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برنامج الأغذية العالمي

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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.1/2021/9-A/Rev.1) 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.

The Joint Inspection Unit

1. The Joint Inspection Unit (JIU), established by United Nations General Assembly resolution 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 Executive Board.

JIU reports for WFP action

3. In the 2020 reporting period,[1] the JIU issued seven reports that require WFP action, which may be found on the JIU website in Arabic, Chinese, English, French, Russian and Spanish and via the hyperlinks in annex III.

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

    i)   Enterprise risk management: approaches and uses in United Nations system organizations (JIU/REP/2020/5)

    ii) United Nations common premises: current practices and future prospects (JIU/REP/2020/3)

    iii) Policies and platforms in support of learning: towards more coherence, coordination and convergence (JIU/REP/2020/2)

    iv) Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function (JIU/REP/2020/1)

    v)   Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations (JIU/REP/2019/9)

    vi) Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations (JIU/REP/2019/8)

    vii) Managing cloud computing services in the United Nations system (JIU/REP/2019/5)

5. Annex I outlines 42 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 13 recommendations for action by the legislative body received in the 2020 reporting cycle and responses suggested by the Secretariat. The alternates of the Executive Board Bureau reviewed these suggested responses, which were subsequently endorsed by the Bureau at its 11 December 2020 meeting.

6. Annex II updates the status of 12 recommendations from reports previously submitted to the Board.

7. Annex III provides links to JIU reports discussed in this document and the associated comments of the United Nations System Chief Executives Board for Coordination (CEB).

8. Follow-up has resulted in the closure of 46 recommendations (see table 1).

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[1] Reports received by 15 October 2020.

TABLE 1: STATUS OF JIU RECOMMENDATIONS FOR THE 2021 FIRST REGULAR SESSION					
JIU programme of work year	**Report subject**	**Outstanding at 2020 annual session**	**New**	**Closed**	**Outstanding at 2021 first regular session**
2017	Air travel policies	1	0	0	1
	Conflict of interest mechanisms	2	0	1	1
2018	Whistleblower policies and practices	6	0	5	1
	Strengthening policy research uptake	1	0	0	1
2019	Audit and oversight committees	2	0	0	2
	Contemporary practices in the external outsourcing of services to commercial service providers	0	7	7	0
	Staff exchange and similar inter-agency mobility measures	0	7	7	0
	Managing cloud computing services	0	4	4	0
2020	State of the investigation function	0	8	7	1
	Policies and platforms in support learning	0	5	5	0
	Common premises	0	7	6	1
	Enterprise risk management	0	4	4	0
Total		**12**	**42**	**46**	**8**

		ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD				
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2020/5 Rec 1	Enterprise risk management: approaches and uses in United Nations system organizations	In order to fulfil their oversight roles and responsibilities, legislative/governing bodies should incorporate ERM into their meetings at least annually, with substantive coverage determined by the organization's mandate, field network and risk exposure.	Accepted	Implemented	Closed	**Focal point: Enterprise Risk Management Division (ERM)** The Executive Board deliberates formally on WFP's enterprise risk management policy implementation at least once every year and throughout the year during ad hoc informal briefings and consultations that touch on enterprise risk management across the organization (e.g., quarterly oversight and operational briefings).
2020/5 Rec 2	Enterprise risk management: approaches and uses in United Nations system organizations	By the end of 2021, executive heads should undertake a comprehensive review of their ERM implementation against JIU benchmarks 1 to 9, as outlined in the present report.	Accepted	Implemented	Closed	**Focal point: ERM** At its thirty-seventh session the High-Level Committee on Management, in April 2019, endorsed a reference maturity model (RMM) for risk management prepared by the Cross-Functional Task Force on Risk Management that United Nations system organizations can benchmark themselves against when performing self-assessments of risk management maturity. In 2019 WFP applied the RMM to a representative sample of field offices and headquarters divisions (9 headquarters divisions, 6 regional bureaux and 26 country offices). The results of the first RMM exercise demonstrated that WFP was, on average, at a developing (second) level with certain elements at the established (third) level within a five-point scale in the RMM.[2] WFP intends to conduct another RMM self-assessment by end of 2022 to assess further progress.

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[2] The maturity levels of the model are as follows: Level 1: Initial – Unstructured, managed informally/inconsistently, ad hoc, reactive; Level 2: Developing – Structured implementation, basic architecture, some reporting and repeatable management processes; Level 3: Established – Defined/documented and standardized processes, good organizational coverage, some evidence of use and embedding; and regular reporting and escalation, information used in operational decision-making; Level 4: Advanced – Well structured, strong evidence of embedding; and standardized reporting and thresholds for escalation and management action, with information used in strategic decision making; and Level 5: Leading – Fully embedded, with escalation mechanisms well understood and used at all levels of the organization; and innovative/creative approach delivering continuous improvement and adapting as the organization changes.

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2020/5 Rec 3	Enterprise risk management: approaches and uses in United Nations system organizations	By the end of 2021, members of the High-Level Committee on Management of the Chief Executives Board for Coordination should ensure that its Cross-Functional Task Force on Risk Management is continued as a viable mechanism to further promote and facilitate inter-agency cooperation, coordination and knowledge-sharing and to explore shared risks associated with United Nations reform efforts.	Accepted		Closed	**Focal point: ERM** In a document for the fortieth session of the High-Level Committee on Management (CEB/2020/HLCM/19), dated 2 October 2020, the Cross-Functional Task Force on Risk Management invited the High-Level Committee on Management to consider and endorse at its forty-first meeting, in 2021, a proposal that the task force develop terms of reference (TOR) for a risk management forum to replace the current task force. WFP welcomes the recommendation and commits to actively participating in any inter-agency initiatives resulting from this recommendation.
2020/5 Rec 4	Enterprise risk management: approaches and uses in United Nations system organizations	By the end of 2022, legislative/governing bodies of participating organizations should request executive heads to report on the outcomes of a comprehensive review of the organization's implementation of ERM against JIU benchmarks 1 to 9, as outlined in the present report.	Accepted	Implemented	Closed	**Focal point: ERM** The Board welcomes this recommendation and notes that WFP conducted a comprehensive maturity review that considered 25 high-risk country offices, all regional bureaux and 10 headquarters functions in late 2019. The review was presented to the Audit Committee at its 151st (continued) meeting in April 2020. ERM will continue to discuss risk maturity with the Audit Committee at least annually.
2020/3 Rec 1	United Nations common premises: current practices and future prospects	The governing bodies of United Nations system organizations that have not yet done so should, by the end of 2021, give direction to the executive heads on the parameters of participation of their organizations in common premises and request periodic reporting on the results achieved.	Accepted	Implemented	Closed	**Focal point: Management Services Division (MSD)** WFP reports on its engagement on United Nations system-wide improvements to operational activities in its annual performance report, which is approved by the Executive Board. WFP has also continued to update the Executive Board and Audit Committee on United Nations reform matters, including common premises, in formal and informal briefings. As noted in the update on WFP's implementation of United Nations General Assembly resolution 72/279

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						(repositioning the United Nations development system) presented at the Executive Board's 2020 annual session, the Business Innovations Group has turned over its work on common premises to the inter-agency Task Team on Common Premises and Facility Services (TTCP+FS). It is noted that further investment will be required to reach the target rate of 50 percent common premises by 2021. WFP remains committed to keeping the Executive Board abreast of developments. See also recommendation 2 below.
2020/3 Rec 2	United Nations common premises: current practices and future prospects	The executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to amplify, by the end of 2022, the objectives of common premises, addressing programmatic, public image and environmental sustainability considerations, as well as efficiency gains, and also set out the modalities for tracking results and reporting thereon.	Accepted	In progress	Open	**Focal point: MSD** WFP welcomes the recommendation and would support further integration of the work on common premises with the objectives of the strategy for sustainability management in the United Nations system for 2020–2030 and centralized advice and support to United Nations country teams through, for example, provision of dedicated resources as a result of the growing collaboration between the TTCP+FS and the Sustainable United Nations facility at the United Nations Environment Programme. WFP also notes that premises co-location will be supported within its own operations through updated guidelines to be issued in the second quarter of 2021 and implementation of the recommendations in the report of the External Auditor on the real estate portfolio and the related management response that address areas such as expanding the use of common premises, environmental management and the inter-agency approach to common premises. WFP will continue to update the Board through various channels, including its periodic reports on implementation of External Auditor recommendations

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						and updates on JIU recommendations on common premises. See also recommendation 1.
2020/3 Rec 3	United Nations common premises: current practices and future prospects	The Secretary-General and the other executive heads of the United Nations system organizations should, by mid-2021, work together in the framework of the United Nations Sustainable Development Group to re-examine the focus on a target of 50 percent of common premises with a view to prioritizing efficiency gains.	Accepted		Closed	**Focal point: MSD** WFP remains committed to the Secretary-General's goal of increasing the percentage of common premises and will continue to reinforce the importance of co-location. The TTCP+FS will monitor premises co-location progress to assess whether the 50 percent target can be achieved by 2021 and adjust as needed in consultation with the heads of the organizations concerned. WFP will support through the TTCP+FS any inter-agency initiatives resulting from this recommendation.
2020/3 Rec 4	United Nations common premises: current practices and future prospects	The Secretary-General and the other executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to expedite the compilation of the database component of the envisaged common premises platform by mid-2021 and ensure that periodic reporting to the General Assembly includes information on the status of the database and how the common premises platform is being used to contribute to the realization of efficiency gains and any other common premises objectives.	Accepted		Closed	**Focal point: MSD** WFP supports this recommendation and notes the importance of establishing the common premises database and its governance arrangements, which is a complex exercise given differences in capacities and systems across organizations. Resources, system integration and ownership are key success factors for establishing and maintaining the database. WFP will support the initiatives led by the United Nations Development Coordination Office on the database component of the envisaged common premises platform.
2020/3 Rec 5	United Nations common premises: current practices	The Secretary-General and the other executive heads of the United Nations system organizations	Accepted		Closed	**Focal point: MSD** WFP welcomes this recommendation and a system-wide review of public-private partnerships based on experience

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	and future prospects	should work together in the framework of the United Nations Sustainable Development Group to review lessons learned from experience with public-private partnerships for common premises and formulate, by the end of 2022, measures that address the capital financing requirements of initiatives regarding common premises, including the possibility of a centrally administered mechanism, for consideration by the General Assembly if required.				to date. WFP also supports the idea of a centralized administrative capital funding initiative. WFP has reviewed the use of public-private partnerships in the context of common premises and identified some key issues and options for addressing them and shared the results with the TTCP+FS to support work on an action plan.
2020/3 Rec 7	United Nations common premises: current practices and future prospects	The Secretary-General and the executive heads of the United Nations system organizations with premises in the field should study the feasibility of a unified mechanism for real estate management in the field and report on the findings of that study to the General Assembly at its seventy-eighth session.	Partially accepted		Closed	**Focal point: MSD** WFP considers that a unified mechanism for field property management would not allow enough flexibility for adjustments based on operational considerations, mandates and each organization's governance and accountability frameworks. Implementing a unified mechanism would require a substantial revision of United Nations system governance. WFP will contribute to any inter-agency initiatives that result from this recommendation.

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2020/3 Rec 8	United Nations common premises: current practices and future prospects	The executive heads of the United Nations system organizations should work together in the framework of the United Nations Sustainable Development Group to improve, by the end of 2021, the inter-organizational arrangements for support of common premises by strengthening the oversight of common premises by the United Nations Sustainable Development Group, clarifying the role and authority of its inter-agency Task Team on Common Premises and Facility Services and directing an appropriately capacitated Development Coordination Office to support them in carrying out the common premises workstream. That support work should include analysis of priorities for future action, making arrangements for proactive support of country teams at all stages of project life cycles and drawing linkages to other facets of business operations.	Partially accepted		Closed	**Focal point: MSD** Based on its experience, WFP considers that centralized capacity should be provided to the TTCP+FS as it brings together the large organizations that are best placed to drive forward the expansion of common premises with due consideration for operational needs in the field, funding mechanisms and other relevant factors. A well-resourced United Nations Development Coordination Office providing coordination, robust oversight mechanisms and financial support, and clearly defined TTCP+FS roles and responsibilities, would complement the existing arrangements. WFP will actively participate in any inter-agency initiatives resulting from this recommendation.

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
2020/2 Rec 2	Policies and platforms in support of learning: towards more coherence, coordination and convergence	The executive heads of the United Nations system organizations should integrate the evaluation findings on learning into the learning management systems and use them effectively to inform decision-making processes on future learning activities.	Accepted	Implemented	Closed	**Focal point: Human Resources Division (HRM)** WFP welcomes the findings of the JIU review and confirms that its learning platform (WeLearn) is in line with the best practices presented in the report. WFP will continue to enhance its learning resources in terms of methodologies and technical solutions. WFP is also committed to collaborating with other United Nations system organizations to increase the interoperability of their respective learning management systems and leverage synergies.
2020/2 Rec 3	Policies and platforms in support of learning: towards more coherence, coordination and convergence	The executive heads of the United Nations system organizations should, in consultation with the United Nations Sustainable Development Group, examine the existing options for a comprehensive joint curriculum or at least system-wide quality assurance of courses related to the 2030 Agenda for Sustainable Development, by the end of 2021.	Accepted		Closed	**Focal point: HRM** WFP recognizes the value of a more coordinated approach in this area and will participate in inter-agency activities aimed at identifying a common curriculum on the Sustainable Development Goals. WFP recognizes the need for United Nations organizations to develop skills and competencies required for the 2030 Agenda and to bridge the gap between old and new ways of working. To address emerging learning needs, WFP's learning catalogue includes a collection of courses and learning materials related to the 2030 Agenda, including resources from the United Nations Sustainable Development Group, the Department of Economic and Social Affairs, internally-produced resources and massive open online courses from top universities and institutions.

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2020/2 Rec 6	Policies and platforms in support of learning: towards more coherence, coordination and convergence	The executive heads of the United Nations system organizations, if they have not already done so, should establish criteria for the more systematic use of external platforms, based on judicious curating of their courses and realistic learning objectives.	Accepted	Implemented	Closed	**Focus point: HRM** WFP's workforce has access to a wide collection of learning resources. WFP has agreements with high-quality private learning providers, often under shared contracts with other United Nations system organizations; examples include LinkedIn Learning, Rosetta Stone, getAbstract and Cegos. WFP also participates in non-for-profit platforms that collect and curate content produced for the humanitarian world such as DisasterReady and promotes the use of open platforms curated by other United Nations system organizations such as the United Nations Children's Fund's Agora, the FAO elearning Academy and the World Health Organization's OpenWHO.
2020/2 Rec 7	Policies and platforms in support of learning: towards more coherence, coordination and convergence	The executive heads of the United Nations system organizations should, through inter-agency agreements, recognize relevant learning programmes followed on external platforms, for which appropriate credentials are presented, and reflect that recognition in the learning management systems.	Accepted	Implemented	Closed	**Focus point: HRM** WFP supports the recommendation and recognizes the benefits of mutual recognition of learning activities among United Nations organizations and other relevant entities in terms of coordination, effective use of resources and positive employee experience. WFP recognizes learning from external platforms, including CrossKnowledge and the United Nations Department for Safety and Security's DisasterReady, in its learning management system. WFP is also engaging with the Office of the United Nations High Commissioner for Refugees and the International Training Centre of the International Labour Organization on learning badges and mutual recognition of learning activities. WFP plans to continue these discussions and will participate in any inter-agency initiatives in this area.

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2020/2 Rec 8	Policies and platforms in support of learning: towards more coherence, coordination and convergence	The governing bodies of United Nations system organizations should, by the end of 2023, approve a common United Nations Organizational Learning Framework, agreed through relevant inter-agency mechanisms, which should contain a set of principles and a plan of action for gradual implementation.	Accepted		Closed	**Focal point: HRM** WFP welcomes the recommendation to establish a common United Nations system learning framework to facilitate collaboration, adherence to common standards and the leveraging of synergies. WFP will contribute to inter-agency activities in this area and share its expertise in the creation of the envisaged framework.
2020/1 Rec 1	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	The legislative bodies of United Nations system organizations should request that organizations that have not yet done so include in their internal oversight charters a provision for the periodic revision and, where necessary, update of the charters and a requirement for their endorsement by the legislative bodies. The updated charters should be submitted for endorsement by the legislative bodies by the end of 2021.	Accepted	Implemented	Closed	**Focal point: Office of the Inspector General (OIG)** Paragraphs 59 and 60 of the revised charter of the Office of the Inspector General, approved by WFP's Executive Board in November 2019, include a provision for the periodic review and, when necessary, updating of the charter in consultation with the Executive Director and the Audit Committee. The charter and any subsequent amendments also require approval by the Executive Board.

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2020/1 Rec 2	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	The executive heads of United Nations system organizations who have not yet done so should ensure that the heads of internal oversight offices periodically review and, where necessary, update their investigation policies and guidance on the basis of new developments, the jurisdiction of the administrative tribunals, lessons learned and good practices. In doing so, due attention should be paid to ensure coherence with applicable provisions of other existing relevant rules, regulations and policies.	Accepted	Implemented	Closed	**Focal point: OIG** The Office of Inspections and Investigations (OIGI) has reviewed and updated the OIGI investigation guidelines and issued Directive OIG2020/001 in October 2020. In addition, OIGI has finalized the review of its nine existing standard operating procedures (SOPs), completed four additional SOPs for internal guidance to improve the management of OIGI administrative investigations and oversight responsibilities and reviewed and updated OIGI investigation document templates.
2020/1 Rec 5	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	The legislative bodies of the United Nations system organizations should request that organizations that have not yet done so include in their oversight charters by the end of 2021 provisions that: (a) Make the appointment and dismissal or removal of the heads of their internal oversight offices subject to consultation with and approval of the legislative bodies; (b) Establish term limits from five to seven years for the heads of internal oversight offices, preferably making the term non-renewable, with a post-employment restriction within the same organization; and (c) Allow for unrestricted access of their heads of internal oversight	Partially accepted	Implemented	Closed	**Focal point: OIG** The revised charter of the Office of the Inspector General includes the following provisions: a) the Executive Director takes all decisions regarding the appointment, renewal, non-renewal or dismissal of the Inspector General on advice of the Audit Committee and with the prior consent of the Executive Board; b) the Inspector General's tenure will be a four-year term, renewable once, without the possibility of further employment within WFP at the end of the final term; and c) OIG has full, free and unrestricted access to the Executive Board (in a manner consistent with the Rules of Procedure of the Executive Board) and the Audit Committee.

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		offices to the legislative bodies and to the respective audit and oversight committees.				WFP notes that the term restriction at WFP is different from that suggested by the JIU and will consider the recommendation in the next update of the charter.
2020/1 Rec 6	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	The legislative bodies of the United Nations system organizations that have not yet done so should request that organizations update the terms of reference of their respective audit and oversight committees by the end of 2021 to include, where necessary, appropriate provisions to: (a) review the independence and mandate of the internal oversight office/investigation function; (b) review its budget and staffing requirements; (c) review its overall performance; and (d) issue related recommendations.	Accepted	In progress	Open	**Focal point: OIG/Audit Committee** WFP supports the recommendations and notes that its current practices, with the exception of adding observations about investigative procedures in the annual report of the Audit Committee, are already consistent with the recommendations. At the 152nd meeting of the Audit Committee the Inspector General discussed with the Committee the actions to be taken to address the JIU recommendations by the end of 2021.
2020/1 Rec 7	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	The legislative bodies of United Nations system organizations that have not yet done so should develop and adopt appropriate formal procedures for the investigation of complaints of misconduct by executive heads and adopt appropriate policies by the end of 2021.	Accepted	Implemented	Closed	**Focal point: OIG** The revised charter of the Office of the Inspector General states that allegations of wrongdoing or misconduct by the Executive Director will be referred to the Secretary-General of the United Nations for action and the Director-General of FAO and will not be investigated by OIG. In 2020 OIG has completed its SOP for the investigation of complaints of misconduct by the Executive Director of WFP.

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2020/1 Rec 8	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	The legislative bodies of United Nations system organizations that have not yet done so should request that organizations establish by the end of 2021 formal procedures for handling allegations of misconduct against heads and personnel of their internal oversight offices in order to avoid situations of conflict of interest.	Accepted	Implemented	Closed	**Focal point: OIG** The revised charter of the Office of the Inspector General states that allegations of wrongdoing or misconduct against OIG personnel will be reviewed by the oversight office of another United Nations entity or appropriate external investigative body appointed by the Executive Director and that the outcome of any such review will be reported to the Executive Director. OIG has completed the SOP for handling allegations of misconduct against OIG personnel.
2020/1 Rec 9	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	The legislative bodies of United Nations system organizations that have not yet done so should request that the respective organizations' annual internal oversight activity reports contain information on both complaints and investigations, including details on the number, type and nature of the complaints and investigations and trends in this regard.	Accepted	Implemented	Closed	**Focal point: OIG** WFP supports this recommendation and notes that OIG's quarterly and annual reports include complaint and investigation statistics and trends, providing details of the number and nature of complaints received and investigations undertaken and indicating trends.

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2020/1 Rec 10	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function, taking into consideration the recommendations of the respective audit and oversight committees, where available.	Accepted	Implemented	Closed	**Focal point: OIG** WFP includes a discussion of the adequacy of staffing of the investigation function in the OIG quarterly reports, in the annual report of the Inspector General to the Executive Board and in quarterly oversight briefings for the Executive Board. In addition, the Audit Committee meets with the Executive Board Bureau following each of the Committee's thrice-annual meetings and reports on the adequacy of oversight resources in its annual report to the Executive Board.
2019/9 Rec 1	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	The executive heads of United Nations system organizations should task the relevant offices with developing, through consultations with relevant internal stakeholders, by the end of 2021, a common organization-wide definition of outsourcing and further concretize it by developing approaches and procedural guidelines on the subject matter.	Partially accepted		Closed	**Focal point: Supply Chain Operations Division (SCO)** WFP agrees with the CEB inter-agency response to this recommendation, which recognizes the value of a definition of outsourcing and corresponding procedural guidelines but notes that it might be more practical and efficient for Procurement Network of the United Nations High-Level Committee on Management to develop a system-wide definition as a baseline that each organization can adapt to its specific needs and processes. WFP will contribute to any inter-agency initiatives resulting from this recommendation.

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2019/9 Rec 2	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	The legislative bodies of the United Nations system organizations should request their executive heads to ensure that, by the end of 2022, annual reports on procurement include a subsection on expenditures on services sourced from commercial service providers.	Partially accepted		Closed	**Focal point: SCO** WFP uses its enterprise resource planning (ERP) system to generate an annual procurement report that includes payments to commercial service providers. WFP notes that a specific definition of "outsourcing" would be required (see recommendation 1) to determine whether WFP's financial framework and ERP system can meet the suggested reporting on outsourced services specifically. WFP would then need to identify any changes required to enable such reporting.
2019/9 Rec 3	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	The executive heads of United Nations system organizations should instruct all requisitioning offices to actively work towards assessing their use of sources of supply from vendors in developing countries and economies in transition, and increase it, as applicable, based on such assessment, with the provision that such activities shall not contravene policies established by organizations to ensure effective competition.	Accepted	Implemented	Closed	**Focal point: SCO** WFP supports this recommendation and notes that it is already in place through activities that promote purchases from smallholder farmers, small- and medium-scale traders and encourage the use of small transport companies in developing countries.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2019/9 Rec 4	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	The executive heads of United Nations system organizations should encourage all offices to ensure that, by the end of 2021, the sourcing of any strategic, sensitive or high-value service and related goods from a commercial service provider is preceded by the conduct of a clearly documented strategic analysis that includes short and long-term considerations and costs, and that the analysis has been reviewed and approved by the appropriate authority, prior to a formal decision on the sourcing option.	Accepted	Implemented	Closed	**Focal point: SCO** WFP supports the recommendation, which is a standard part of mature procurement management, with decisions supported by market assessments and cost effectiveness analysis with approvals based on established delegations of authority. The recommendation is embedded in business processes and described in WFP manuals and guidelines. For high-value procurement, relevant processes include import parity checks, procurement committee review and procurement authority approval prior to contracting.
2019/9 Rec 5	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, strategic, sensitive and high-value commercially outsourced services under their purview are subject to periodic review, including risk assessments, to ascertain whether appropriate risk management measures are developed by the relevant functions in each organization.	Partially Accepted	Implemented	Closed	**Focal point: SCO** WFP has decentralized procurement functions, including contract management, to country offices and regional bureaux for contracts for dollar amounts below specified thresholds; more costly and specialized procurement activities are carried out with the direct support of the Supply Chain Operations Division or other functional areas as appropriate. The managers procuring the services are responsible for contract management, including managing associated risks. Periodic review of service providers is part of the regular procurement and contract management cycle at WFP. Measures to mitigate risks throughout the cycle include due diligence, performance monitoring, oversight and legal provisions, among others. In addition, other tools and processes such as risk registers, risk discussions, management oversight and independent oversight support the management of

		ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD				
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						risks to the achievement of objectives, including risks associated with outsourced services.
						A dedicated vendor management unit conducts first-level checks of potential outsourced service providers. Once cleared, providers are submitted to the Vendor Management Committee (VMC) for consideration. The VMC, which meets at least 10 times per year, determines whether vendors are included in WFP's roster of accredited vendors, suspended or removed. Once a contract has been signed, vendor performance is generally evaluated at least once per year; as part of the evaluation process vendor inspection services performance analysis reports are filed to inform decisions on whether to extend or renew contracts, review vendors and update supplier shortlists. In addition, long-term agreements are subject to continuous monitoring and reviewed periodically, with the frequency of review based on the type of service as specified in the relevant supply chain manuals. These agreements are carefully reviewed considering risks, market assessments and vendor performance for endorsement of appropriate action by the internal procurement authority.
						As a result of the COVID-19 emergency, WFP issued minimum control standards for managing third-party risks during emergencies, along with related guidance on NGO, financial service provider and vendor performance monitoring. Depending on the risk, contracts with service providers may also include legal provisions to remediate risks associated with underperformance or default, such as performance bonds and liquidated damages.
						Examples of decentralized contract management processes include WFP ensuring that risks associated with information and communications technology (ICT) services including cloud-based services are analysed,

		ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD				
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status****	**Remarks**
						assessed and addressed through implementation of the "solution journey" (see recommendation 4, on managing cloud computing review, below). In addition, as part of third-party monitoring (TPM) vendor management processes, regular monthly or quarterly joint reviews by country or area office monitoring and evaluation teams and partners should be established to review agreed outputs and address potential challenges.
2019/9 Rec 6	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	The executive heads of United Nations system organizations should instruct relevant offices to develop criteria that need to be met for outsourced service contracts to be considered for extensions beyond standard time frames, and to present such criteria to the relevant decision-making authority for adoption and incorporation into policy documents by the end of 2021.	Accepted	Implemented	Closed	**Focal point: SCO** The maximum duration of service contracts, their extension and related processes are specified in supply chain and procurement manuals. As relevant, the headquarters Purchase and Contract Committee or local purchase and contract committees also review justifications for extensions of contracts.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2019/9 Rec 7	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, following any decision to source a service and related goods of strategic, sensitive or high value from a commercial service provider, the requisitioning office should develop clearly detailed guidelines for managing vendor transition, including corresponding backup arrangements, and ensure that solicitation documents clearly outline the responsibility of the vendor as regards transitional assistance and knowledge transfer to the organization and incoming vendor.	Partially accepted	Implemented	Closed	**Focal point: SCO, Research, Assessment and Monitoring Division** WFP's supply chain manuals cover contract management and solicitation documents and specify responsibilities, terms and conditions for WFP and vendors. Standard procedures for registration as well as bonds, guarantees and securities as appropriate apply to all vendors. As a standard practice, newly registered vendors are briefed on WFP procedures, terms and conditions prior to the award of any contract. Furthermore, WFP's goods and services procurement manual establishes the requesting unit's responsibility for contract management, a broad and strategic concept that includes monitoring and evaluation with a view to better planning, change management and contract completion and close-out. WFP provides specific guidance as needed on the management of transitions when working with third parties. For example, when WFP uses TPM services, country offices are expected to consider exit strategies and discuss lessons learned at the end of each contract, including recommendations on the way forward. Country offices use a standard contract that includes clauses related to anticipated termination and provisions for an orderly transition.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2019/8 Rec 2	Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	Executive heads should, by the end of 2021, review all administrative issuances to clarify how inter-agency mobility is treated in each of those contexts.	Partially accepted		Closed	**Focal point: HRM** WFP implements the inter-organization agreement concerning transfer, secondment or loan of staff among the organizations applying the United Nations common system of salaries and allowances in cases where external recruitment results in the selection of candidates eligible for inter-agency mobility. WFP considers the agreement to be adequate for the administration of such cases, which are infrequent. WFP fills vacancies mainly through reassignment. When external vacancies for rotational posts are advertised there has been increased focus on recruiting from within the WFP workforce, which includes consultants, through the Future International Talent pool. Non-rotational posts are filled through external vacancy announcements, where the inter-organization agreement may be employed should there be staff movements between organizations in the United Nations system. Application of the agreement is considered once an appointment decision is made. WFP agrees with the CEB inter-agency response to this recommendation, which notes that further review would best be undertaken through a harmonized approach in the context of the Human Resources Network of the High-Level Committee on Management as it is part of an inter-agency framework. WFP will contribute to any inter-agency initiatives established as a result of this recommendation.

		ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD				
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2019/8 Rec 3	Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	Executive heads of organizations party to the 2012 Agreement should not apply the practice of asking incoming staff to resign instead of agreeing to transfers in view of its corrosive effect on the integrity of the inter-agency mobility regime and the immaterial impact of these transfers on the management of long-term employment-related liabilities, and decide by the end of 2021 to accept benefits and entitlements on the basis stipulated in the Agreement.	Accepted	Implemented	Closed	**Focal point: HRM** WFP supports this recommendation and notes that WFP does not require an incoming staff member to resign from the sending organization as WFP honours the agreement.
2019/8 Rec 4	Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	Executive heads should, by the end of 2021, revise the 2012 Agreement to specify procedures for the handling of allegations of misconduct by staff who have moved to another organization under the terms of the Agreement.	Accepted		Closed	**Focal point: HRM, Legal Office (LEG), OIG** WFP supports this recommendation and agrees with the CEB inter-agency response, which notes that procedures should be aligned with the United Nations system-wide ClearCheck process, in which WFP participates. The revision of the 2012 agreement should be subject to a comprehensive review by the legal departments of the organizations that are parties to the agreement. WFP will contribute to any inter-agency initiatives for the revision of the 2012 agreement.

	ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD					
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2019/8 Rec 6	Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	The Secretary-General, in coordination with other executive heads in the framework of the High-Level Committee on Management, as he considers appropriate, should, by the end of June 2022, articulate the business case for inter-agency mobility by setting out what it should accomplish for the organizations as well as how it contributes to human resources management objectives and to the delivery of programmatic results.	Accepted		Closed	**Focal point: HRM** WFP welcomes this recommendation to the Secretary-General and agrees with the CEB inter-agency response, which acknowledges the importance of articulating a strong business case for inter-agency mobility as a key tool for career development, knowledge sharing and innovation. WFP will contribute to any inter-agency initiatives established as a result of this recommendation.
2019/8 Rec 7	Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	The Secretary-General, working with other executive heads, should assess the impact of the United Nations system leadership framework on the development of a common management culture supportive of a One United Nations mindset and report to the Economic and Social Council at its 2022 session in the context of his report on the work of CEB.	Partially accepted		Closed	**Focal point: Project Management Office for Culture Change, HRM** WFP notes this recommendation to the Secretary-General and agrees with the CEB inter-agency response, which recognizes that there are many elements of the United Nations reform process that have an impact on the development of a common management culture supportive of a One United Nations mindset. WFP is reviewing its leadership framework, which will be fully operative in 2021, to ensure that it is fully aligned with the United Nations system leadership framework and the recently introduced resident coordinator competency model. WFP further notes that it has prioritized action to promote a positive workplace culture, including the establishment of a new Workplace Culture Department, appointment of the Assistant Executive Director, Workplace Culture and development of the comprehensive action plan for the implementation of the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse

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						of power and discrimination presented to the Board at its 2020 annual session.
2019/8 Rec 8	Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	Executive heads should enable all United Nations system staff members to compete for vacant posts on a basis equal to that established for their own staff, while considering downsizing contexts, the abolition of posts and positions, and the administration of rotational placements.	Partially accepted		Closed	**Focal point: HRM** WFP agrees with the CEB inter-agency response to this recommendation, which notes that implementation would require consultation among relevant stakeholders and changes to United Nations system organizations' human resource policy frameworks. Given that internal rules and governance frameworks vary, the proposed recommendation is deemed to be a long-term aspiration and not a priority for 2021. WFP also agrees that this requires further consideration in the context of the One United Nations and mutual recognition initiatives, taking into account the legal framework of each organization (see recommendation 9).
2019/8 Rec 9	Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	The Secretary-General and other executive heads who are members of CEB should, by the end of 2021, define how the mutual recognition of rules and procedures will be applied to overcome regulatory and procedural barriers to inter-agency mobility, and report on measures taken to the Economic and Social Council at its 2022 session in the context of the annual report of the Secretary-General on the work of CEB.	Partially accepted		Closed	**Focal point: HRM** WFP agrees with the CEB inter-agency response to this recommendation, which suggests that the matter be given further consideration in the context of the High-Level Committee on Management, taking into account the legal framework of each organization. WFP also agrees that implementation by 2021 is not realistic given the complexity of the action and competing priorities of the United Nations system human resource functions, including supporting the COVID-19 response. As a member of the CEB, WFP will contribute to any inter-agency initiatives established as a result of this recommendation.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2019/5 Rec 1	Managing cloud computing services in the United Nations system	The executive heads of the United Nations organizations should ensure that business continuity planning includes strategies and measures to mitigate the risk of failure by cloud service providers to deliver the contracted services.	Accepted	Implemented	Closed	**Focal point: Technology Division (TEC)** WFP welcomes the recommendation and notes that the United Nations International Computing Centre offers business continuity as a service for the solutions they host. In addition, WFP has developed business continuity plans designed to provide backup that is hosted locally and in the cloud and aligned with the Executive Director's circular (OED2016/012) on WFP Business Continuity Management and the Business Continuity Management Plan aimed at ensuring continuity of WFP's critical business processes following a disruptive event Assurance on business continuity matters is addressed with cloud vendors during procurement and contracting, and with internal stakeholders when deploying WFP-hosted solutions. However, WFP has in some cases encountered issues with the geographic location and number of data centres that comply with the United Nations requirements, which can impede full implementation of best practices. TEC has developed a standard technical questionnaire addressing key risks associated with cloud-based software and cloud service providers. The questionnaire has been validated in collaboration with key functions such as supply chain operations, research, assessment and monitoring, innovation and knowledge management, human resources and procurement and with regional information technology (IT) officers. Furthermore, following consultation with the Infrastructure Service team to refine and capture the requirements of both "platform" and "infrastructure-as-a-service" (PaaS/IaaS) computing services, a new version of the RFP (Request for Proposal) Technical Requirements checklist has been issued.

		ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD				
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2019/5 Rec 2	Managing cloud computing services in the United Nations system	The governing bodies of the United Nations organizations should request the heads of their respective organizations to include provisions in their financial strategies that facilitate the adaptation, responsiveness and efficient use of operational expenditures and capital investments related to new technologies.	Accepted	Implemented	Closed	**Focal point: TEC** WFP addresses technology investments and ongoing resource requirements through its normal resource allocation governance structures, which include Board approval of the management plan and the Strategic Resource Allocation Committee's approval of extrabudgetary resource allocations. Furthermore, the Digital Business and Technology Committee (DBTC) is responsible for setting the strategic direction of the organization's IT investments to achieve desired business outcomes.
2019/5 Rec 3	Managing cloud computing services in the United Nations system	The executive heads of the United Nations organizations should put in place periodic procedures to ensure that their corporate ICT strategies, including those for cloud computing services, are aligned with the organizations' business needs and priorities, and yield value for the investment.	Accepted	Implemented	Closed	**Focal point: TEC** The DBTC reviews WFP's IT strategic plan regularly (including matters related to cloud computing as relevant) and ensures its consistency and alignment with WFP goals and strategies. The IT Advisory Board, a board of highly experienced IT professionals from the private sector, academia and government institutions, also supports the DBTC by reviewing the strategy and advising on leading themes and practices in IT.
2019/5 Rec 4	Managing cloud computing services in the United Nations system	The executive heads of the United Nations organizations should ensure that a comprehensive risk analysis exercise is undertaken before contracting ICT services, including cloud-based services. The risk analysis exercise should consider both technical and financial risks and benefits, and relevant safeguards should be included in the service-level agreement.	Accepted	Implemented	Closed	**Focal point: TEC** WFP has well-established risk analysis and due diligence procedures. However, WFP notes that the United Nations system would benefit from a common comprehensive risk analysis framework for information and communication technology (ICT) services that individual entities could draw from and use as guidance. WFP also agrees with the CEB inter-agency response to this recommendation, which notes that organizations' flexibility to negotiate security arrangements with certain large cloud providers is limited. In particular, matters such as the right to audit, the process for asserting or protecting an organization's immunities and privileges, data breach response

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
						service-level agreements and liability and indemnity provisions can be difficult to negotiate with some providers.
						WFP ensures that risks associated with ICT services including cloud-based services are analysed, assessed and addressed through implementation of the solution journey, as follows:
						• the Demand Assessment Board considers financial implications and risk assessment, including relevant solutions and prioritization of business goals and capabilities required to address such goals;
						• the IT Architectural Board reviews the high-level architecture and confirms the sustainability and supportability of solutions;
						• the Release Compliance Board reviews and signs off on solutions; and
						• the DBTC oversees the solution journey and approves projects with budgets of at least USD 150,000.

* Column 4 acceptance categories: accepted, partially accepted, not accepted.

** 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**
2019/6 Rec. 2	Review of audit and oversight committees in the United Nations system	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that the terms of reference or charter of the audit and oversight committees of their respective organizations are revised to reflect all the internal oversight functions that are part of the responsibilities and activities of the committee, where applicable, by the end of 2021.	Accepted	In progress	Open	**Focal point: Executive Board Secretariat** The revised terms of reference of the Audit Committee provide the specific responsibilities of the Audit Committee regarding internal oversight functions. They include advising the Executive Board and the Executive Director on the staffing, resources and performance of the internal audit function, the appropriateness of the independence of the function, the selection and performance of the Inspector General and Director of OIG, the annual plan for OIG oversight activities and the process for handling and investigating significant allegations. Since their approval by the Board in 2011, the TOR have been updated three times to reflect evolving oversight priorities. As the Office of Evaluation has been meeting with the Audit Committee at least once per year since 2017, at its 150th and 153rd executive sessions with the Executive Board Bureau the Audit Committee expressed its willingness to add formally the work of the Office of Evaluation to its remit. The TOR will be revised to that end for Executive Board approval by November 2021.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD					
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status****	**Remarks**
2019/6 Rec. 6	Review of audit and oversight committees in the United Nations system	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should request their audit and oversight committees to undertake a self-assessment every year and an independent performance evaluation every three years and report to them on the results.	Accepted	In Progress	Open	**Focal point: Executive Board Secretariat** The Audit Committee's self-assessment of its performance was included in the Committee's rules of procedure from the outset. In November 2018, the Board approved revised TOR that include formal reference to the self-assessment as follows: "As part of its rules of procedure, the Audit Committee shall conduct an annual self-assessment of its performance and report thereon to the Executive Board and the Executive Director." At its 153rd executive session with the Executive Board Bureau, in September 2020, the Audit Committee welcomed the commissioning of an independent performance evaluation every three years. The TOR will be revised accordingly for Executive Board approval by November 2021.
2018/7 Rec. 1	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	The Executive Heads of the United Nations system organizations that do not have research guidelines and policies in place should consider establishing, as appropriate, a minimum set of standards on research production and uptake by the end of 2021.	Accepted	In progress	Open	**Focal point: Research, Assessment and Monitoring Division** WFP agrees to have research guidelines and policies for informing its research agenda in place by the end of 2021.

	ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED 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	Implemented	Closed	**Focal point: Ethics Office (ETO)** The Executive Director's circular (OED2020/022) on protection against retaliation policy (or whistleblower protection policy) was issued on 31 December 2020. The new circular addresses allegations that may entail a potential conflict of interest in handling such allegations.
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	Accepted	Implemented	Closed	**Focal point: ETO** The revised whistleblower protection policy (see recommendation 1) includes an appeal mechanism for cases when a *prima facie* case of retaliation is not determined.

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status****	**Remarks**
		updates to protection against retaliation policies.				
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 whistleblower policies by 2020 to address shortcomings and gaps identified in the JIU best practices ratings.	Accepted	Implemented	Closed	**Focal point: ETO** The Executive Director's circular (OED2020/022) on protection against retaliation policy (or whistleblower protection policy) was issued on 31 December 2020.
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	Implemented	Closed	**Focal point: ETO** Proactive protection measures are part of the revisions of the whistleblower protection circular described in the responses to recommendations 1, 2 and 3. SOPs have been developed (see recommendation 7 below).
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 SOPs for investigations. Updated SOPs related to OIG investigation standards, applicable to all investigations, including those involving whistleblower retaliation, have been issued. OIGI is reviewing the recently issued Executive Director's circular (OED2020/022) on protection against retaliation policy (or whistleblower protection policy) (dated

		ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD				
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status****	**Remarks**
						31 December 2020) to determine whether any additional procedures related to the circular will be needed by OIGI. This review should be completed by the end of the first quarter of 2021. ETO has developed SOPs for handling retaliation cases and will carry out an awareness campaign as part of the rollout of the revised whistleblower protection circular (see responses to recommendations 1, 2, 3 and 6). .
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	Implemented	Closed	**Focal points: OIG with LEG and ETO** WFP has engaged an external hotline service that meets the requirements of this recommendation. The WFP Hotline,[3] hosted by NAVEX Global, was launched on 31 March 2020. The hotline is available in Arabic, English, French, Portuguese and Spanish on the webpage and all other languages by phone. The webpage is available on the world-wide web and can receive anonymous complaints at a complainant's request. WFP's internal and external webpages have been updated to link to the WFP Hotline webpage while the email hotline (hotline@wfp.org) will continue to be available.

[3] http://wfphotline.ethicspoint.com.

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						WFP policies and other internal communications referencing the new hotline have been updated. Awareness materials on the new hotline have been posted on the OIGI portal for staff use and a link to the hotline has been added to the WFP website. In addition, ongoing awareness campaigns are expected to continue, including a communications campaign for all staff related to all areas of OIG (including Internal Audit), which is currently being coordinated with the Communications, Advocacy and Marketing Division.
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 is consulting ERM; the mapping of organizational conflicts of interest is expected to be completed by July 2021.

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status****	**Remarks**
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	Implemented	Closed	**Focal points: HRM and ETO in consultation with LEG** ETO created a pre-appointment conflict of interest disclosure form and corresponding guidance for HRM implementation. The online version has been finalized and relevant guidance is in place.

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status****	**Remarks**
2017/3 Rec. 6	Review of air travel policies in the United Nations system: Achieving efficiency gains and cost savings and enhancing harmonization	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: MSD** WFP has developed a self-service travel platform, which was piloted at headquarters and in the Global Support Services' India Travel Group in 2019. Due to the WFP Information Network and Global System (WINGS) upgrade and the COVID-19 pandemic, the online booking platform will be implemented by the end of December 2021.

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ANNEX III

Hyperlinks to JIU reports and comments of the Chief Executives Board for Coordination

Report reference	Report name and hyperlink	CEB comments
JIU/REP/2020/5	Enterprise risk management: approaches and uses in United Nations system organizations	A/75/718/Add.1
JIU/REP/2020/3	United Nations common premises: current practices and future prospects	A/75/730/Add.1
JIU/REP/2020/2	Policies and platforms in support of learning: towards more coherence, coordination and convergence	A/75/713/Add.1
JIU/REP/2020/1	Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function	A/75/719/Add.1
JIU/REP/2019/9	Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations	A/75/551/Add.1
JIU/REP/2019/8	Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations	A/75/85/Add.1
JIU/REP/2019/6	Review of audit and oversight committees in the United Nations system	A/74/670/Add.1
JIU/REP/2019/5	Managing cloud computing services in the United Nations system	A/74/691/Add.1
JIU/REP/2018/7	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	A/74/216/Add.1
JIU/REP/2018/4	Review of whistle-blower policies and practices in United Nations system organizations	A/73/665/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/2017/3	Review of air travel policies in the United Nations system: Achieving efficiency gains and cost savings and enhancing harmonization	A/72/629/Add.1

Acronyms

CEB	United Nations System Chief Executives Board for Coordination
DBTC	Digital Business and Technology Committee
ERM	Enterprise Risk Management
ETO	Ethics Office
FAO	Food and Agriculture Organization of the United Nations
HRM	Human Resources Division
ICT	information and communication technology
IT	information technology
JIU	Joint Inspection Unit
LEG	Legal Office
MSD	Management Services Division
OIG	Office of the Inspector General
OIGI	Office of Inspections and Investigations
SCO	Supply Chain Operations Division
SOP	standard operating procedures
TEC	Technology Division
TOR	terms of reference
TTCP+FS	Task Team on Common Premises and Facility Services