Reports by the Joint Inspection Unit Relevant to the Work of WFP

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.1/2017/11-A).

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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.

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 among 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.1/2016/10*), the JIU has issued five reports 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 include new recommendations for WFP action:

   i) "Public Information and Communications Policies and Practices in the United Nations System" (JIU/REP/2015/4)
   ii) "Review of the Organizational Ombudsman Services Across the United Nations System" (JIU/REP/2015/6)
   iii) "Succession Planning in the United Nations System Organizations" (JIU/REP/2016/2)
   iv) "Fraud Prevention, Detection, and Response in United Nations System Organizations" (JIU/REP/2016/4)
   v) "Meta-Evaluation and Synthesis of United Nations Development Assistance Framework Evaluations, with a Particular Focus on Poverty Eradication" (JIU/REP/2016/6)

5. Annex I outlines 34 new recommendations from the 5 JIU reports with recommendations for WFP action 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 an update on one recommendation from a JIU note, which was previously reported to the Board. While 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. Annex IV provides links to JIU reports discussed in this document and the associated United Nations System Chief Executives Board for Coordination (CEB) comments.

9. Follow-up has resulted in the closure of 39 recommendations, as reported in Annexes I, II and III (Table 1).

TABLE 1: STATUS OF JIU RECOMMENDATIONS FOR EB.1/2017			
JIU programme of work year	**Closed**	**Accepted, implementation in progress**	**Total**
2008	0	1	**1**
2010	3	0	**3**
2011	2	0	**2**
2013	1	4	**5**
2014	3	4	**7**
2015	13	2	**15**
2016	17	3	**20**
TOTAL	**39**	**14**	**53**

	ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD					
Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2015/4 Rec. 1	Public information and communications policies and practices in the United Nations System	The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in the present report, in order to enhance the strategic role of the public information and communications function in contributing to the achievement of organizational goals and priorities, thereby promoting global support for their organization.	Accepted	Implemented	Closed	The Board notes that the WFP Strategic Plan (2017–2021) acknowledges the need for communication and advocacy for WFP to achieve its strategic goals. The Policy on Country Strategic Plans emphasizes the importance of greater focus, improved visibility and communication, particularly at the country level. The Board agrees that the benchmarks in the JIU report provide a sound foundation for a strategic public information and communications function, and encourages WFP to embrace them as it continues to enhance communications in line with the Strategic Plan (2017–2021) and country strategic planning approach.
2015/4 Rec. 2	Public information and communications policies and practices in the United Nations System	Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communications function within their organization, by adhering to the nine benchmarks proposed in the present report, as applicable.	Accepted	Implemented	Closed	In line with the response to Recommendation 1, WFP will draw on the JIU benchmarks as it continues to enhance its approach to public information and communications.
2015/4 Rec. 3	Public information and communications policies and practices in the United Nations System	The executive heads of the United Nations system organizations should encourage, as applicable, their representatives in the United Nations Communications Group (UNCG) at the principals' level, and in the Communications and Advocacy Working Group of the United Nations Development Group (UNDG), to coordinate their work closely and to develop strong complementarities and synergies between the two groups in order to further strengthen public information and communications capacity in the United Nations system.	Accepted	Implemented	Closed	As a participant in both groups, WFP agrees that cooperation between the UNCG and the UNDG Communications and Advocacy Working Group, where appropriate, will facilitate system-wide dialogue on enhancing information and communication practices.

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Rec. No.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Closure*****	**Remarks**
2015/4 Rec. 4	Public information and communications policies and practices in the United Nations System	The executive heads of the United Nations system organizations should take concrete measures to strengthen public information and communications capacity at the field level within their organizations, when applicable. This, in turn, would enable local UNCGs to conduct joint activities with due attention to local circumstances and organizations' mandated priorities, and reinforce the effectiveness and impact of those activities.	Accepted	In progress	Open	In 2016, WFP began to develop a new communication strategy, which emphasizes empowering and supporting country offices and regional bureaux in developing and implementing local communication strategies that support their country strategic plans. The Communications Division will work with country offices to define steps in the transformation process, including development of local skills, toolkits and templates. The communication strategy will focus on giving a voice to the people WFP serves.
2015/4 Rec. 5	Public information and communications policies and practices in the United Nations System	The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies for public information and communications.	Accepted	In progress	Open	WFP has established social media guidelines and is developing a comprehensive plan to enhance its digital offerings, scale up its social media presence in different markets and strengthen personnel's skills for communicating in the digital age.
2015/4 Rec. 6	Public information and communications policies and practices in the United Nations System	The executive heads of the United Nations system organizations should strengthen the in-house capacity for social media management, with a view to creating specific content and maintaining organizational accounts, as well as to providing advice on the proper use of social media.	Accepted	Implemented	Closed	WFP is active on social media, including Twitter and Facebook. See also the response to Recommendation 5.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2015/6 Rec. 1	Review of the organizational Ombudsman services across the United Nations System	The executive heads of the United Nations system organizations, in consultation with staff representatives and the existing Ombudsmen, should review, update and disseminate across their respective organizations the terms of reference of the ombudsman, giving due consideration to the direction provided by the present report and using a staff-management consultation mechanism.	Accepted	Implemented	Closed	WFP agrees that a staff-management consultation mechanism should be used when updating the terms of reference of the Office of the Ombudsman and Mediation Service (OBD). As noted in the CEB inter-agency response, these terms of reference must reflect the standards of practice and code of ethics of the International Ombudsman Association.
2015/6 Rec. 2	Review of the organizational ombudsman services across the United Nations System	The executive heads of the United Nations system organizations, in cooperation with the ombudsman offices, should include questions relating to the ombudsman service in staff surveys and responses should be used by management, staff associations and the ombudsman office to increase staff awareness and promote a better understanding of the ombudsman function in the organization.	Accepted	Implemented	Closed	WFP agrees that it is useful for ombudsman services to use surveys and that it is a good practice to consult OBD when personnel surveys are prepared. WFP also uses client surveys to evaluate satisfaction with OBD services.
2015/6 Rec. 3	Review of the organizational ombudsman services across the United Nations System	The executive heads of the United Nations system organizations should request their respective ombudsmen to ensure that their field staff have the option of an in-person consultation with the ombudsman of another United Nations system organization in the same location (for example, the regional ombudsman of United Nations Ombudsman and Mediation Services (UNOMS) or the visiting ombudsman of another United Nations system organization).	Accepted	Implemented	Closed	To ensure that field-based personnel have access to OBD services, the Ombudsman holds consultations by phone, Skype and email, and conducts field visits. WFP notes that diverse ombudsman mandates among United Nations agencies lead to different approaches on the ground. Nevertheless, in some circumstances, the presence of another organization's ombudsman could benefit those who seek ombudsman services and WFP as a whole.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2015/6 Rec. 4	Review of the organizational ombudsman services across the United Nations System	The executive heads of the United Nations system organizations should request their ombudsman offices to include in their work programme the development of a case management manual and to seek the cooperation of other United Nations system ombudsmen with a view to achieving a certain level of harmonization across the system.	Accepted	Implemented	Closed	Case management is an integral part of the Ombudsman's work. Given that the Ombudsman profession is relatively new in the United Nations system, case management approaches are being continuously improved to uphold the standards of practice and code of ethics. Professional networks and forums, including the International Ombudsman Association and Ombudsmen and Mediators of the United Nations and Related International Organizations (UNARIO), facilitate dialogue on case management and harmonization of practices.
2015/6 Rec. 5	Review of the organizational ombudsman services across the United Nations System	The legislative bodies of the United Nations system organizations should make it possible for the ombudsman to report to them on systemic issues identified on a regular basis.	Accepted	Implemented	Closed	The Board notes that OBD prepares an annual report to the Executive Director, which is made available to all WFP personnel on the OBD intranet site and to external stakeholders on request.
2015/6 Rec. 6	Review of the organizational ombudsman services across the United Nations System	The executive heads of the United Nations system organizations should request the ombudsman to include continuous training and certification of ombudsman practitioners in the strategic workplans of their ombudsman offices.	Accepted	Implemented	Closed	WFP welcomes the recommendation that the Ombudsman engage in continuous training. At present, only one national organization provides ombudsman certification, which limits the benefits for United Nations system ombudsmen. UNARIO and the European Ombudsman Group are discussing the way forward on international certification.
2015/6 Rec. 7	Review of the organizational ombudsman services across the United Nations System	The executive heads of the United Nations system organizations should establish an accountability and appraisal system for the ombudsman services and include the relevant provisions in the ombudsman's terms of reference. The system and the provisions should reflect the specific requirements of the ombudsman function by making accountability and the appraisal process inclusive and participatory for all stakeholders.	Accepted	Implemented	Closed	Ombudsmen in the United Nations system have a limited tenure of five to ten years, and are not on a career track within their organizations. Given the nature of the profession, the expectations regarding accountability, ethics and performance are high. To preserve the independence of OBD, WFP agrees that an external review mechanism merits consideration.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2015/6 Rec. 8	Review of the organizational ombudsman services across the United Nations System	The executive heads of the United Nations system organizations should request their ombudsmen to discuss the findings and recommendations of the present review at the UNARIO meeting to be held in 2016 and to decide on the course of actions they intend to reflect in their programmes of work, either individually or collectively.	Accepted	Implemented	Closed	UNARIO members reviewed these recommendations at their July 2016 meeting and agreed on next steps.
2016/2 Rec. 1	Succession planning in the United Nations System organizations	The legislative/governing bodies of the United Nations system organizations should exercise their oversight role and examine the causes for the lack of, and/or the delay in, the introduction of formal succession planning in their respective organizations, including the adequacy of current funding; and request the executive heads of these organizations to develop formal succession planning without any further delay, by the end of 2017.	Accepted	Implemented	Closed	The Board notes that although WFP does not have a formal succession planning policy or framework, a number of components of succession planning are already in place. For example, the reassignment and promotions processes, senior leadership assessments, the career framework covering 12 functional areas, and talent pools and the emergency roster help WFP to position personnel where they are most needed. Looking to the future, the Board encourages WFP to continue formalizing, enhancing and streamlining succession planning measures, and to seek funding as needed through the Strategic Resource Allocation Committee (SRAC) process.
2016/2 Rec. 2	Succession planning in the United Nations System organizations	The executive heads of the United Nations system organizations, who have not yet done so, should instruct their human resources management offices to develop and implement appropriate frameworks for succession planning strategies, and devise appropriate guidelines on the succession planning process without any further delay, by the end of 2017.	Accepted	In progress	Open	As per the Board response to Recommendation 1, WFP will continue to formalize, enhance and streamline succession planning measures, and will seek funding for related initiatives through the SRAC. Enhancements are expected through the increased use of workplace analytics and improved forecasting of leadership gaps resulting from retirement or attrition.

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Rec. No.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Closure*****	**Remarks**
2016/2 Rec. 3	Succession planning in the United Nations System organizations	The executive heads of the United Nations system organizations should instruct their human resources management offices to adopt the benchmarks set out in the present report with a view to ensuring that their organizations have a sound succession planning process, and should report on the progress made to their legislative/governing bodies.	Accepted	Implemented	Closed	WFP has adopted the five benchmarks, which it considers to provide a sound basis for examining its succession planning processes. WFP already meets benchmarks 3 and 5, and has identified the critical roles, competencies and experience required to carry them out successfully. It has also established a career framework and communicated with personnel about the capabilities required in 12 functional areas and the principles of career advancement. Talent reviews and use of an external assessment centre are in place for P4 and P5 positions to determine staff readiness and potential for senior management positions, and to identify learning and development needs. By the end of 2018, all P4 and P5 staff will have completed a performance and talent review, which will result in a rich database to enhance planning for senior leadership roles. Progress has been made with regard to benchmarks 1, 2 and 4, but work continues as outlined in the response to Recommendation 2.
2016/2 Rec. 4	Succession planning in the United Nations System organizations	The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should ensure that succession planning is reinstated as a main agenda item of the Human Resources Network of the High-level Committee on Management, and given the utmost attention and most serious consideration in the future sessions of the Network.	Accepted	Implemented	Closed	WFP welcomes this recommendation to the Secretary-General and, as a member of the CEB, will participate in any inter-agency activities resulting from it.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2016/4 Rec. 2	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations, if they have not already done so, shall develop a corporate anti-fraud policy for their respective organizations or update an existing one, taking into account leading practices in the public and private sectors. The policy should be presented to the legislative and governing bodies for information, adoption and/or endorsement and should be reviewed and updated regularly.	Accepted	Implemented	Closed	The WFP Anti-Fraud and Anti-Corruption (AFAC) Policy was approved at the 2015 Annual Session of WFP's Executive Board (WFP/EB.A/2015/5-E/1).
2016/4 Rec. 3	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations should take expeditious action to designate an overall corporate manager or entity at senior level to be the custodian of the anti-fraud policy and be responsible for the implementation, monitoring and periodic review of the policy.	Accepted	Implemented	Closed	The Office of the Inspector General (OIG) is the focal point for WFP's AFAC Policy, which defines roles and responsibilities of parties involved in its implementation, including OIG, the Legal Office and WFP personnel. See also the response to Recommendation 6.
2016/4 Rec. 4	Fraud prevention, detection and response in United Nations System organizations	On the basis of a comprehensive needs assessment, the executive heads of the United Nations system organizations should establish a dedicated anti-fraud training and fraud awareness strategy for all members of the organization. At a minimum, anti-fraud training should be mandatory for staff in functional areas most prone to fraud and staff operating in fragile and high-risk field environments.	Accepted	Implemented	Closed	WFP's e-learning course on the prevention of fraud, corruption and sexual exploitation and abuse is mandatory for all personnel. Investigation officers train country office personnel on fraud prevention during official missions. Training is also included in the mandate of the Ethics Office, which has created a train-the-trainers programme for respectful workplace advisers. In their capacity as "ethics ambassadors", these advisers are trained to help colleagues to understand ethics and the conduct expected in WFP, including in fraud prevention and response. In 2016, OIG made presentations on AFAC at three training sessions targeting 56 respectful workplace advisers. The Ethics Office also led WFP-wide initiatives to mark United Nations Anti-Corruption Day in 2015 and 2016.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2016/4 Rec. 5	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations should, if they have not already done so, conduct a comprehensive corporate fraud risk assessment, as an integral part of their enterprise risk management system or as a separate exercise, addressing fraud risks at all levels of their respective organization, including Headquarters and field offices, as well as internal and external fraud risks. Such assessments shall be conducted at least biennially at the corporate level, and more frequently, based on need, at the operational level.	Accepted	In progress	Open	As part of its 2016 work plan, OIG is carrying out a fraud risk assessment and is working with management to ensure a comprehensive corporate approach.
2016/4 Rec. 6	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations, if they have not already done so, should develop organization-specific comprehensive anti-fraud strategies and action plans for implementing their respective fraud policies. Such anti-fraud strategies should be based on the organization's corporate fraud risk assessments and shall be an integral part of the overall organizational strategies and operational objectives. Based on the level of fraud risk, proportionate resources should be dedicated to operationalize the strategies and action plans.	Accepted	In progress	Open	WFP is committed to applying a proactive approach to countering fraud and is preparing an action plan for further integrating anti-fraud controls into organizational frameworks and operational management. In this regard, it is considering the establishment of an anti-fraud function to complement the independent activities carried out by OIG. WFP will refine the concept of this function following the fraud risk assessment (see response to Recommendation 5) and will seek resources, as appropriate, through the Management Plan and SRAC processes.

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2016/4 Rec. 7	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations, if they have not already done so, should initiate a review of their internal control framework to ensure that proportionate anti-fraud controls do exist and that fraud risks identified in the fraud risk assessments are adequately addressed in the internal control frameworks.	Accepted	Implemented	Closed	WFP's internal control framework is in line with the international standards set by the Committee of Sponsoring Organizations of the Treadway Commission, including those related to anti-fraud controls and risk assessment. See also the response to Recommendation 8.
2016/4 Rec. 8	Fraud prevention, detection and response in United Nations System organizations	When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.	Accepted	Implemented	Closed	WFP will continue to use the annual Executive Director's Statement on Internal Control to highlight significant internal control weaknesses, including any related to fraud. Managers are provided with guidance to support preparation of the assurance statement, including a checklist with questions related to fraud prevention and risk assessment.
2016/4 Rec. 9	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations should instruct their legal offices to review and update the legal instruments for engaging third parties, such as vendors and implementing partners, with particular attention to anti-fraud clauses and provisions.	Accepted	Implemented	Closed	The AFAC Policy stipulates that anti-fraud clauses must be included in all contracts between WFP and cooperating partners, suppliers or other third parties. The policy includes a model clause. In December 2015, WFP established a framework for vendor sanctions, which is applicable in alleged instances of fraud, corruption and other proscribed activities committed by third parties.

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Rec. No.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Closure*****	**Remarks**
2016/4 Rec. 10	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations should ensure that proportionate fraud prevention and detection capabilities are an integral part of automation systems' functionalities, including automated activity reports and data-mining modules in their respective enterprise resource planning systems (ERPs).	Accepted	Implemented	Closed	WFP is committed to ensuring that best-practice anti-fraud controls are integrated into its systems, and will continue to strengthen controls and governance in line with the fraud risk assessment (see Recommendation 5), the findings of investigations and proactive integrity reviews and thematic audits of information systems.
2016/4 Rec. 11	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations, if they have not already done so, should revise their whistle-blower policies with a view to adopting good practices, and extend the duty to report fraud and other misconduct to contract employees, United Nations volunteers, interns and other non-staff, as well as to third parties, including vendors, suppliers, and implementing partners.	Accepted	Implemented	Closed	The AFAC Policy establishes the duty of WFP personnel and third parties to report any allegations of fraud and corruption in connection with WFP activities that come to their attention. As stipulated in the WFP Whistleblower Protection Policy, "Protection against retaliation applies to any WFP national or international staff member (regardless of the type of appointment or its duration), consultant, intern, service contract holder or special service agreement holder, United Nations volunteer or [WFP] volunteer." The policy is aligned with good practices outlined in the JIU report, particularly in being clearly written and widely available; ensuring confidentiality; establishing clear processes; and incorporating protections against retaliation. The United Nations Ethics Office is updating its Whistleblower Protection Policy. WFP will update its policy if needed to incorporate the good practices identified.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2016/4 Rec. 12	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations, if they have not already done so, should implement the good practice of establishing a central intake mechanism for all fraud allegations in their respective organizations. In the interim, for organizations with decentralized intake mechanisms, immediate action should be taken to: (a) establish an obligation for decentralized intake units to report to a central authority any allegations received, ongoing cases under investigation and closed cases, indicating the action taken; and (b) establish formal intake procedures and guidelines, including: clear criteria for the preliminary assessment, the official, office or function authorized to make the assessment, the process to be followed and the arrangements for reporting on the results of the preliminary assessments.	Accepted	Implemented	Closed	The WFP hotline serves as a central intake mechanism for allegations of wrongdoing, including fraud and corruption. WFP provides guidance on the hotline's procedures for intake, confidentiality and protection against retaliation, in Arabic, English, French and Spanish. OIG has established an intake committee to assess all allegations and ensure prompt follow-up.
2016/4 Rec. 13	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations, in consultation with the audit advisory committees, should ensure that the investigation function of their respective organizations establishes key performance indicators for the conduct and completion of investigations, and has adequate capacity to investigate, based on a risk categorization and the type and complexity of the investigations.	Accepted	Implemented	Closed	OIG has established key performance indicators related to the conduct and completion of investigations and to ensure that there is adequate capacity to investigate. The Office of Inspections and Investigations categorizes investigations by priority, assigns resources accordingly and endeavours to complete investigations within six months and review complaints within two months. In cases where issues such as complexity or a lack of available witnesses necessitate longer timeframes, the justifications are included in investigation records and in a critical decision memorandum.

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Rec. No.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Closure*****	**Remarks**
2016/4 Rec. 14	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations, in consultation with the Office of Legal Affairs (OLA) of the United Nations, and their respective legal offices, should strengthen existing protocols and procedures for referrals of fraud cases (and other misconduct) to national enforcement authorities and courts for criminal and civil proceedings, as well as for asset recovery, and ensure that referrals are done in a timely and effective manner.	Accepted	Implemented	Closed	The AFAC Policy establishes that cases involving criminal activity may be referred to local law enforcement authorities in consultation with the Legal Office, and after waivers of immunity have been obtained, if necessary. It also establishes that WFP may seek recovery of funds or property through legal action. The WFP framework for vendor sanctions also covers referral of cases related to fraud, corruption and other proscribed activities to national authorities. See also the response to Recommendation 6.
2016/4 Rec. 15	Fraud prevention, detection and response in United Nations System organizations	The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual basis a consolidated and comprehensive management report on the performance of anti-fraud activities, based on key performance indicators. The report shall include, inter alia, the level of fraud exposure, status of compliance with anti-fraud policies, fraud statistics, sanctions imposed, fraud losses and recovery of assets, and lessons learned.	Accepted	Implemented	Closed	The Inspector General provides an overview of activities of the Office of Inspections and Investigations as part of the OIG Annual Report. The overview provides information on the results of investigations; an estimate of presumptive fraud losses and recoveries; statistics on the types of cases and their status; and a brief summary of each case, with identified losses. OIG also provides regular updates on investigations matters, including fraud, to the Audit Committee. The Human Resources Division issues an annual report on disciplinary measures taken, which is shared with WFP personnel worldwide.
2016/4 Rec. 16	Fraud prevention, detection and response in United Nations System organizations	The legislative and governing bodies of the United Nations system organizations should: place on their respective agendas a permanent or standing item relating to fraud prevention, detection and response; review on an annual basis the consolidated and comprehensive management report presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters.	Accepted	Implemented	Closed	The Board notes that it is updated on fraud issues in the OIG Annual Report (see response to Recommendation 15) and requests that pertinent information regarding implementation of the AFAC Policy be included in the report.

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Rec. No.	Report	Recommendation	Acceptance*	Implementation**	Closure***	Remarks
2016/6 Rec. 4	Meta-evaluation and Synthesis of United Nations Development Assistance Framework evaluations, with a particular focus on poverty eradication	The Secretary-General should, in consultation with the Chief Executives' Board for Coordination as appropriate, request other United Nations agencies to better coordinate their evaluation activities at the country level so that such activities can be better integrated into the United Nations Development Assistance Framework evaluation process.	Accepted	Implemented	Closed	WFP welcomes this recommendation to the Secretary-General and, as a member of the CEB, will participate in any inter-agency activities resulting from it. The Office of Evaluation (OEV) is engaged in the United Nations Evaluation Group's work to further the 2030 Agenda for Sustainable Development, which includes strengthening guidance for United Nations Development Assistance Frameworks/Sustainable Development Frameworks and joint evaluations. OEV is also following up on activities from the International Year of Evaluation in 2015.

*   Column 4 acceptance categories: accepted, not accepted, under consideration, not relevant.

**   Column 5 implementation categories: in progress, implemented; field left blank if implementation depends on the action of an entity other than WFP.

*** 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
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	Implemented	Closed	In 2016, WFP secured funding to deliver sustainable procurement training and hold a workshop to promote the adoption of sustainable procurement principles and guidelines. Sustainable procurement is also a focus area of the WFP Environmental Management System pilot.
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	Implemented	Closed	The Ethics Office has developed a mandatory e-learning course. Based on feedback from stakeholders and considering operational priorities, the course is being rolled out over three years, beginning in 2016, to all WFP personnel through the Learning Management System. The Ethics Office will partner senior management to promote the course and reinforce compliance with mandatory training requirements.
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	Implemented	Closed	Trust fund procedures and guidance have been updated following consultations with stakeholders in regional bureaux, Headquarters divisions and the leadership group.
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	Implemented	Closed	The Chief of Staff has approved the business continuity plan for Headquarters and regional bureaux. WFP completed a comprehensive business impact analysis involving all functional areas in June 2014, which identified objectives for critical functions and recovery times. Procedures for ensuring continuity of critical business processes have been documented and incorporated into the e-guide, WFP's process documentation repository for training and self-help.

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	Implemented	Closed	The crisis management and business continuity plans include a section on exercise, maintenance and review. As part of the plans' implementation, 200 business-critical personnel in regional bureaux were trained. Training for personnel at Headquarters will be completed in early 2017. WFP is preparing a detailed business continuity training and exercise schedule for 2017, which will be the first year of regular activities following the plans' implementation.
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 long-term agreements (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	The Supply Chain Division will include recommended guidance in the Goods and Services Procurement Manual or related guidance to be issued by mid-2017. Meanwhile, risks are being mitigated through existing processes and controls.
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	This recommendation is being addressed in conjunction with Recommendation 1. WFP has established contract management plans for high-value and strategic long-term agreements (LTAs). For other LTAs, the issues raised in the recommendation will be addressed in the Goods and Services Procurement Manual or related guidance to be issued by mid-2017.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	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 records management framework is in place at WFP. RAM has recently been aligned with WFP's new document management taxonomy to provide a stronger link between RAM and knowledge management. An electronic RAM system has not yet been established.
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 such as International Organization for Standardization (ISO) 16175, which would improve the overall quality of records management. A new system for document management was configured in 2016 and will be expanded to incorporate electronic registry requirements if resources allow.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	Report	Recommendation	Acceptance	Implementation	Status	Remarks
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	Implemented	Closed	WFP has strengthened activities aimed at identifying, screening and preparing RC candidates. The Human Resources Division identifies suitable candidates for the Resident Coordinator Assessment Centre and conducts rigorous screening that includes senior management approval. WFP then offers one-on-one coaching for all participants to ensure that they are positioned to succeed in the Resident Coordinator Assessment Centre process and become RCs.
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	Implemented	Closed	Following the informal consultation on the new Standard Project Report (SPR) format in May 2015, WFP continued to make progress on the performance reporting improvement project based on lessons learned from the 2015 SPR cycle and stakeholder consultations. Updated guidance, instructions and a quality assurance checklist were rolled out to country offices and WFP is providing training in regional bureaux and country offices to support staff in preparing for the 2016 SPRs. Improvements to WFP's performance reporting will continue throughout the roll-out of the Country Strategic Plan approach, the Corporate Results Framework and the Financial Framework Review. While the performance reporting improvement project is considered complete, improvements to performance reporting will continue in the context of organizational change initiatives.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
2014/6 Rec. 3	Analysis of the evaluation function in the United Nations system	The legislative bodies should request the executive heads of United Nations system organizations to develop comprehensive budget frameworks and resource allocation plans for their respective evaluation functions, based on the cost of maintaining an effective and sustainable evaluation function that adds value to the organization. The plans should be submitted for consideration to the legislative bodies within existing budgetary and reporting mechanisms and processes.	Accepted	In progress	Open	In the WFP Evaluation Policy (2016–2021) approved by the Executive Board in November 2015, WFP committed to assigning 0.8 percent of its contribution income to the evaluation function. The target will be met progressively over the life of the policy. WFP is considering options for achieving this target as part of implementation of the Integrated Road Map, including the Financial Framework Review and country strategic plans. Under the Financial Framework Review, WFP's planning and reporting systems are being enhanced to increase the visibility and transparency of budget allocations and expenditures for central and decentralized evaluation activities. The Secretariat will continue to submit the Office of Evaluation's work plan to the Board for consideration each year as part of the Management Plan and will report on the budget and expenditures in the Annual Evaluation Report.
2014/6 Rec. 4	Analysis of the evaluation function in the United Nations system	The legislative bodies should direct the executive heads of United Nations system organizations to review and revise, as necessary, existing policies for the appointment of the heads of evaluation offices, in order to enhance independence, integrity, ethics, credibility and inclusion, with due regard to the following criteria: • Term limits should be established for a single non-renewable term of office of between five and seven years, with no possibility for the incumbent of re-entry into the organization;	Accepted	Implemented	Closed	The WFP Evaluation Policy (2016–2021) provides for the appointment of the Director of Evaluation to a single six-year term with no re-entry into WFP. An Executive Director's circular issued in May 2016 disseminated the Evaluation Charter, which specifies governance and roles in the evaluation function across WFP and the terms, authority, accountability and selection process for the new position of Director of Evaluation. Together, the Charter and Policy constitute the governance framework for WFP's evaluation function.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
		• The head of evaluation should have qualifications and substantial experience in evaluation, complemented by experience in the related fields of strategic planning, basic and operational research and knowledge management, and should have excellent management and leadership attributes.				
2014/6 Rec. 6	Analysis of the evaluation function in the United Nations system	The executive heads of United Nations system organizations should make the use of evaluation an organizational priority based on a well-defined vision, strategy and results framework for the evaluation function, and report to their legislative bodies on the level, nature and impact of use of evaluation.	Accepted	In progress	Open	The purpose of the WFP Evaluation Policy (2016–2021) is to ensure that lessons from evaluations are consistently and comprehensively integrated into WFP's policies, strategies and programmes. The policy and the evaluation strategy and Evaluation Charter issued subsequently facilitate this by: • defining the roles of the Executive Director, OEV and WFP managers worldwide in the use of evaluation evidence; • institutionalizing the Office of Evaluation's role in project and policy planning and approval processes, including participation in WFP committees and task forces in an observer or advisory capacity; • enhancing reporting to support the Board's oversight of evaluation across WFP; • improving systems for strengthening WFP's learning and accountability culture and ensuring that evaluation results are integrated into WFP's policies, strategies and programmes, and embedded in its knowledge management systems; and • enhancing communication of evaluation findings and recommendations to stakeholders and affected populations.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
						OEV will continue to prepare synthesis evaluations that present common findings to support organizational learning and performance management, and inform WFP policies, strategy and programmes.
2014/8 Rec. 2	Use of non-staff personnel and related contractual modalities in the United Nations system organizations	The legislative/governing bodies of the United Nations system organizations should systematically exercise their oversight functions on the use of non-staff personnel through regular reviews of non-staff personnel information/data provided by the respective executive heads.	Accepted	Implemented	Closed	Statistical information on the employment of consultants and other non-staff personnel has been included in the Annual Performance Report since the Board's 2016 Annual Session.
2014/8 Rec. 3	Use of non-staff personnel and related contractual modalities in the United Nations system organizations	The executive heads of the United Nations system organizations should review the use of non-staff personnel with a view to identifying long-serving non-staff personnel under a de facto employment relationship and establish a plan (short- to medium-term) to terminate the inappropriate prolonged use of non-staff personnel. The plan, including resources required, should be presented to the legislative/governing bodies for endorsement and provision of the necessary financial support.	Accepted	In progress	Open	WFP considers the engagement of non-staff as a contingent workforce to be an important driver of its ability to achieve operational effectiveness and cost-efficiency objectives. The volatility of global emergencies compels WFP to have surge capacity to respond with flexibility, scalability and agility, while funding unpredictability limits its ability to make longer-term staffing commitments, including in emergency contexts. Nevertheless, WFP recognizes that there has been an increase in the number of long-serving non-staff personnel and is therefore conducting: i) a review of the locally recruited workforce led by the Regional Bureau in Nairobi and the Office of the Executive Director; and ii) a review of consultants and short-term professional staff by the Human Resources Division. If warranted, based on the scope of proposed actions, WFP will present proposals to the Board in November 2017 for endorsement and approval of financial support.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Status**	**Remarks**
2014/9 Rec. 8	Contract management and administration in the United Nations system	The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for documenting and reporting on a contractor's performance in meeting contract requirements, and assigning responsibility and management accountability for completeness of the contractor's performance reporting.	Accepted	In progress	Open	The Supply Chain Division has appointed a vendor management officer to continue standardizing reports on suppliers' performance. This work includes exploring the feasibility of using existing system functions to enhance the monitoring of vendor performance.
2015/1 Rec. 6	Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations	Executive heads of United Nations system organizations should instruct their respective technical units to re-examine their work to identify if there are areas where the decent work agenda can be linked to their activities and to make existing linkages more explicit. Such organizations may wish to cooperate with the International Labour Organization (ILO) for support in this process.	Accepted	Implemented	Closed	While recognizing that the 17 Sustainable Development Goals (SDGs) are interconnected, the WFP Strategic Plan prioritizes SDG 2 on achieving zero hunger and SDG 17 on partnering to support implementation of the 2030 Agenda. WFP's contribution to the other SDGs – including SDG 8 on decent work – depends on country contexts and national priorities. While WFP's primary objective is to achieve zero hunger, the interrelated challenges and solutions associated with addressing hunger and poverty mean that it will directly or indirectly contribute to most of the SDGs. WFP's contributions to the other SDGs will be captured at the country level by linking WFP's outputs to national outcomes related to SDG targets not included in WFP's Strategic Plan results framework (EB.A/2016/5-A Figure 1).

ANNEX III: RECOMMENDATIONS FROM JIU NOTES						
Rec. No.	**Report**	**Recommendation**	**Acceptance**	**Implementation**	**Closure**	**Remarks**
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	The Supply Chain Division has prepared an Executive Director's Circular that provides a comprehensive overview of the delegated authorities for procurement and contracting for all supply chain functions. This circular is in the final stages of internal review and its release is expected by the end of 2016.

<div align="right">**ANNEX IV**</div>

Hyperlinks to JIU Reports and Chief Executives Board Comments

Report reference	Report name and hyperlink	CEB comments
JIU/REP/2016/6	Meta-Evaluation and Synthesis of United Nations Development Assistance Framework Evaluations, with a Particular Focus on Poverty Eradication	Not yet available
JIU/REP/2016/4	Fraud Prevention, Detection, and Response in United Nations System Organizations	Not yet available
JIU/REP/2016/2	Succession Planning in the United Nations System Organizations	A/71/393/Add.1
JIU/REP/2015/6	Review of the Organizational Ombudsman Services Across the United Nations System	A/71/117/Add.1
JIU/REP/2015/4	Public Information and Communications Policies and Practices in the United Nations System	A/71/383/Add.1
JIU/REP/2015/1	Evaluation of Mainstreaming of Full and Productive Employment and Decent Work by the United Nations System Organizations	A/70/678/Add.1
JIU/REP/2014/9	Contract Management and Administration in the United Nations System	A/70/676/Add.1
JIU/REP/2014/8	Use of Non-Staff Personnel and Related Contractual Modalities in the United Nations System Organizations	A/70/685/Add.1
JIU/REP/2014/6	An analysis of the Evaluation Function in the United Nations System	A/70/686/Add.1
JIU/REP/2014/1	Analysis of the Resource Mobilization Function Within the United Nations System	A/69/737/Add.1
JIU/REP/2013/3	Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work	A/69/125/Add.1
JIU/REP/2013/2	Records and Archives Management in the United Nations	A/70/280/Add.1
JIU/REP/2013/1	Review of Long-Term Agreements in Procurement in the United Nations System	A/69/73/Add.1
JIU/REP/2011/6	Business Continuity in the United Nations System	A/67/83/Add.1
JIU/REP/2010/7	Policies and Procedures for the Administration of Trust Funds in the United Nations System Organizations	A/66/348/Add.1
JIU/REP/2010/3	Ethics in the United Nations System	A/65/345/Add.1
JIU/REP/2010/1	Environmental Profile of the United Nations System Organizations	A//65/346/Add.1
JIU/NOTE/2008/4	Corporate Consultancies in the United Nations System Organizations	Not applicable*

∗ CEB comments are issued for JIU reports only (not for JIU notes).

Acronyms Used in the Document

AFAC	Anti-Fraud and Anti-Corruption
CEB	United Nations System Chief Executives Board for Coordination
ILO	International Labour Organization
JIU	Joint Inspection Unit
LTA	long-term agreements
OBD	Office of the Ombudsman and Mediation Service
OEV	Office of Evaluation
OIG	Office of the Inspector General
OLA	Office of Legal Affairs
RAM	Record Archives Management
RC	Resident Coordinator
SDG	Sustainable Development Goal
SPR	Standard Project Report
SRAC	Strategic Resource Allocation Committee
UNARIO	United Nations and Related International Organizations
UNCG	United Nations Communications Group
UNDG	United Nations Development Group