.

ACRONYMS USED IN THE DOCUMENT

CEB	United Nations System Chief Executives Board for Coordination
CRPs	conference room papers
CSO	civil society organization
DFID	Department for International Development (United Kingdom)
ECA	Economic Commission for Africa
ECLA	Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council
EFA	Education for All
ERP	Enterprise Resource Planning
ESCAP	Economic Commission for Asia and the Pacific
FAO	Food and Agriculture Organization of the United Nations
FB	Finance-Budget
FTI	Fast-Track Initiative (of the World Bank)
HLCM	High Level Committee on Management
IAPWP	Inter-Agency Procurement Working Group
ICAO	International Civil Aviation Organization
IFAD	International Fund for Agricultural Development
IFF	International Finance Facility
ILO	International Labour Organization
INTERFAIS	International Food Aid Information System
JIU	Joint Inspection Unit
MDG	Millennium Development Goal
MI	management information
MTP	Medium-Term Plan
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
ODA	Official Development Assistance
ODJ	WFP: Southern Africa Regional Bureau
ODS	optical disc system/official document system
OECD	Organization for Economic Co-operation and Development
PARIS21	Partnership in Statistics for Development in the 21st Century
PER	Division of External Relations
PSA	Programme Support and Administration
RBB	results-based budgeting
RBM	results-based management

RFP	regional focal point/request for proposal
SAP	Structural Adjustment Programme
SFP	school feeding programme
SVF	Special Voluntary Fund
SWAp	sector-wide approach
UIS	Institute for Statistics
UN	United Nations
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCHR	Office of the United Nations High Commissioner for Human Rights
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNON	United Nations Office in Nairobi
UNV	United Nations Volunteer Programme
UPC	universal primary completion
UPE	universal primary education
WHO	World Health Organization