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Agenda item 8

WFP/EB.1/2018/8-B*

Administrative and managerial matters

For consideration

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

Reports by the Joint Inspection Unit relevant to the work of WFP

Draft decision*

The Board takes note of the information and recommendations in the document entitled “Reports by the Joint Inspection Unit relevant to the work of WFP” (WFP/EB.1/2018/8-B) and endorses the responses to the Joint Inspection Unit’s recommendations to the legislative bodies included in the annexes to the document.

* 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.

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The Joint Inspection Unit

1. The Joint Inspection Unit (JIU), established by United Nations General Assembly Resolution Number 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 and 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.

WFP's mature processes for follow-up on JIU reports position it as a top performer

3. In 2017, the JIU issued a system-wide review of participating organizations' follow-up on JIU reports and recommendations. The JIU assessment found WFP to be in the group of top performers, with the highest possible maturity rating of Level 5, along with the World Intellectual Property Organization, the International Civil Aviation Organization, the United Nations Children's Fund, the United Nations Population Fund and FAO. The JIU highlighted WFP good practices, including:
 - follow-up and reporting on responses to recommendations until full implementation;
 - placement of the focal point function with a direct reporting line to top management;
 - maintenance of a network of sub-focal points at the division and department levels; and
 - inclusion of hyperlinks to full JIU reports and the inter-agency comments of the United Nations System Chief Executives Board for Coordination (CEB) in the annual update to the Executive Board (see Annex IV).
4. WFP was also found to be the only participating organization that engages directly with the membership in preparing responses to recommendations sent for action by the legislative body. This measure was established in 2011 to strengthen follow-up, as reported in the update on JIU recommendations presented at the Board's 2012 first regular session.¹
5. The system-wide review of participating organizations' follow-up on JIU reports and recommendations also included four recommendations for WFP action, all of which are complete (see Annex I).

JIU reports for WFP action

6. Since the submission of the last annual report to the Board on JIU recommendations (WFP/EB.1/2017/11-A), the JIU has issued eight reports that require WFP action, which may be found on the JIU website² in Arabic, English, French and Spanish, and via the hyperlinks in Annex IV.
7. The following JIU reports include new recommendations for WFP action:
 - i) "Comprehensive Review of United Nations System Support for Small Island Developing States: Final Findings" (JIU/REP/2016/7)
 - ii) "State of the Internal Audit Function in the United Nations System" (JIU/REP/2016/8)
 - iii) "Safety and Security in the United Nations System" (JIU/REP/2016/9)
 - iv) "Knowledge Management in the United Nations System" (JIU/REP/2016/10)
 - v) "Administrative Support Services: The Role of Service Centres in Redesigning Administrative Service Delivery" (JIU/REP/2016/11)
 - vi) "Donor-led Assessments of the United Nations System Organizations" (JIU/REP/2017/2)
 - vii) "Review of Air Travel Policies in the United Nations System: Achieving Efficiency Gains and Cost Savings and Enhancing Harmonization" (JIU/REP/2017/3)

¹ WFP/EB.1/2012/12.

² <https://www.unjiu.org/>.

- viii) “Outcome of the Review of the Follow-Up to the Joint Inspection Unit Reports and Recommendations by the United Nations System Organizations” (JIU/REP/2017/5)
8. Annex I outlines 37 new recommendations from JIU reports with recommendations for WFP action issued since the last report to the Board, and WFP’s responses and follow-up actions.
 9. Annex II updates the status of 13 recommendations from reports previously reported to the Board.
 10. 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. In line with WFP’s practice of sharing information with the Board, however the responses to notes are also included.
 11. Annex IV provides links to JIU reports discussed in this document and the associated CEB comments.
 12. Follow-up has resulted in the closure of 40 recommendations, as reported in Annexes I, II and III (Table 1).

TABLE 1: STATUS OF JIU RECOMMENDATIONS FOR THE 2018 FIRST REGULAR SESSION			
JIU programme of work year	Closed	Accepted, implementation in progress	Total
2008	1	0	1
2013	2	2	4
2014	2	2	4
2015	2	0	2
2016	23	4	27
2017	10	3	13
Total	40	11	51

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/2 Rec. 1	Donor-led assessments of the United Nations system organizations	The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and exchange of information concerning donor assessments among the Member States and should, in this context, call upon the executive heads to make such assessments publicly available by uploading them in an online global repository to be established by the Secretary-General of the United Nations for that purpose not later than 2018.	Accepted	Implemented	Closed	The Board agrees with the CEB's inter-agency response to this recommendation. It supports greater accountability and transparency as a general objective. At the same time, the Board notes that the risks inherent in public disclosure should be managed through protocols and procedures to ensure the quality and accuracy of the reports, and through the report owners' consideration – in consultation with stakeholders – of which findings are matters of public interest. The decision to publish donor-led reviews rests with donors and their governments.
2017/2 Rec. 2	Donor-led assessments of the United Nations system organizations	Member States that are members of the Multilateral Organization Performance Assessment Network (MOPAN) should initiate an evaluation of the MOPAN 3.0 methodology to assess its rigour and utility in providing the expected levels of information, and determine its effectiveness in reducing the need for additional individual donor assessments.	Accepted	Implemented	Closed	The Board notes that this recommendation is best addressed to members of MOPAN and generally supports the CEB's inter-agency response. The Board considers that an evaluation of MOPAN 3.0 may be premature as the methodology is still being rolled out. WFP shares the objective of streamlining multiple overlapping reviews, and notes that the decision to rely on findings of the MOPAN 3.0 review ultimately rests with donors.
2017/2 Rec. 3	Donor-led assessments of the United Nations system organizations	The executive heads of the United Nations system organizations should designate, on the basis of the volume and variety of donor reviews, an appropriate central function in their respective organizations for coordinating the multiplicity of donor assessments, managing the information provided to donors, standardizing communications, ensuring consistency and tracking the follow-up action on findings and recommendations by the responsible organizational units.	Accepted	Implemented	Closed	WFP has established a donor review coordination function within the new Enterprise Risk Management Division. The function facilitates information gathering, conducts quality control and provides guidance to promote consistent engagement in donor-led reviews. The function is also responsible for tracking implementation of follow-up actions after donor assessments conclude.

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2017/2 Rec. 4	Donor-led assessments of the United Nations system organizations	The executive heads of the United Nations system organizations should engage with donors to determine the key elements in their assessments and should encourage their audit and evaluation bodies, with due regard for their independence, to consider taking these elements into account in their risk assessments and work plans, in order to avoid potential duplication and overlap.	Accepted	Implemented	Closed	In keeping with international professional norms and standards, the work plans of the Office of the Inspector General (OIG) and the Office of Evaluation (OEV) focus on areas that the two offices identify independently based on major risks, timeliness, strategic relevance and other considerations. WFP also provides a number of well-established opportunities for the directors of independent offices to engage with donors in order to understand their assurance needs and priorities. These opportunities include formal and informal Board meetings, evaluation round table sessions and briefings with the Executive Board Bureau. WFP agrees with the CEB's inter-agency response to the recommendation, and notes that WFP recently updated its architectural frameworks and programming tools to respond to partners' needs, interests and priorities in line with the 2030 Agenda.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/2 Rec. 5	Donor-led assessments of the United Nations system organizations	The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.	Accepted	Implemented	Closed	The Board notes that WFP has governance structures in place to ensure adequate resources for and support to independent offices including OIG and OEV. The Board approves the offices' budgets and staffing in the management plan. As needed, the offices submit business cases requesting additional resources to the Strategic Resource Allocation Committee for prioritization. The Audit Committee advises the Board and the Executive Director on oversight matters, including on the adequacy of resources for the internal audit function. As noted in the CEB's inter-agency comments on the report, the link between additional funding for oversight functions and a reduced number of external reviews has not been fully validated and merits further exploration. With regard to progress towards the target of allocating 0.8 percent of contribution income to the evaluation function by 2021, the Secretariat will continue to update the Board in the remarks on recommendation 3 in report 2014/6 in Annex II.
2017/2 Rec. 6	Donor-led assessments of the United Nations system organizations	The executive heads of the United Nations system organizations and the Secretary-General, in the context of the United Nations System Chief Executives Board for Coordination, should develop a common position for initiating a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform with a robust framework and methodology to capture a collective reflection of an agency's performance and reduce the need for additional bilateral assessments.	Accepted	Implemented	Closed	WFP will continue its dialogue with all partners, including donors and host governments, and its participation in the ensuing discussion of the World Humanitarian Summit, which aims to establish more efficient and effective reporting. WFP reiterates its support of the CEB's response to this item, which highlights the risks associated with having a standardized universal assessment for the United Nations system.

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2017/3 Rec. 4	Review of air travel policies in the United Nations system	The executive heads of the United Nations system organizations that have not yet done so should ensure that by 2019 effective measures are taken to enforce and monitor compliance with an advance purchase policy, including incorporation of advance planning rules and key performance indicators in travel policies that are regularly measured.	Accepted	In progress	Open	WFP has a 14-day advance purchase policy for international travel to meetings, workshops, training courses, seminars and retreats; the policy also applies to travel for appointment, transfer and repatriation and to other scheduled events. Travel to emergency operations is outside the scope of the policy, as are cases where the planned itinerary is coordinated with a third party. WFP monitors compliance with the advance purchase policy at headquarters quarterly, using information provided by its travel management company. In 2018, WFP plans to enhance travel management functions in the WFP Information Network and Global System (WINGS), which will enable WFP to capture information on compliance with the advance purchase policy at the global level. Centralized monitoring and key performance indicators will be extended to the field when the new functionalities are available in 2018.
2017/3 Rec. 5	Review of air travel policies in the United Nations system	The executive heads of United Nations system organizations should schedule periodic monitoring and assessment to ensure conformity with their own air travel policies, conduct periodic risk assessments and identify measures for further efficiency gains by their next budgetary cycle.	Accepted	In progress	Open	WFP monitors conformity with travel policies at headquarters and the regional bureaux in Bangkok, Johannesburg and Nairobi through reports provided by its travel management company. The company is also responsible for enforcing policies day-to-day. WFP plans to expand its monitoring of conformity to cover other offices in 2018. Based on the results of a business process review, WFP plans to upgrade the travel functions in WINGS to include a self-service application to reinforce individual accountability and improve compliance monitoring capacity. WFP is carrying out a comprehensive audit of travel in general in late 2017 and is considering an audit of air travel in 2018.

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2017/3 Rec. 6	Review of air travel policies in the United Nations system	The executive heads of the United Nations system organizations, if they have not already done so, should encourage the use of online booking tools for air travel, update their travel policies with guidelines for optimal use of such tools, and consider integrating them with their existing systems by 2020.	Accepted	In progress	Open	WFP plans to activate new self-service travel functions in 2018, which will facilitate communication between an online booking service and WINGS. Regarding travel from headquarters, where air ticket volume is particularly high, WFP piloted an online booking tool in 2016–2017 with mixed results. As a next step, it will pilot another tool that is expected to be suitable for self-service. If the tool meets WFP needs and is cost effective, the organization will introduce it. Regarding travel from field offices, WFP reviewed online booking tools in 2017 and found that some tools were not feasible in countries where WFP operates and that available solutions were not always cost effective. Before proceeding with solutions for field offices, WFP will consider the total costs based on travel volume and complexity and the costs of integration into existing systems and of transactions.

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2017/5 Rec. 1	Outcome of the review of the follow-up to Joint Inspection Unit reports and recommendations by the United Nations system organizations	The executive heads of organizations who have not yet done so should enhance the consideration of JIU reports/recommendations by their respective legislative bodies, in line with best/good practices identified, by the end of 2018.	Accepted	Implemented	Closed	<p>WFP is committed to best-practice reporting on actions taken in response to JIU recommendations. In that regard, WFP has:</p> <ul style="list-style-type: none"> • established a standing agenda item for consideration of JIU reports at the Board's first regular session every year; • presented for the Board's consideration an annual report on new JIU recommendations and recommendations from previous reporting periods, with updates on the status of acceptance and implementation of recommendations in the format identified as best practice; • included in the report a list of all relevant JIU reports and notes issued in the preceding year with hyperlinks to the full reports and related CEB responses; and • continued to update the Board on the status of implementation of recommendations until full implementation. <p>While the JIU report suggests that the annual reports of participating organizations include summaries of JIU reports, the WFP annual report includes the full text of recommendations for WFP action and hyperlinks to the JIU reports without additional summaries, in line with the Board's call for concise and streamlined reporting.¹</p>

¹ WFP/EB.1/2004/INF/7.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/5 Rec. 2	Outcome of the review of the follow-up to Joint Inspection Unit reports and recommendations by the United Nations system organizations	The executive heads of organizations who have not yet done so are requested to propose to their legislative bodies a concrete course of action to be taken with respect to the recommendations of the Joint Inspection Unit addressed to these bodies, especially with regard to system-wide and several organization reports, by the end of 2018.	Accepted	Implemented	Closed	In 2011, WFP established a process for ensuring that the Board endorses responses to each JIU recommendation sent for its action. ² The Secretariat drafts suggested Board responses to outstanding recommendations for consideration by the working group, which is composed of Bureau alternates. The alternates agree on draft Board responses, which are then formalized by the Bureau. The working group has reviewed recommendations addressed to legislative bodies dating back to 2005 and continues to operate. WFP considers the process a best practice for ensuring engagement of the legislative body.
2017/5 Rec. 5	Outcome of the review of the follow-up to Joint Inspection Unit reports and recommendations by the United Nations system organizations	The executive heads of organizations who have not yet done so should introduce appropriate verification and monitoring procedures on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018.	Accepted	Implemented	Closed	WFP has established a process for validating responses to JIU recommendations that comprises clearance by the responsible senior manager and endorsement by the Executive Management Group, which includes the heads of WFP independent offices – the Inspector General and the Director of Evaluation. For recommendations directed to the legislative body, WFP also obtains endorsement of the responses from the Bureau. WFP facilitates direct verification of the recommended action through references to publicly available documents where possible, which it considers a good practice.

² WFP/EB.1/2012/12.

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2017/5 Rec. 6	Outcome of the review of the follow-up to Joint Inspection Unit reports and recommendations by the United Nations system organizations	The executive heads of organizations, when considering JIU recommendations intended to enhance coordination and cooperation, should propose the inclusion of the consideration of these recommendations on the programme of work of CEB and its applicable mechanisms with a timeline for taking a decision, with effect from 2019.	Accepted	Implemented	Closed	With regard to recommendations that call for action at the inter-agency level, WFP's responses typically include a statement of position on the recommended action and a commitment to participating in related inter-agency activities. The CEB Secretariat prepares the agendas of CEB meetings in consultation with member organizations.
2016/7 Rec. 1	Comprehensive review of the United Nations system support for small island developing states: final findings	The governing bodies of the United Nations system and of the multilateral environmental agreements taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations to as to ensure that the priorities of the Small Island Developing States Accelerated Modalities of Action (SAMOA) Pathway are mainstreamed in the strategic plans, within the realm of the organizations' mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway.	Accepted	Implemented	Closed	The Board notes that the WFP Strategic Plan (2017–2021) ³ and Policy on Country Strategic Plans ⁴ (CSPs) define WFP's strategic direction and approach to country-level strategic and programmatic engagement, including with regard to small island developing states (SIDS). WFP will continue to advocate for sufficient and predictable resources (see also the response to recommendation 6); as noted in the CEB's inter-agency response to the report, however, organizations face practical impediments to committing sufficient and predictable resources for implementing the SAMOA Pathway.

³ WFP/EB.A/2016/5-A.

⁴ WFP/EB.A/2016/5-B.

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2016/7 Rec. 2	Comprehensive review of the United Nations system support for small island developing states: final findings	The governing bodies of the United Nations system should ensure that the strategic plans and work programmes of the system organizations include specific objectives related to the implementation of the SAMOA Pathway, within the realm of their respective mandates, to be measured against a set of established key performance indicators to monitor and report on the achievements.	Accepted	Implemented	Closed	The Board notes that WFP does not have a role in global leadership of implementation of the SAMOA Pathway, although it will support SIDS as needed. In line with WFP's Policy on Country Strategic Plans, WFP will include the priorities and objectives of SIDS during the country strategic planning process. In general, WFP considers that organizations should align their strategic results to their capacities and strengths in contributing with partners to national efforts. As noted in the CEB's inter-agency response to the report, support can be provided under the overall strategic objectives without requiring stand-alone "specific objectives" related to implementation of the SAMOA Pathway.
2016/7 Rec. 3	Comprehensive review of the United Nations system support for small island developing states: final findings	The governing bodies of the United Nations system, in adopting the strategic plans and work programme of the organization, should encourage the organizations to ensure that the activities in support of sustainable development of SIDS, within the realm of the mandate of each organization, are aligned with the regional and national priorities identified by the Governments of those States, regional organizations and SIDS development partners, so as to foster the implementation of the SAMOA Pathway as the blueprint of the 2030 Agenda for Sustainable Development of SIDS.	Accepted	Implemented	Closed	The Board notes that WFP designed the CSP process to ensure alignment of the country-level results chain with national priorities, in support of WFP objectives and achievement of the Sustainable Development Goals (SDGs). The development of a CSP is guided by an open and consultative national zero hunger strategic review. The review considers the challenges that the country faces with regard to achieving zero hunger by 2030 through extensive analysis and consultations involving government stakeholders, civil society, the private sector, donors and international organizations.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2016/7 Rec. 4	Comprehensive review of the United Nations system support for small island developing states: final findings	The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing states and all partners for development so as to strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level.	Accepted	Implemented	Closed	The Board considers that WFP's implementation of this recommendation is guided by its strategic alignment with SDG target 17.9 – Countries have strengthened capacities to implement the SDGs (WFP Strategic Result 5). In this regard, WFP should focus on sectors where it has a core competency recognized by national stakeholders and partners in the country.
2016/7 Rec. 5	Comprehensive review of the United Nations system support for small island developing states: final findings	The executive heads of the United Nations system organizations should ensure the participation of the organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that new parameters of eligibility are designed for better access to financing for development or SIDS.	Accepted	Implemented	Closed	WFP welcomes this recommendation and, as a participant in the Inter-Agency Task Force on Financing for Development, will contribute to any inter-agency activities resulting from it.

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2016/7 Rec. 6	Comprehensive review of the United Nations system support for small island developing states: final findings	The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners.	Accepted	Implemented	Closed	The Board welcomes this recommendation and notes that WFP continues to advocate for flexible, predictable and timely contributions based on the principles of good humanitarian donorship and in line with the Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action (2008). WFP is also seeking opportunities to expand its donor base, including with private partners. See also the WFP Corporate Partnership Strategy, (2014–2017) ⁵ and the response to recommendation 1 above.
2016/7 Rec. 7	Comprehensive review of the United Nations system support for small island developing states: final findings	The legislative and governing bodies of the United Nations system organizations should ensure, based on the ongoing work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals, so that processes and indicators are adapted to their needs and priorities identified at the national and regional levels.	Accepted	Implemented	Closed	The Board welcomes this recommendation and notes that monitoring and accountability frameworks for reporting on progress in achieving the SDGs should be adapted to all contexts, including those of SIDS. WFP will report on the achievement of the SDGs through the Corporate Results Framework (2017–2021). ⁶

⁵ WFP/EB.A/2014/5-B.

⁶ WFP/EB.2/2016/4-B/1/Rev.1.

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2016/7 Rec. 8	Comprehensive review of the United Nations system support for small island developing states: final findings	The governing bodies of the United Nations system organizations should coordinate their efforts in designing monitoring and accountability frameworks and tools adapted to the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development-related global mandates, while avoiding the burden of multiple reporting frameworks.	Accepted	Implemented	Closed	See response to recommendation 7 above.
2016/8 Rec. 4	State of the internal audit function in the United Nations system	Heads of internal audit/oversight in United Nations system organizations who have not yet done so should consolidate in their annual/periodic or other report findings of recurring issues emanating from individual internal audit reports that cut across various offices, units or departments so as to enable the executive heads to systematically address them.	Accepted	Implemented	Closed	The annual report of the Inspector General includes a section on major issues identified in the year's audit work and planned assurance coverage in the coming year. The report also highlights ageing high-risk issues. In addition, management and OIG report to the Audit Committee and the Executive Management Group on emerging, recurring and ageing issues.
2016/8 Rec. 5	State of the internal audit function in the United Nations system	Executive heads of United Nations system organizations should ensure that their internal audit services have adequate financial and human resources to expand the use of information technology (IT) auditing techniques, and to employ, as appropriate, advanced data analytics and remote auditing, with a view to leveraging technology to provide more economical and comprehensive audit coverage.	Accepted	Implemented	Closed	The WFP internal audit strategy includes an emphasis on data analytics. The Office of Internal Audit developed the data analytics strategy in 2015 in consultation with the Information Technology Division, and is implementing it. In 2016, OIG hired a data analytics consultant to enhance the data analytics capacity of auditors. WFP has also invested in information technology auditing capacity, and supplements internal capacity with outside expertise when required to meet its audit objectives.

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2016/8 Rec. 6	State of the internal audit function in the United Nations system	Executive heads of United Nations system organizations, on the advice of their oversight committees, should allocate adequate financial and human resources to the internal audit services to ensure sufficient coverage of high-risk areas and adherence to established auditing cycles, as identified by the heads of internal audit/oversight during risk-based audit planning.	Accepted	Implemented	Closed	WFP has governance structures in place to ensure adequate resources for and support to OIG. The Board approves the office's budgets and staffing in the management plan. As needed, OIG can submit business cases requesting additional resources to the Strategic Resource Allocation Committee for prioritization. The Audit Committee advises the Board and the Executive Director on oversight matters, including the adequacy of resources. WFP developed its internal audit strategy to ensure efficient use of audit resources by including selected samples of country offices in thematic or process audits. OIG will continue to discuss resourcing with senior management and the Audit Committee, including with regard to the benchmarks in Annex V of the JIU report, which identify WFP as having the lowest funding for the internal audit service as a percentage of the total organizational budget.

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2016/8 Rec. 9	State of the internal audit function in the United Nations system	Governing bodies of United Nations system organizations should ensure that the conditions for effective, independent, expert oversight committees are in place, and that the committees are, and continue to be, fully functional in line with previous JIU recommendations, as reinforced in this report.	Accepted	Implemented	Closed	The Board is committed to ensuring the conditions for an effective, independent, expert audit committee in line with best practices identified by the JIU and other sources. In this regard, at its 2017 annual session, the Board approved updated terms of reference (TORs) that included the Audit Committee's advice on the selection and performance of the Inspector General and Director of OIG. Furthermore, at its 2017 second regular session, the Board approved additional updates to the TORs based on the Bureau's review of best practices with regard to cooling off periods; the process for selecting Audit Committee members, including revamping of the selection panel; and the indemnification of Audit Committee members for actions performed while exercising their responsibilities. WFP is fully aligned with the best practices identified in paragraph 248 of the JIU report and is committed to continuing to work with the Board on regularly reviewing the TORs to ensure that they remain in line with best practices in the United Nations system.

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2016/9 Rec. 1	Safety and security in the United Nations system	<p>The executive heads of United Nations system organizations, through the respective designated officers and in coordination with the Department of Safety and Security and the Office of Legal Affairs, should ensure that, by no later than April 2018:</p> <ul style="list-style-type: none"> • Existing host country agreements within their respective organizations reflect the current security threats and contain commensurate security measures necessary to protect United Nations system organizations' personnel and premises • Future host country agreements contain a security annex reflecting the main responsibility of the host country with respect to the security of United Nations system organizations' personnel and premises • Existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments 	Accepted	Implemented	Closed	<p>WFP recognizes the value of agreements with host countries that comprehensively address and assign responsibility for the protection of the personnel and assets of the United Nations system.</p> <p>Practical impediments to full implementation exist, however. As reflected in the CEB's inter-agency response to the JIU report, WFP has raised questions as to whether agreements with host countries are the best instrument for adapting to changing security environments given the complexity of negotiation and ratification processes and the risk of legal uncertainty involved in reopening negotiations.</p> <p>WFP prefers to govern security matters through specific bilateral agreements and the United Nations Department of Safety and Security's engagement with host countries on behalf of the system, as appropriate.</p>

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2016/9 Rec. 2	Safety and security in the United Nations system	The executive heads of the United Nations system organizations, through the Inter-agency Security Management Network and the Department of Safety and Security, should ensure that, by no later than January 2018, a comprehensive system-wide policy for road safety is finalized and ready for implementation within each of their respective organizations.	Accepted	Implemented	Closed	WFP welcomes this recommendation and has fully engaged at the inter-agency level in developing a road safety strategy, which the Inter-Agency Security Management Network approved in June 2017. WFP considers road safety a priority from the perspectives of security and occupational health and safety. The Executive Director launched an awareness and training campaign in 2017 aimed at reducing the number and effects of vehicle crashes affecting WFP staff.
2016/9 Rec. 3	Safety and security in the United Nations system	The executive heads of the United Nations system organizations that have not yet done so should ensure that, by no later than January 2018, appropriate security compliance mechanisms commensurate with the risk level assessed in each particular duty station are included in the individual performance appraisal systems in place for all staff within their respective organizations.	Accepted	Implemented	Closed	WFP agrees that security-related capabilities are important for all WFP employees and particularly for employees serving in complex environments. In this regard, basic security training is required for employment at WFP, as is advanced training for duty travel to non-headquarters duty stations. WFP agrees with the CEB's inter-agency response to the recommendation, which notes that performance appraisal is tied to job descriptions and that specific security compliance mechanisms do not need to be established in all cases. WFP has already developed indicators and compliance mechanisms in relevant performance appraisal systems. For example, the country director accountability framework includes security compliance as one of ten key performance indicators for country directors' performance assessments.
2016/9 Rec. 5	Safety and security in the United Nations system	The executive heads of the United Nations system organizations that have not yet done so should, by no later than January 2018, incorporate safety and security compliance indicators in the performance assessments at every management level, including senior management.	Accepted	Implemented	Closed	See response to recommendation 3 above.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2016/10 Rec. 1	Knowledge management in the United Nations system	The executive heads of the United Nations system organizations, if they have not already done so, should develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation.	Accepted	In progress	Open	WFP has developed a knowledge management framework that reaffirms the importance of knowledge management in contributing to organizational goals in the context of the 2030 Agenda and WFP's Integrated Road Map (IRM). WFP developed the strategy through a consultative process. It centres on three pillars: people, processes and systems. WFP is implementing the strategy. WFP knowledge management systems are advanced, with work streams including a new intranet site, the WFP Communities platform and updated corporate taxonomy. Regarding the people and processes pillars, implementation continues at the divisional and regional levels, and further work on coordination at the global level is pending.
2016/10 Rec. 3	Knowledge management in the United Nations system	The executive heads of the United Nations system organizations, if they have not already done so, should take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.	Accepted	In progress	Open	WFP agrees that incorporating knowledge management skills and capabilities into daily work habits and processes is crucial, and has taken steps to improve practices, including by rolling out a set of new systems, tools and strengthened accountabilities. WFP expects to complete the recommended action by the end of 2018.
2016/10 Rec. 4	Knowledge management in the United Nations system	The executive heads of the United Nations system organizations, if they have not already done so, should establish norms and procedures for the retention and transfer of knowledge from retiring, moving or departing staff, as part of the organizations' succession planning processes.	Accepted	Implemented	Closed	To ensure knowledge retention during personnel transfers and separations, WFP has established norms and implements procedures for knowledge transfer and hand-over, which the Chief of Staff promulgated and which are available to WFP personnel worldwide on the intranet.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2016/11 Rec. 1	Administrative support services: The role of service centres in redesigning administrative service delivery	The executive heads of organizations that have global service centres should define and provide the tools and systems required to support efficient tracking of customer service and the capturing of business intelligence for performance measurement and further improvement and comparison with benchmarks.	Accepted	Implemented	Closed	WFP does not operate a global service centre, but agrees with the recommendation in principle. For WFP services that are consolidated and operated outside headquarters, such as the Information Technology Service Desk, tools and systems to track performance are in place.
2016/11 Rec. 2	Administrative support services: The role of service centres in redesigning administrative service delivery	The executive heads of organizations that have global service centres should define efficiency benchmarks based on objective standards and ensure that performance targets are progressively adjusted to attain them.	Accepted	Implemented	Closed	WFP agrees with the recommendation and considers that regular performance monitoring is critical to tracking results and fostering continuous improvements in service delivery. WFP does not operate a global service centre, but has defined efficiency benchmarks for the services that are consolidated and operated outside headquarters.
2016/11 Rec. 3	Administrative support services: The role of service centres in redesigning administrative service delivery	The executive heads should within a year designate responsibility for pursuing ongoing improvement and for making process changes and ensure that service centre governance and management arrangements make clear the related role of service centre managers.	Accepted	Implemented	Closed	WFP agrees with the recommendation in principle, but does not operate a global service centre. Responsibility for ongoing improvement of existing consolidated services lies with the divisions that manage the services.
2016/11 Rec. 4	Administrative support services: The role of service centres in redesigning administrative service delivery	The legislative bodies, in support of their oversight and monitoring functions, should request their technical advisory bodies to examine the results, including benefits realized, of administrative service reform when considering relevant organizational budget proposals, starting with the next budget cycle.	Accepted	Implemented	Closed	The Board agrees with the recommendation and requests that should WFP operate a global service centre, it adopt the recommended approach.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2016/11 Rec. 5	Administrative support services: The role of service centres in redesigning administrative service delivery	The General Assembly should, consequent to the current review by the International Civil Service Commission of all categories of staff, take action, if possible at its seventy-second session, to address the needs of organizations for locally recruited professional expertise for functions not limited to national content.	Accepted		Closed	WFP welcomes this recommendation to the General Assembly and will participate in any inter-agency action that results from it.

* 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
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	Implemented	Closed	The Human Resources Division (HRM) has introduced a forecasting tool for tracking retirements and assessing functional workforces with regard to characteristics including age, gender and geographical representation. WFP is piloting workforce planning in the Nutrition Division and the Lebanon country office with a view to rolling out the tested approach worldwide. Processes for WFP's leadership tracking currently include planning for key posts, including succession planning.
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 2017 work plan, OIG is carrying out a fraud risk assessment. See also response to recommendation 6 below.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2016/4 Rec. 6	Fraud prevention, detection and response in the 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 further integrating anti-fraud controls into organizational frameworks and operational management. In this regard, it is establishing an anti-fraud function in the new Enterprise Risk Management Division (RMR) to complement the independent activities carried out by OIG. RMR will develop the counter-fraud action plan following the fraud risk assessment (see response to recommendation 5 above).
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 United Nations Communications Groups (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	Implemented	Closed	In 2016, WFP developed a new communication strategy that empowers and supports country offices and regional bureaux in developing and implementing local communication strategies that support their CSPs. The Communications Division will continue to work with country offices to define steps in the transformation process, including developing local skills, toolkits and templates. The communication strategy focuses on giving a voice to the people WFP serves.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
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	Implemented	Closed	WFP has established social media guidelines and will continue to enhance its digital offerings, scale up its social media presence in different markets and strengthen personnel's skills in communicating in the digital age.
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 line with the WFP Evaluation Policy (2016–2021) ¹ approved by the Board in November 2015, WFP is committed to assigning 0.8 percent of its contribution income to the evaluation function – including centralized and decentralized evaluations – by 2021. Under the IRM, country portfolio budgets enable planning and reporting on evaluation expenditures at the country level, which will increase the visibility and transparency of budget and expenditures for centralized and decentralized evaluations. Pending complete roll-out of the IRM, interim measures are in place for reporting on the evaluation function. For 2016, the total resources available to OEV constituted 0.18 percent of contribution income. The Secretariat will continue to submit OEV's work plan to the Board for consideration each year as part of the management plan and will report on budget and expenditures for centralized and decentralized evaluations in the annual evaluation report.

¹ WFP/EB.2/2015/4-A/Rev.1.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
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	Implemented	Closed	<p>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, evaluation strategy and Evaluation Charter facilitate this integration by:</p> <ul style="list-style-type: none"> • defining the roles of the Director of Evaluation and WFP managers worldwide in the use of evaluation evidence; • institutionalizing OEV’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 throughout 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. <p>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.</p>

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2014/8 Rec. 3	Use of non-staff personnel and related contract 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	Implemented	Closed	<p>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.</p> <p>In this regard, WFP is re-examining its employment model to determine the appropriate contractual modalities for management and project-based roles. In the short term, WFP is revising its policies concerning non-staff personnel to strengthen recruitment practices and improve the conditions of service. The Executive Director issued updated policies for service contracts in the field in September 2017. HRM is developing a WFP staffing framework comprising a policy statement on the modalities available and their appropriate use – including limitations on use – for consideration by executive management. The framework will be issued as an Executive Director’s circular. HRM is also piloting registers of preapproved international talent for future recruitment comprising candidates from the existing, tested WFP workforce with specific functional profiles.</p>
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	<p>The Supply Chain Division (OSC) has reviewed the feasibility of using the functionality of existing systems to enhance the monitoring of vendor performance. Based on the findings, OSC will proceed with an external expert review of the supply chain management cycle from selection to contract monitoring, implementation and management. OSC has selected an expert through a competitive process to complete the review in 2018.</p>

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2013/1 Rec. 1	Review of long-term agreements in procurement in the United Nations system	Executive heads should develop specific procurement policies and guidelines for the strategic use of 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	Implemented	Closed	OSC has issued updated guidelines on LTAs and updated the goods and services procurement manual, which is under final review and will be issued in 2018. In the meantime, 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	Closed	OSC addressed this recommendation in conjunction with recommendation 1 above. WFP has established contract management plans for high-value and strategic LTAs. For other LTAs, the issues raised in the recommendation are addressed in the new guidelines on LTAs and in the goods and services procurement manual to be issued in 2018.

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 Records and 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 has been in place since 2006. WFP plans to update the regulatory framework governing Records and Archives Management as part of a wider project to update the administrative services manual in 2018. A project to revamp document management and develop a new electronic document management system is under way, and a new corporate taxonomy has been developed to provide a stronger link between Records and Archives Management and knowledge management. There is scope for building on the momentum of these work streams to improve linkages to document management and develop an electronic record management system.
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 record management. WFP configured a new system for document management in 2017 and will consider linking it to e-records or digital archives. This would require a review of current policies and implementation of a system to improve the accessibility of corporate records. Expected benefits include retaining institutional memory and ensuring that records are available to meet audit and management requirements.

* 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 III: RECOMMENDATIONS FROM JIU NOTES						
Rec. no	Report	Recommendation	Acceptance*	Implementation**	Status***	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	Implemented	Closed	WFP issued memorandums addressing delegations of authority for procurement in 2009 and 2013. In early 2018, the Executive Director signed an updated Executive Director's circular that provides a comprehensive overview of the delegated authorities for procurement and contracting for all supply chain functions.

* 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 IV

Hyperlinks to JIU reports and notes and comments of the CEB

Report reference	Report name and hyperlink	CEB comments
JIU/REP/2017/5	Outcome of the Review of the Follow-up to the Joint Inspection Unit Reports and Recommendations by the United Nations System Organizations	A/72/704/Add.1
JIU/REP/2017/3	Review of Air Travel Policies in the United Nations System: Achieving Efficiency Gains and Cost Savings and Enhancing Harmonization	A/72/629/Add.1
JIU/REP/2017/2	Donor-led Assessments of the United Nations System organizations	A/72/298/Add.1
JIU/REP/2016/11	Administrative Support Services: The Role of Service Centres in Redesigning Administrative Service Delivery	A/72/299/Add.1
JIU/REP/2016/10	Knowledge Management in the United Nations System	A/72/325/Add.1
JIU/REP/2016/9	Safety and Security in the United Nations System	A/72/118/Add.1
JIU/REP/2016/8	State of the Internal Audit Function in the United Nations System	A/72/120/Add.1
JIU/REP/2016/7	Comprehensive Review of United Nations System Support for Small Island Developing States: Final Findings	A/72/119/Add.1
JIU/REP/2016/4	Fraud Prevention, Detection, and Response in United Nations System Organizations	A/71/731/Add.1
JIU/REP/2016/2	Succession Planning in the United Nations System Organizations	A/71/393/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/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	Analysis of the Evaluation Function in the United Nations System	A/70/686/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/NOTE/2008/4	Corporate Consultancies in United Nations System Organizations	Not applicable*

* CEB comments are issued for JIU reports only, not for JIU notes.

Acronyms used in the document

CEB	United Nations System Chief Executives Board for Coordination
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
HRM	Human Resources Division
IRM	Integrated Road Map
JIU	Joint Inspection Unit
LTA	long-term agreement
MOPAN	Multilateral Organization Performance Assessment Network
OEV	Office of Evaluation
OIG	Office of the Inspector General
OSC	Supply Chain Division
RMR	Enterprise Risk Management Division
SAMOA	Small Island Developing States Accelerated Modalities of Action (Pathway)
SDG	Sustainable Development Goal
SIDS	small island developing states
TORs	terms of reference
WINGS	WFP Information Network and Global System