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Executive Board documents are available on WFP's website (https://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.1/2019/10-B) and endorses the responses to the Joint Inspection Unit's recommendations to the legislative bodies included in the annexes to the document.

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

Focal points:

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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.

JIU reports for WFP action

3. In the 2018 reporting period,[1] the JIU issued six reports and one note that require WFP action, which may be found on the JIU [website](#) in Arabic, English, French and Spanish, and via the hyperlinks in annex IV.

4. The following JIU reports and note include new recommendations for WFP action:

    i)   Results-based management in the United Nations development system: analysis of progress and policy effectiveness (JIU/REP/2017/6)

    ii) Results-based management in the United Nations development system: high-impact model for results-based management – benchmarking framework, stages of development and outcomes (JIU/NOTE/2017/1)

    iii) Review of donor reporting requirements across the United Nations system (JIU/REP/2017/7)

    iv) The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (JIU/REP/2017/8)

    v)   Review of mechanisms and policies addressing conflict of interest in the United Nations system (JIU/REP/2017/9)

    vi) Review of internship programmes in the United Nations system (JIU/REP/2018/1)

    vii) Review of whistle-blower policies and practices in United Nations system organizations (JIU/REP/2018/4)

5. Annex I outlines 41 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. These include eight recommendations for action by the legislative body received in the 2018 reporting cycle, and responses suggested by the Secretariat. The Alternates of the Executive Board Bureau reviewed and added to these suggested responses, which were subsequently endorsed by the Bureau at its December 2018 meeting.

6. Annex II updates the status of 11 recommendations from reports previously reported to the Board.

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[1] Reports received by 15 October 2018.

7. Annex III provides the status of two recommendations from a note on results-based management (see paragraph 4ii). 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 does not require follow-up by the legislative body. In line with WFP's practice of sharing information with the Board, the responses to notes are also included.

8. Annex IV provides links to JIU reports discussed in this document and the associated comments of the United Nations Systems Chief Executive Board for Coordination (CEB).

9. Follow-up has resulted in the closure of 43 recommendations, as reported in annexes I, II and III (see table 1).

TABLE 1: STATUS OF JIU RECOMMENDATIONS FOR THE 2019 FIRST REGULAR SESSION			
JIU programme of work year	**Closed**	**Accepted, implementation in progress**	**Total**
2013	2	0	**2**
2014	2	0	**2**
2016	3	1	**4**
2017	26	4	**30**
2018	10	6	**16**
Total	**43**	**11**	**54**

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2018/4 Rec. 1	Review of whistle-blower policies and practices in United Nations system organizations	Legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues.	Accepted	In progress	Open	Focal point: Ethics Office (ETO) ETO is revising the Whistleblower Protection Policy in collaboration with other headquarters units including the Legal Office (LEG), the Human Resources Division (HRM), the Office of the Inspector General (OIG) and the Security Division. The revised policy is expected to be issued as an Executive Director's circular in 2019.
2018/4 Rec. 2	Review of whistle-blower policies and practices in United Nations system organizations	In United Nations system organizations that do not have an external and independent mechanism for appeals when a prima facie case of retaliation is not determined, the executive head should instruct the relevant office(s) to develop, by 2020, appropriate options to address this deficiency for his or her timely consideration, and to outline any agreed-upon mechanisms and processes in updates to protection against retaliation policies.	Accepted	In progress	Open	Focal point: ETO During its revision of the Whistleblower Protection Policy, ETO will review the appeal mechanisms for cases when a *prima facie* case of retaliation is not determined.
2018/4 Rec. 3	Review of whistle-blower policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should update their relevant whistle-blower policies by 2020 to address shortcomings and gaps identified in the JIU best practices ratings.	Accepted	In progress	Open	Focal point: ETO ETO is revising the Whistleblower Protection Policy. See also responses to 2018/4 recommendations 1 and 2.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2018/4 Rec. 4	Review of whistle-blower policies and practices in United Nations system organizations	By 2020, the legislative bodies of the United Nations system organizations should request executive heads to ensure that the independence of the head of ethics, head of oversight and ombudsman/mediator functions is clearly defined, in accordance with recommendations contained in JIU reports (JIU/REP/2006/2, JIU/REP/2010/3, JIU/REP/2011/7, JIU/REP/2015/6 and JIU/REP/2016/8), and that these functions report periodically to the legislative body.	Accepted	Implemented	Closed	Focal point: Executive Board Secretariat (PGB)\n\nAs noted in tables 7, 8 and 9 of the JIU report, the Director of the Ethics Office, the Inspector General and the Director of the Office of the Ombudsman and Mediation Services are fully independent. WFP has addressed all recommendations related to independence from the JIU reports listed in this recommendation. Since 2018, each office presents an independent annual report to the Executive Board. ETO is reviewing its own structure. See also response to 2017/7 recommendation 7.
2018/4 Rec. 5	Review of whistle-blower policies and practices in United Nations system organizations	By the end of 2019, executive heads of United Nations system organizations should develop comprehensive communications tools for all personnel on what, how, where and to whom to report misconduct/wrongdoing, including harassment and retaliation, in all the working languages of the organization.	Accepted	Implemented	Closed	Focal points: ETO, HRM and OIG\n\nWFP's communications on what constitutes misconduct or wrongdoing and on how, where and to whom to report are issued by ETO, HRM and OIG and as part of regular and ad hoc awareness campaigns and of other education and outreach work by ETO. Communication materials include toolkits, lists of talking points, pamphlets and posters. WFP's information on reporting wrongdoing is published in Arabic, English, French and Spanish and widely shared through electronic means and posters in WFP offices.

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2018/4 Rec. 6	Review of whistle-blower policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting those who report misconduct/wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support mechanisms and resources.	Accepted	In progress	Open	Focal point: ETO

This recommendation will be addressed during the revision of the whistleblower protection policy described in the responses to 2018/4 recommendations 1, 2 and 3. |
| 2018/4 Rec. 7 | Review of whistle-blower policies and practices in United Nations system organizations | Executive heads of United Nations system organizations should develop standard operating procedures by 2020 for handling retaliation cases, with specific checklists and protocols for investigation, support services and communication. | Accepted | In progress | Open | Focal points: ETO and OIG

WFP has standard operating procedures for investigations. The Office of Inspections and Investigations is updating these in order to clarify how investigators should interact with ETO. The revised procedures will be completed in the first quarter of 2019.

ETO will develop standard operating procedures for the handling of retaliation cases and will carry out an awareness campaign as part of the rollout of the revised whistleblower protection policy (see responses to 2018/4 recommendations 1, 2, 3 and 6 above). |

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2018/4 Rec. 8	Review of whistle-blower policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should ensure that, by 2020, anonymous channels to report misconduct/wrongdoing are: (a) developed and operational; (b) available in all the working languages of the organization; (c) accessible to all personnel, vendors and beneficiaries; (d) reflected in their relevant policies; and (e) widely communicated.	Accepted	In progress	Open	Focal points: OIG with LEG and ETO WFP is in the process of procuring an external hotline service that meets the requirements of this recommendation, which is expected to be implemented in 2019.
2018/4 Rec. 9	Review of whistle-blower policies and practices in United Nations system organizations	By the end of 2019, executive heads of United Nations system organizations should ensure the public posting of an annual report, with all due consideration to confidentiality, on misconduct/wrongdoing and retaliation cases. The report should specifically include the allegations, findings and outcomes, including administrative actions taken.	Accepted	Implemented	Closed	Focal points: ETO, HRM and OIG WFP's reporting of misconduct and the outcomes of investigations includes: • an annual report on disciplinary matters, which is shared with WFP personnel worldwide and with the Executive Board Bureau; • the annual report of the Inspector General, which is presented to the Executive Board and made available to the public; and • the annual report of the Ethics Office, which includes reporting on retaliation cases and is presented to the Executive Board and made available to the public.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2018/4 Rec. 10	Review of whistle-blower policies and practices in United Nations system organizations	By the end of 2019, executive heads of United Nations system organizations should ensure that all supervisors and managers are required to complete specific training on whistleblowing policies and on how to appropriately respond to and handle misconduct/wrongdoing and retaliation reports.	Accepted	Implemented	Closed	Focal points: ETO, HRM and OIG All WFP personnel are required to complete mandatory training that covers the whistleblower protection policy and how to respond appropriately to suspicions and allegations of wrongdoing and misconduct. Mandatory training includes courses on prevention of fraud, corruption and sexual exploitation and abuse; ethics and standards of conduct; practical obligations related to ethics and standards of conduct; misconduct, reporting and protection against retaliation; and prevention of harassment, sexual harassment and abuse of authority.
2018/4 Rec. 11	Review of whistle-blower policies and practices in United Nations system organizations	By 2020, executive heads of United Nations system organizations should conduct global staff surveys on a biennial basis, in order to gauge staff views on "tone at the top" issues, accountability and ethics-related topics and to develop a comprehensive action plan to address the issues identified.	Accepted	Implemented	Closed	Focal point: Office of the Executive Director WFP will conduct a global staff survey every two years. The next survey will take place in 2020.

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status****	**Remarks**
2018/1 Rec. 2	Review of internship programmes in the United Nations system	Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.	Accepted	Implemented	Closed	Focal point: HRM WFP recently revised its intern policy and shared good practices with other United Nations organizations. As a member of the CEB, WFP will contribute to inter-agency initiatives established as a result of this recommendation. While sharing common best practice principles, WFP considers that intern policies should be based on an organization's operational needs and context. A generic policy framework for all United Nations organizations would not necessarily facilitate the achievement of organization-specific objectives. The benchmarks proposed by the JIU include sound principles for guiding the United Nations system, but – as noted in the CEB inter-agency response[1] – full implementation of some benchmarks may not be feasible or cost-effective in all settings (see response to 2018/1 recommendation 3).

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[1] United Nations General Assembly. 2018. *Review of internship programmes in the United Nations system.* Note by the Secretary-General. A/73/377/Add.1. http://undocs.org/A/73/377/ADD.1.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2018/1 Rec. 3	Review of internship programmes in the United Nations system	The executive heads of JIU participating organizations should consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.	Accepted	Implemented	Closed	Focal point: HRM

WFP's recently revised intern policy is broadly in line with JIU benchmarks including competitive selection; an induction package that includes information on core WFP policies; terms of reference; performance assessment; entitlements defined in the contract; coverage of expenses for duty travel; a contribution toward living expenses; and access to conflict resolution mechanisms. WFP will take the benchmarks into consideration during future revisions of the policy.

HRM considers that some of the benchmarks are not fully justifiable in terms of cost–benefit considerations or because of practical issues. For example, benchmark 1 on providing candidates with real-time updates on the status of internship applications is considered cost prohibitive given the amount of manual intervention required for a high volume of applications; and benchmark 16 on eliminating the Break-In-Service between internship and regular employment is not realistic given possible legal issues regarding continuity of service. |

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2018/1 Rec. 5	Review of internship programmes in the United Nations system	The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on gender, country of origin, university from which the highest diploma was received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A report should be presented for information to the governing and/or legislative bodies of the organizations at their next sessions.	Accepted	Implemented	Closed	Focal point: HRM HRM and hiring units maintain records of internships for internal purposes. The reporting on employees provided to the governing body includes a summary of employee numbers and categories at year-end, which is attached as an annex to the annual performance report, and a detailed statistical report on international professional staff and higher categories. WFP will add to its existing reporting information on interns that is consistent with reporting on other employees.
2018/1 Rec. 6	Review of internship programmes in the United Nations system	Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mech0anisms to receive voluntary contributions, with no strings attached regarding selection criteria.	Not accepted		Closed	Focal point: HRM The Board notes that funding for WFP internships is already provided through existing mechanisms, which are based on voluntary funding. The Board does not consider that "ring-fencing" of funding is needed in order to meet the objectives of the internship programme.

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2018/1 Rec. 7	Review of internship programmes in the United Nations system	Executive heads of the organizations of the United Nations system should establish a collaboration mechanism between the public information services of the organizations and the permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, based on the World Guide to Higher Education published by the United Nations Educational, Scientific and Cultural Organization.	Accepted		Closed	Focal point: HRM

WFP agrees with the proposal and would participate in a mechanism for facilitating outreach to diverse internship candidates from recognized educational entities located in WFP Member States. WFP considers that the mechanism would best be established at an inter-agency level rather than having each participating organization establish its own mechanism. |
| 2017/9 Rec. 1 | Review of mechanisms and policies addressing conflict of interest in the United Nations system | Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest, no later than December 2019. | Accepted | In progress | Open | Focal point: ETO

ETO will map the most common organizational conflicts of interest by the end of 2019. |

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2017/9 Rec. 2	Review of mechanisms and policies addressing conflict of interest in the United Nations system	Executive heads of the United Nations system organizations, who have not yet done so, should direct their human resources services to introduce a mandatory conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in consultation with any future inter-agency forum.	Accepted	In progress	Open	Focal points: HRM and ETO in consultation with LEG

WFP welcomes this recommendation and is clarifying the requirements for mandatory disclosure of actual, perceived or potential conflicts of interest, and developing associated forms and guidance, which are being reviewed internally. |
| 2017/9 Rec. 3 | Review of mechanisms and policies addressing conflict of interest in the United Nations system | The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial disclosure programmes and propose any changes to the rationale and scope of those programmes that are needed to increase their effectiveness. | Accepted | In progress | Open | Focal point: ETO

WFP conducted a review of its financial disclosure programme in 2017/2018. Proposed changes, which have been reviewed by LEG, are expected to be implemented during the 2019 financial disclosure exercise. |

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2017/9 Rec. 4	Review of mechanisms and policies addressing conflict of interest in the United Nations system	Executive heads of the United Nations system organizations, who have not yet done so, in consultation with the Legal Network of the United Nations system organizations, should take the necessary steps to introduce, by December 2019, adequate legal clauses in contractual agreements with their staff and non-staff, as appropriate, binding them to the period of restriction set for their function that prohibits them from engaging in clearly defined post-employment activities for the duration of that period of time.	Not accepted		Closed	Focal point: HRM in consultation with LEG WFP's employment agreements with staff members and certain non-staff personnel include restrictions on the use of WFP-related materials and information for personal gain, including after their employment with WFP has terminated. WFP notes that the CEB inter-agency response[2] to this recommendation highlighted practical considerations to be taken into account when implementing the recommended action. These include: • the need to consider what constitutes a reasonable period of restriction for each respective function; • the risk that periods of restriction would provide a disincentive for accepting employment with the United Nations, particularly under short-term contract modalities, given that compensation and entitlement packages are not designed to compensate for future employment restrictions; • the difficulty of monitoring and enforcing periods of restriction – WFP's power is likely to be limited to preventing its own recruitment of a

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[2] United Nations General Assembly. 2018. *Review of mechanisms and policies addressing conflicts of interest in the United Nations system.* Note by the Secretary-General. A/73/187/Add.1. http://undocs.org/en/A/73/187/ADD.1.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
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						restricted individual or its engagement of a former personnel member as a vendor; and • the fact that once employees have separated from WFP, WFP no longer has effective means of recourse for addressing violations, even if these are proven.
2017/9 Rec. 5	Review of mechanisms and policies addressing conflict of interest in the United Nations system	Executive heads of the United Nations system organizations, who have not yet done so, should take the necessary steps, no later than the end of December 2019, to: (a) ensure that all staff members, irrespective of their level and grade, successfully complete the initial and periodic mandatory ethics training course and obtain the respective certification; (b) link certification of the required ethics training course to the annual staff performance appraisal cycle; (c) include ethics training in the induction training of non-staff, including refresher courses after service intervals, as appropriate.	Accepted	Implemented	Closed	Focal points: HRM and ETO WFP has been following the best practices outlined in this recommendation since before the recommendation was made. All personnel must complete mandatory training in ethics, which in common with all other mandatory training courses is included in individual performance reviews. In addition, the new global induction programme for newly recruited staff includes ethics matters such as standards of conduct, conflicts of interest, confidentiality and integrity.

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2017/9 Rec. 6	Review of mechanisms and policies addressing conflict of interest in the United Nations system	The governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms.	Accepted	Implemented	Closed	Focal point: PGB with ETO The Board is committed to monitoring policies and mechanisms that facilitate the management of conflicts of interest. Relevant actions include: • approval of frameworks and policies such as the anti-fraud and anti-corruption policy, the oversight framework, the enterprise risk management policy (with accompanying risk appetite statements for consideration), and the revised policy on procurement in developing countries, which is expected in November 2019; • review of the governance arrangements for ensuring accountability, including the charter of the Office of the Inspector General, and approval of the terms of reference of the Audit Committee; • consideration of annual reports of the Inspector General, the Audit Committee and ETO and approval of the statement on internal control as part of the audited annual accounts; • the Audit Committee's confirmation at each of its meetings that members have no conflicts of interest arising since the previous meeting, and its annual declaration of independence and statement of financial interests; and • regular review of Executive Director circulars, including on due diligence and related processes.

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
2017/8 Rec. 3	The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	The Secretary-General of the United Nations and the heads of United Nations system organizations, assisted by the United Nations Global Compact, should coordinate and streamline a unique, system-wide package of information about the opportunities for partnerships offered to the private sector by the Sustainable Development Goals, for the benefit of interested organizations.	Accepted	Implemented	Closed	Focal point: Private Sector Partnerships Division (PGP)

WFP welcomes inter-agency activities aimed at supporting transformational partnerships with the private sector. However, WFP agrees with the CEB inter-agency response to this recommendation,[3] which notes participating organizations' reservations concerning the effectiveness of a single consolidated source of information about partnership opportunities in the United Nations system because such a source may be cumbersome and difficult to maintain and may not attract sufficient attention from potential partners. |
| 2017/8 Rec. 5 | The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development | The heads of United Nations organizations should enhance the role and responsibilities of the Private Sector Focal Points Network with regard to sharing knowledge, promoting good practices and finding innovative solutions to problems related to partnerships with the private sector, including by entrusting them with specific tasks and agenda items on which to report. | Accepted | Implemented | Closed | Focal point: PGP

WFP participation in the Private Sector Focal Point Network provides a useful opportunity to address opportunities and challenges related to private partnerships. WFP will continue to participate in the network and to promote enhancements such as invitations to external experts for the provision of guidance and advice. |

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[3] United Nations General Assembly. 2018. United Nations system: private sector partnerships arrangements in the context of the 2030 Agenda for Sustainable Development. Note by the Secretary-General. A/73/186/Add.1. http://undocs.org/A/73/186/ADD.1.

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2017/8 Rec. 6	The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	All heads of the United Nations system organizations, assisted by the United Nations Global Compact, should jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on the information voluntarily submitted by the participating organizations.	Not accepted		Closed	Focal point: PGP WFP agrees with the CEB inter-agency response to this recommendation,[4] which notes that for organizations with more mature private partnership activities, the proposed database is unlikely to replace existing knowledge and resources. WFP also shares the practical concerns highlighted in the inter-agency response regarding the flow of information into a shared database, which may not be substantial enough to keep the database up to date and may be costly to maintain.
2017/8 Rec. 7	The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	The Secretary-General of the United Nations and all the executive heads of participating organizations should identify and agree on a minimum set of common standard procedures and safeguards for an efficient and flexible due diligence process, to be applied system-wide in a transparent way by the United Nations operational staff engaged in the initiation and implementation of partnerships with the private sector.	Accepted	Implemented	Closed	Focal point: PGP WFP considers that system-wide minimum due diligence standards would be a welcome development, provided that organizations retain the flexibility to develop more sophisticated organizational due diligence systems adapted to their particular needs. WFP will contribute to any inter-agency initiatives established as a result of this recommendation.

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[4] United Nations General Assembly. 2018. United Nations system: private sector partnerships arrangements in the context of the 2030 Agenda for Sustainable Development. Note by the Secretary-General. A/73/186/Add.1. http://undocs.org/A/73/186/ADD.1.

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2017/8 Rec. 10	The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	The Secretary-General of the United Nations should encourage, in concertation with the executive heads of the Joint United Nations Programme on HIV/AIDS, the United Nations Development Programme, the United Nations Educational, Scientific and Cultural Organization, the United Nations Population Fund, the Office of the United Nations High Commissioner for Refugees, the United Nations Children's Fund, the United Nations Industrial Development Organization, the United Nations Office for Project Services and the World Food Programme and the executive heads of any other interested United Nations organizations with a presence in the field, a multi-stakeholder mechanism of consultations and solution-seeking at the country level, steered by the Resident Coordinator, in which the businesses are involved from the beginning in the design of partnerships in support of the 2030 Agenda for Sustainable Development. Where such mechanisms initiated by Governments exist, the United Nations country teams should encourage multi-stakeholder participation.	Accepted	Implemented	Closed	Focal point: PGP WFP welcomes country-level efforts to build private partnerships aimed at facilitating the achievement of the Sustainable Development Goals, which is in harmony with its commitment to pursuing multi-stakeholder partnerships at the local level as outlined in the Policy on Country Strategic Plans.[5]

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[5] WFP/EB.2/2016/4-C/1/Rev.1.

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2017/8 Rec. 11	The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	The Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, and the executive heads of interested organizations, should build on existing and ongoing efforts and continue to empower the United Nations Innovation Network or other existing United Nations joint innovation initiatives to identify and discuss issues that are relevant for the coordination of the existing innovation initiatives, funds, labs, accelerators and incubators, and their interface with the private sector, with a view to facilitating and stimulating innovation in the implementation of the 2030 Agenda.	Accepted	Implemented	Closed	Focal point: Innovation and Change Management Division

As co-chair of the United Nations Innovation Network, WFP is committed to sharing lessons learned and best practices and facilitating inter-agency innovation initiatives. Practical experience of successful innovation underscores the importance of innovation activities being carried out close to the locations where the innovations are to be implemented. When partnerships are sourced, managed and engaged at the local level, they are more likely to meet their objectives. Consequently, WFP believes that innovation accelerators and supporting partnerships should be close to operations in order to avoid the risk of misalignment with needs on the ground.

Towards this end, WFP and the United Nations Children's Fund are providing funds for strengthening the United Nations Innovation Network and will continue to explore opportunities for further strengthening of the network. |

		ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD				
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status****	**Remarks**
2017/7 Rec. 1	Review of donor reporting requirements across the United Nations system	The governing bodies of the United Nations system organizations should encourage the Secretary-General and executive heads of other organizations, in the framework of the United Nations System Chief Executives Board for Coordination, to develop a common position and pursue a high-level strategic dialogue with donors, in order to address the challenges posed by the current funding models and practices and the impact of strict earmarking of voluntary contributions and reporting to donors.	Accepted	Implemented	Closed	Focal points: Government Partnerships Division (PGG) and Performance Management and Monitoring Division (RMP) The Board notes that WFP has pursued high-level dialogue with donors regarding the level of detail required in its programmatic and financial systems and structures in order to satisfy their assurance needs in the context of organizational reform. The Board encourages WFP to continue its dialogue with partners with a view to establishing more efficient and effective reporting and encouraging flexible or "softly" earmarked contributions. WFP will continue to engage in high-level strategic dialogue with donors in order to promote flexible, predictable funding aimed at increasing operational efficiencies, including those pursuant to changes envisaged in the United Nations reform and the Secretary-General's proposed funding compact.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/7 Rec. 2	Review of donor reporting requirements across the United Nations system	The executive heads of the United Nations system organizations that have not yet done so should put in place measures for ensuring that partnership agreements, concluded at the corporate level with the donors and at the corporate and field levels for individual programmes and projects, spell out the needs and requirements of the donors and the mutual commitments of the organizations and the donors, with respect to the details of reporting on the use of funds provided.	Accepted	Implemented	Closed	Focal point: PGG WFP partnership agreements specify the needs and requirements of donors, and reporting commitments.
2017/7 Rec. 3	Review of donor reporting requirements across the United Nations system	The executive heads of the United Nations system organizations should encourage better access to, and dissemination and exchange of, information concerning donor reporting among the member States and should ensure that every organization maintains a corporate repository for all contribution agreements and donor reports.	Accepted	Implemented	Closed	Focal points: PGG and RMP WFP supports ongoing efforts to enhance transparency and is a member of the International Aid Transparency Initiative. WFP has established repositories for contribution agreements and statutory reports. However, as noted in the inter-agency response to this recommendation,[6] for large decentralized organizations such as WFP, the collection of all donor reports published at the country and regional levels may not be feasible or cost-effective.

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[6] United Nations General Assembly. 2018. *Review of donor reporting requirements across the United Nations system.* Note by the Secretary-General. A/73/320/Add.1. http://undocs.org/A/73/320/ADD.1.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/7 Rec. 4	Review of donor reporting requirements across the United Nations system	The executive heads of the United Nations system organizations that have not yet done so should regularly update guidance on donor reporting and put in place measures for the professional skills development and training needed to improve reporting to donors, for personnel at headquarters and in the field.	Accepted	Implemented	Closed	Focal point: RMP

WFP welcomes this recommendation and notes that updated guidance on the compilation of annual country reports has been disseminated and comprehensive training on donor reporting is offered to personnel worldwide. |
| 2017/7 Rec. 5 | Review of donor reporting requirements across the United Nations system | The executive heads of the United Nations system organizations that have not yet done so should work systematically with donors to include in donor agreements the costs associated with preparing donor reports. | Accepted | Implemented | Closed | Focal points: RMP, PGG and Contributions and Project Account Branch

WFP provides country offices with regular funding for covering the costs of statutory reports (annual country reports). For "specialized" financial reports that are requested by donors, a cost recovery mechanism is being considered through which donors may request additional financial reports provided that they cover the additional costs. |

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/7 Rec. 6	Review of donor reporting requirements across the United Nations system	The Secretary-General and executive heads of other United Nations system organizations should, preferably within the framework of the United Nations System Chief Executives Board for Coordination, develop and adopt a common report template accommodating the information needs and requirements of donors and the regulatory frameworks and capacities of the organizations, as a basis for negotiations with donors.	Accepted	Implemented	Closed	Focal points: RMP and PGG As a member of the CEB, WFP will contribute to any inter-agency initiatives resulting from this recommendation. WFP notes that it is already engaged in high-level discussions on donor reporting and agrees with the CEB response to this recommendation,[7] which notes that a new common template may duplicate organizations' existing statutory reporting templates (in WFP's case, the Annual Country Report).
2017/7 Rec. 7	Review of donor reporting requirements across the United Nations system	The governing bodies of the United Nations system organizations should request the executive heads to task, and adequately support, the internal audit and evaluation offices of their respective organizations with ensuring that the relevant oversight reports provide the required levels of assurance that would help minimize reporting to individual donors on the use of their earmarked contributions.	Accepted	Implemented	Closed	Focal points: OIG and the Office of Evaluation (OEV) The Board notes that WFP has governance structures in place for ensuring that independent offices including OIG and OEV receive adequate resources and support. The Board approves the budgets and staffing of the two offices in the management plan. As needed, the offices submit to the Strategic Resource Allocation Committee business cases requesting additional resources 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 2017 JIU report on donor assessments,[8] the link between additional funding for oversight functions and a reduction in the number of external requests

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[7] United Nations General Assembly. 2018. *Review of donor reporting requirements across the United Nations system.* Note by the Secretary-General. A/73/320/Add.1. http://undocs.org/A/73/320/ADD.1.

[8] United Nations General Assembly. 2017. *Donor-led assessments of the United Nations system organizations.* Note by the Secretary-General. A/72/298/Add.1. http://undocs.org/A/72/298/Add.1.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
						for information has not been fully validated and merits further exploration. The Board also notes the following: - The Office of Internal Audit is willing to perform project audits on request. As audits of individual projects are not typically included in OIG's risk-based assurance plan, separate funding for such audits will be required from the requesting party or project. In addition, the Office of Internal Audit will consider including in its assurance plan thematic audits that evaluate compliance with donor agreements, including the use of earmarked contributions. - OEV prepares an annual work plan for centralized evaluations based on norms in the WFP Evaluation Policy and informed by consultation with stakeholders. The policy also covers the decentralized evaluation function: when WFP evaluation coverage norms are met, donors and other stakeholders are encouraged to use WFP evaluations in order to fulfil their own evaluation requirements whenever possible. To a certain extent, the 2018–2020 OEV work plan reflects the need to respond to the opportunities and challenges posed by decentralized evaluations and to align elements of centralized evaluations with evolving needs. The 2019–2021 OEV work plan sets out concrete steps for deepening and broadening this work and envisages an increase in expenditures on the evaluation function throughout WFP in order to reach USD 24 million in 2019.

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
2017/6 Rec. 1	Results-based management in the United Nations development system: analysis of progress and policy effectiveness	Executive heads who have not already done so should develop a well-defined, comprehensive and holistic strategy to guide the mainstreaming of results-based management within and across organizations.	Accepted	Implemented	Closed	Focal points: RMP, RMR and the Integrated Road Map Implementation Office WFP has mainstreamed results-based management and is committed to continuous improvement in line with best practice. Regarding organizational structure, the Resource Management Department brings together resource management and performance and risk management functions. Regarding strategic architecture, WFP is implementing the Integrated Road Map (IRM) in order to align country strategic plans, the corporate results framework and the financial framework with its Strategic Objectives (see responses to 2017/6 recommendations 2, 3, 4, 5 and 6.
2017/6 Rec. 2	Results-based management in the United Nations development system: analysis of progress and policy effectiveness	Executive heads, including the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for coordination (CEB), should consider establishing a backbone support function to ensure that the vast range of innovations introduced in results-based management across the United Nations system are captured, supported, assessed for value and shared for adoption system-wide.	Accepted	Implemented	Closed	Focal points: RMP, RMR WFP welcomes the recommendation and, as a member of the CEB, would contribute to inter-agency initiatives resulting from it.

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
2017/6 Rec. 3	Results-based management in the United Nations development system: analysis of progress and policy effectiveness	Executive heads should strengthen the development of the culture of results by including in their respective capacity development agenda a focus on enhancing the mindset and value systems that are important for enhancing staff commitment and engagement in implementing results-based management.	Accepted	Implemented	Closed	Focal points: HRM and Executive Management Group (EMG) WFP is known for its results-oriented culture and is committed to reinforcing results-based management through organizational governance and processes and by nurturing ethics and integrity, accountability, innovation, performance and risk management and organizational learning. WFP is pursuing programmes aimed at enhancing staff performance and engagement with the organization and supporting a results-oriented culture through: • performance management systems and standards for all contract types; • engagement surveys (global staff surveys) conducted every three years, which in the future will be implemented every two years (see response to 2018/4 recommendation 11); • skills development programmes for enhancing leadership and supervisory skills; • e-learning programmes for developing the capabilities and skills of all WFP employees, thereby encouraging the growth and progression of individual employees; and • outreach and awareness-raising missions on ethics and the standards of conduct expected of employees in order to foster a harmonious, respectful work environment that is focused on effective delivery on WFP's mandate and its commitment to its beneficiaries.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/6 Rec. 4	Results-based management in the United Nations development system: analysis of progress and policy effectiveness	Executive heads should ensure that the future development of approaches to staff accountability and human resources management incorporate more consideration of managing for achieving results, including the development of incentive systems that promote both accountability for results and accountability for transformative learning and innovations at all levels.	Accepted	Implemented	Closed	Focal point: HRM WFP continues to work on management for results by focusing on: • *skills* – investing in the capabilities of managers worldwide through the supervisory skills programme launched in January 2018; • *systems and tools* – extending performance management tools to all WFP contract modalities, and reviewing performance management systems and tools in order to improve the alignment among accountability, performance management, learning and innovation frameworks and processes; and • *culture* – reviewing the implicit and explicit incentives for staff throughout WFP, particularly in terms of visibility, career progression and recognition of staff and management.
2017/6 Rec. 5	Results-based management in the United Nations development system: analysis of progress and policy effectiveness	Executive heads should make the use of information on results, including evidence resulting from evaluation, a strategic priority.	Accepted	Implemented	Closed	Focal points: RMP, RMR and OEV WFP is committed to strengthening its evidence base for decision making, performance management, learning and accountability for results. The WFP Evaluation Policy (2016–2021) and the WFP oversight framework emphasize the strategic importance of exploring and maximizing the value and use of evaluation evidence in driving continuous improvement (see also response to 2017/6 recommendation 6).

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/6 Rec. 6	Results-based management in the United Nations development system: analysis of progress and policy effectiveness	Legislative bodies may wish to work with heads of organizations to enhance the focus on managing for results beyond the demand for accountability and reporting to give a greater focus on what works, what does not work and why, and do so with due regard to context.	Accepted	Implemented	Closed	Focal points: RMP, RMR and PGB The Board is committed to ensuring that WFP uses evidence and evaluation results to drive continuous improvement. In this regard, the Board has approved the Corporate Results Framework, the Evaluation Policy, the oversight framework and the enterprise risk management policy. The Board is engaged in discussions on managing for results through its regular sessions, informal consultations, quarterly updates on emergency operations and oversight and evaluation round tables.

*   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 or if further action is not planned.

*** 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**
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	Implemented	Closed	Focal point: Management Services Division (RMM) WFP has incorporated guidance on advance purchase requirements into the WFP travel manual and included a related key performance indicator in the new administration manual in order to ensure that the policy is effectively implemented and monitored globally. WFP monitors compliance with the advance purchase policy through the global travel management company platform and country office reporting.
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	Implemented	Closed	Focal point: RMM WFP undertook a global travel audit in 2018 that included a full risk assessment and identified several measures for efficiency gains, which are being implemented. Following the audit, improvements were made in periodic monitoring and assessment of travel policies. WFP also engaged a third-party consultant to perform an airfare audit focused on cost effectiveness. The audit was completed in December 2018.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
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	Focal point: RMM WFP conducted a stakeholder review of an online booking tool in 2018. Based on the results of the review, the tool will be launched at WFP headquarters in 2019.
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	Focal point: Innovation and Change Management Division WFP has developed a knowledge management strategy that reaffirms the importance of knowledge management in contributing to organizational goals linked to the 2030 Agenda and WFP's IRM. WFP developed the strategy through a consultative process. It is based on three pillars: people, processes and systems. WFP is implementing the strategy. WFP knowledge management systems are advanced and work streams include a new intranet site, the WFP communities platform, the teams platform, the OneDrive platform and an updated corporate taxonomy. In the people and processes pillars, implementation continues at the divisional and regional levels and further coordination at the global level is pending.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
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	Implemented	Closed	Focal point: HRM WFP agrees that incorporating skills and capabilities in knowledge management into daily work habits and processes is crucial. Steps taken in order to improve practices in this area include the rollout of a set of new systems, tools and strengthened accountabilities: • The capability framework includes a core capability in the application of knowledge management. • The revamped approach to handover includes new templates and requests in the performance management system that personnel who are changing duty stations confirm that they have provided handover notes to their replacements. • The new WFP taxonomy has been systematically applied throughout the new intranet site, which has improved classification and information management. • Knowledge management courses are available to all staff on the WeLearn platform.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status****	**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	Implemented	Closed	Focal point: OIG OIG carried out a fraud risk assessment that was finalized in April 2018 (see also response to 2016/4 recommendation 6).

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 operationalizing the strategies and action plans.	Accepted	Implemented	Closed	Focal point: RMR 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 established an anti-fraud function in the new Enterprise Risk Management Division (RMR) to complement the independent activities carried out by OIG. RMR has developed a counter-fraud strategy and action plan that will guide the new function's work over the next two years.

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 the 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	Implemented	Closed	Focal point: OEV In line with the WFP Evaluation Policy (2016–2021)[9] 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. WFP will continue to update the Board on progress towards the target in the annual evaluation report. 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 2017, 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.

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[9] 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
2014/9 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		Closed	Focal point: Supply Chain Division The Supply Chain Division coordinated an external review of vendor management at WFP, which was completed in June 2018. The division is now preparing an investment case for implementation of the most critical recommendations, including those related to the monitoring and management of vendor performance. The Secretariat will continue to update the Board on this matter in its remarks on recommendation 2 from the report of the external auditor on food-related losses,[10] which are included in the annual progress report on External Audit recommendations presented at the Board's annual session.

[10] WFP/EB.A/2018/6-G/1/Add.1.

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	Implemented	Closed	Focal point: RMM A records management framework has been in place since 2006. The regulatory framework governing records and archives management is included in the updated draft of the WFP administrative services manual. 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. In principle, there is scope for building on these work streams to improve linkages to document management and develop an electronic record management system, but further investment is not planned at this time.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
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		Closed	Focal point: RMM 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, which is not planned at this time.

* 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 or if further action is not planned.

*** Column 6 status categories: open, closed.

ANNEX III: RECOMMENDATIONS FROM JIU NOTES						
Rec. no	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/1 Rec. 1	Results-based management in the United Nations system: description of a high-impact model for managing for achieving results	To promote collaboration in and furtherance of mainstreaming results-based management across United Nations system organizations, executive heads may wish to endorse the high impact model and use it within their respective organizations, taking into account the progress already achieved and organizational specificities.	Accepted	Implemented	Closed	Focal points: RMP, RMR and EMG The high-impact model is coherent with WFP's approach to results-based management, which emphasizes strategy, results frameworks, accountability and organizational learning, change management and partnerships. The organizational transformation of the IRM brings WFP closer to the JIU's vision of results-based management. WFP's approach to organizational learning as laid out in the evaluation policy, the oversight framework and the enterprise risk management policy reinforces WFP's commitment to continuous improvement in line with best practice.
2017/1 Rec. 2	Results-based management in the United Nations system: description of a high-impact model for managing for achieving results	To enhance inter-agency collaboration in the use, adaptation or expansion of the high-impact model across United Nations system organizations, executive heads may wish to establish an inter-agency task force or interim mechanism, using existing formal or informal inter-agency arrangements, as deemed appropriate.	Accepted	Implemented	Closed	Focal points: RMP, RMR and EMG WFP welcomes this recommendation and will continue to contribute to inter-agency initiatives through the High-Level Committee on Management and other forums aimed at building maturity on results-based management and related topics.

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*** Column 6 status categories: open, closed.

ANNEX IV

Hyperlinks to JIU reports and note and comments of the CEB

Report reference	Report name and hyperlink	CEB comments
JIU/REP/2018/4	Review of whistle-blower policies and practices in United Nations system organizations	A/73/665/Add.1
JIU/REP/2018/1	Review of internship programmes in the United Nations system	A/73/377/Add.1
JIU/REP/2017/9	Review of mechanisms and policies addressing conflict of interest in the United Nations system	A/73/187/Add.1
JIU/REP/2017/8	The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	A/73/186/Add.1
JIU/REP/2017/7	Review of donor reporting requirements across the United Nations system	A/73/320/Add.1
JIU/REP/2017/6	Results-Based Management in the United Nations development system: Analysis of progress and policy effectiveness	A/72/809/Add.1
JIU/NOTE/2017/1	Results-Based Management in the United Nations development system: High-impact model for results-based management – Benchmarking framework, stages of development and outcomes	Not applicable*
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/2016/10	Knowledge Management in the United Nations System	A/72/325/Add.1
JIU/REP/2016/4	Fraud Prevention, Detection, and Response in United Nations System Organizations	A/71/731/Add.1
JIU/REP/2014/9	Contract Management and Administration in the United Nations System	A/70/676/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

* 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
EMG	Executive Management Group
ETO	Ethics Office
FAO	Food and Agriculture Organization of the United Nations
HRM	Human Resources Division
IRM	Integrated Road Map
JIU	Joint Inspection Unit
LEG	Legal Office
OEV	Office of Evaluation
OIG	Office of the Inspector General
PGB	Executive Board Secretariat
PGG	Government Partnerships Division
PGP	Private Sector Partnerships Division
RMM	Management Services Division
RMP	Performance Management and Monitoring Division
RMR	Enterprise Risk Management Division