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**Executive Board
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Agenda item 12

For consideration

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



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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

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

Director, PDE*: Mr A. Jury tel.: 066513-2601

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

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EXECUTIVE SUMMARY

The Joint Inspection Unit is composed of 11 inspectors with broad powers of investigation on the efficiency of services and proper use of funds by the United Nations system. Each year, it involves all United Nations organizations in the preparation of its reports, asking for comments and inputs before issuing the reports in their final form.

As requested by the Executive Board, the Secretariat has prepared a matrix of those recommendations relevant to the work of WFP contained in the Joint Inspection Unit reports and issued since the last reporting period, with WFP's responses, including follow-up actions (Annex I). The status of WFP's implementation of recommendations approved or accepted previous to the last reporting period is presented in Annex II. In the interest of transparency and harmonization of reporting formats, the matrices use the same format and content as the responses WFP submitted to the Joint Inspection Unit. Those recommendations that require legislative action in terms of decisions by the Board are indicated.

Of the reports and notes issued during the current reporting period, eight reports and one note were found relevant to the work of WFP. Four reports contain recommendations that request governing board action.

DRAFT DECISION*

The Board takes note of the information and recommendations in "Reports by the Joint Inspection Unit Relevant to the Work of WFP" (WFP/EB.1/2008/12).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (WFP/EB.1/2008/15) issued at the end of the session.



1. The Joint Inspection Unit (JIU), established by the United Nations General Assembly 2150 (XXI) in 1966, is an independent external oversight body of the United Nations system mandated to conduct evaluations, inspections and investigations system-wide. The JIU is composed of 11 inspectors whose aim is to help improve management and methods, promote greater coordination between United Nations organizations and determine whether activities undertaken by participating organizations are carried out in the most economical manner.
2. The JIU's participating organizations are the United Nations, its affiliated bodies and specialized agencies. WFP is a participating organization through its constitutional ties to the United Nations and the Food and Agriculture Organization of the United Nations (FAO). Relevant JIU reports are therefore addressed to the Executive Director for transmission to the WFP Board.
3. The United Nations General Assembly, in its resolution A/RES/60/258 of 15 June 2006, asked the JIU to continue to enhance dialogue with participating organizations and to strengthen follow-up of the implementation of its recommendations. The General Assembly also asked the Unit to include in its future annual reports more information on the impact of the full implementation of its recommendations.
4. By its decision 2002/EB.2/17, the WFP Executive Board recommended that the document submitted to it annually on JIU reports of relevance to the work of WFP should comprise:
 - i) WFP's comments on JIU reports relevant to the work of WFP issued since submission of the previous Board document;
 - ii) a list of all JIU reports issued since the previous reporting period; and
 - iii) the status of WFP's implementation of previously approved or accepted recommendations.
5. In accordance with the practice of the boards of other funds and programmes, the Secretariat will present to the Board each year at the First Regular Session, for consideration, a summary report containing the items listed above, indicating: (a) which of the recommendations addressed to the Executive Director are acceptable; and (b) which of the recommendations require legislative action in terms of decisions by the Board.
6. For this 2008 Board session, the Secretariat has followed the status matrix developed by the JIU as part of its system of follow-up on reports. The matrix shows the status of implementation of JIU recommendations and the impact achieved.
7. The JIU has issued 12 reports and 1 note since the last submission to the Board. Copies of those relevant to WFP are available to representatives on request. Four of the reports (2006/4, 2007/1, 2007/2 and 2007/6) contain recommendations directed to the governing bodies of United Nations agencies, funds and programmes.



8. Annex I outlines the recommendations relevant to the work of WFP and WFP's responses, including follow-up action taken. The following is a list of JIU reports (and one note) received by WFP as of 1 October 2007:
 - i) "A Second Review of the Implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries" (JIU/REP/2006/4)
 - ii) "Towards a United Nations Humanitarian Assistance Programme for Disaster Response and Reduction: Lessons Learned from the Indian Ocean Tsunami Disaster" (JIU/REP/2006/5)
 - iii) "Results-Based Management in the United Nations in the Context of the Reform Process" (JIU/REP/2006/6)
 - iv) "Staff Mobility in the United Nations" (JIU/REP/2006/7)
 - v) "Voluntary Contributions in United Nations System Organizations. Impact on Programme Delivery and Resource Mobilization Strategies" (JIU/REP/2007/1)
 - vi) "United Nations System Staff Medical Coverage" (JIU/REP/2007/2)
 - vii) "Age Structure of Human Resources in the Organizations of the United Nations System" (JIU/REP/2007/4)
 - viii) "Knowledge Management in the United Nations System" (JIU/REP/2007/6)
 - ix) "Goodwill Ambassadors in the United Nations System" (JIU/NOTE/2006/1).
9. The following reports have been received for information but do not require action or, in some cases, bear relevance to the work of WFP:
 - i) "Review of The Working Capital Fund in the World Meteorological Organization (WMO)" (JIU/REP/2007/3)
 - ii) "Review of Management and Administration at the International Civil Aviation Organization (ICAO)" (JIU/REP/2007/5)
 - iii) "Review of Management and Administration in the International Maritime Organization (IMO)" (JIU/REP/2007/7)
 - iv) "Review of the National Competitive Recruitment Examination as a Recruitment Tool" (JIU/REP/2007/9).
10. Annex II includes the status matrix prepared to show the status of WFP's implementation of previously approved or accepted recommendations from 2004, 2005 and 2006 JIU reports, relevant to the work of WFP.
11. All reports may be found on the JIU website in English, French, Spanish and Arabic at <http://www.unjiu.org/>.



ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2006 and 2007

Report	Report Title	Rec. Number	Recommendation	Addressee	Acceptance	WFP remarks
2006/4	A Second Review of the Implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	1	Executive heads of United Nations organizations should remind their officials and staff members of their obligation to be exemplary in respecting the laws, regulations, traditions and habits of the host countries.	Executive head	Accepted	WFP's Human Resources Division reminds WFP officials and staff members of their obligation to be exemplary in respecting the laws, regulations, traditions and habits of the host countries, in connection with the United Nations code of conduct and internal ethics awareness programme.
2006/4	A Second Review of the Implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	2	Legislative bodies of United Nations organizations should: (a) remind the host countries of their legal obligations concerning the headquarters agreements and the benefits of the presence of United Nations organizations in their respective countries, and that the full implementation of headquarters agreements is also to their benefit; and (b) request their respective executive heads to report back at appropriate intervals on the implementation of the headquarters agreements.	Legislative organ	Under consideration	On various occasions <i>notes verbales</i> have been addressed to the Italian Ministry of Foreign Affairs including on the issue of VAT exemption for first-category staff members (P-5 and above), a privilege based on an agreement with Headquarters. There are some VAT requests still pending from March 2007.
2006/4	A Second Review of the Implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	3	Executive heads of the United Nations system organizations should negotiate with and encourage the host countries to provide more generous facilities to the organizations in the acquisition or refurbishment of their headquarters premises by, for example, providing premises free of charge, or providing interest-free loans or sharing costs.	Executive head	Accepted	The WFP Headquarters Agreement, Italian Law No.114 of February 1994, caters for Headquarters presence of WFP in Italy. Premises are provided free of charge.



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2006/4	A Second Review of the Implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	4	Legislative bodies of those United Nations system organizations that bear the full cost or part of the cost of major repairs and refurbishments of their headquarters premises should establish a special fund to ensure adequate financial resources for such repairs and refurbishments in their regular budgets, if they have not yet done so.	Legislative organ	Not relevant	Not applicable. See comments above.
2006/4	A Second Review of the Implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	5	Legislative bodies of United Nations organizations headquartered in the same host country should: (a) Consider establishing a joint formal forum, similar to the Committee on Relations with the Host Country in New York, to enhance relations with the host country; and (b) Ensure that adequate resources are allocated from their regular budget to support the establishment and proper functioning of this formal forum.	Legislative organ	Under consideration	Currently WFP is not part of such a joint formal forum.



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2006/4	A Second Review of the Implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	7	<p>Executive heads of United Nations system organizations should:</p> <ul style="list-style-type: none"> (a) Remind the host countries of their obligations under the headquarters agreements to issue visas free of charge and in a timely fashion to staff and officials of United Nations organizations; (b) Encourage host countries to establish a reasonable timeframe for the processing of visas, in collaboration with the organizations, so as to avoid delays and denials in the issuance of visas, especially to those officials and staff members who have been previously granted visas; and (c) Report back to the legislative bodies on progress made in this regard. 	Executive head	Accepted	WFP has been sending <i>notes verbales</i> and meeting with the Italian Ministry of Foreign Affairs to discuss, among other things, possible ways to expedite visa issuance procedures. The Ministry indicated willingness to implement solutions in this regard. However, WFP is still experiencing delays in, and denials of, the issuance of identification cards for its staff in cases involving relatively short stays in the country. Discussions are ongoing.
2006/4	A Second Review of the Implementation of Headquarters Agreements Concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	10	<p>The legislative bodies of United Nations organizations should:</p> <ul style="list-style-type: none"> (a) Allocate appropriate financial resources to ensure adequate and realistic security facilities in all their duty stations; and (b) Remind host countries of their obligation to provide adequate security for United Nations organizations premises and staff. 	Legislative organ	Accepted	WFP places great importance on ensuring the safety and security of its staff. In 2005, the Executive Board agreed to continue to support the Secretary-General in implementing enhanced and unified security management of United Nations staff and allocated funds to strengthen WFP security, with particular attention to its field duty stations. WFP would prefer that United Nations staff safety and security costs were paid out of the United Nations regular budget and not through voluntary contributions, and continues to advocate this approach with Member States. However, WFP continues to fund its share of United Nations Department of Safety and Security (UNDSS) costs. WFP reports to its Board annually on costs for security and safety, including funds provided to UNDSS.

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Report	Report Title	Rec. Number	Recommendation	Addressee	Acceptance	WFP remarks
2006/5	Towards a United Nations Humanitarian Assistance Programme for Disaster Response and Reduction: Lessons Learned from the Indian Ocean Tsunami Disaster	1	<p>The General Assembly should request the Secretary-General to:</p> <ul style="list-style-type: none"> (a) review and assess the existing agreements, regulations, rules and guiding principles on international humanitarian assistance for disaster response and reduction developed by multilateral organizations, in terms of their relevance to the disaster-affected countries and the assisting countries; (b) present his assessment thereon in 2007 to the Economic and Social Council for its consideration and approval, together with proposals on a set of international regulatory norms and legal instruments by which emerging global disaster threats would be tackled more effectively; (c) take into account recommendations 2 to 6 in presenting his proposals above; and (d) instruct the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator to assist the disaster-affected countries in establishing national capabilities to adopt and implement current internationally developed procedures and guidelines on disaster preparedness and management. 	Legislative organ	Not relevant	<p>WFP assigns great importance to the issue of disaster response and disaster risk reduction, particularly given the current context of increasing natural disasters and climate change.</p> <p>WFP has worked in the past 24 months to build local capacities in emergency needs assessment within the food security sector; 600 staff from governments and local partners have been trained in best practices in situation and response analysis.</p>



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2006/5	Towards a United Nations Humanitarian Assistance Programme for Disaster Response and Reduction: Lessons Learned from the Indian Ocean Tsunami Disaster	2	The General Assembly should request the Secretary-General to formulate an additional minimum standard requirement in the Guiding Principles on Internal Displacement (E/CN.4/1998/53/Add.2), complementing those currently provided for, in order to ensure that the disaster-affected population has access to information-sharing and radio and telecommunication tools to have adequate humanitarian information.	Legislative organ	Not relevant	Not relevant to WFP
2006/5	Towards a United Nations Humanitarian Assistance Programme for Disaster Response and Reduction: Lessons Learned from the Indian Ocean Tsunami Disaster	4	The Secretary-General should consult on the relevant aspects concerned with the International Civil Aviation Organization and propose to the Economic and Social Council for its consideration in 2007 guidelines on the rapid start-up of a transboundary disaster management process, which would assist Member States in establishing standby arrangements among their national civil and military aircraft services.	Legislative organ	Accepted	WFP invests significantly in preparedness measures to respond to sudden-onset emergencies. During responses to emergencies, and in case of need, WFP and other United Nations organizations liaise with the Military Civil Defence and Logistics Section of the Office for the Coordination of Humanitarian Affairs (OCHA), which has established a data base of available Military and Civil Defence Assets (MCDA). OCHA appeals to all countries to activate this stand-by capacity either regionally or globally.
2006/5	Towards a United Nations Humanitarian Assistance Programme for Disaster Response and Reduction: Lessons Learned from the Indian Ocean Tsunami Disaster	5	The Secretary-General should: (a) Include in United Nations Disaster Assessment and Coordination (UNDAC) teams and/or any other relevant assessment missions organized by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), experts capable of carrying out scientific assessments of the impact of disasters, prevention procedures and early warning systems so that their findings can serve in planning the recovery and reconstruction phases; and (b) Develop standardized definitions and terminology for disaster response and reduction activities, as well as exit	Executive head	Accepted	Through its partnership in the International Strategy for Disaster Reduction (ISDR) system, WFP supports the development of disaster response and reduction activities. The international part of the ISDR system is chaired by the Under-Secretary-General for Humanitarian Affairs and supported by a management oversight board. It provides strategic guidance and coherence on disaster risk reduction within the United Nations system in connection to the development, environmental, humanitarian and scientific areas.



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			strategies and submit these to the Economic and Social Council at its substantive session of 2007 for its consideration and approval.			
2006/5	Towards a United Nations Humanitarian Assistance Programme for Disaster Response and Reduction: Lessons Learned from the Indian Ocean Tsunami Disaster	8	The General Assembly should request the executive heads of the United Nations system organizations to develop a joint integrated strategic and system-wide planning framework for the management and coordination of humanitarian assistance and disaster reduction and response activities.	Executive head	Not accepted	WFP's view is that existing frameworks are adequate to meet the purposes outlined in this report and that new planning mechanisms are not required. The Inter-Agency Standing Committee (IASC) and Consolidated Appeals Process (CAP) provide integrated frameworks for humanitarian assistance; the Hyogo Framework for Action plays a similar role with regard to disaster reduction and response activities.
2006/5	Towards a United Nations Humanitarian Assistance Programme for Disaster Response and Reduction: Lessons Learned from the Indian Ocean Tsunami Disaster	10	The Secretary-General should encourage humanitarian coordinators to take, together with the host country, the following initiatives: (a) Establish minimum baseline indicators in order to ensure that relief supplies effectively reach the affected population in adequate quantity and standards; and (b) Mobilize, in close cooperation with the United Nations International Strategy for Disaster Reduction (ISDR) system and relevant United Nations regional commissions, all necessary support for the United Nations Disaster Management Teams.	Executive head	Accepted	WFP's emergency needs assessments, always carried out in partnership with actors in the nutrition and health sectors, serve to identify baseline information and indicators against which the quantity and standards of food assistance may be measured. As part of the IASC and as an active partner in the ISDR system, WFP contributes with its experience and knowledge to the various humanitarian inter-agency fora and to partners that focus on implementing disaster risk reduction programmes. Please refer also to remarks on recommendation 8.



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2006/5	Towards a United Nations Humanitarian Assistance Programme for Disaster Response and Reduction: Lessons Learned from the Indian Ocean Tsunami Disaster	11	<p>The Secretary-General should ensure that humanitarian coordinators take the necessary measures to:</p> <ul style="list-style-type: none"> (a) build up country/regional assistance frameworks for disaster preparedness and resilience, effective relief, recovery and reconstruction; (b) update the Common Humanitarian Action Plans as well as hazard risk maps and assessments, in consultation with the host Government concerned, taking into account the Hyogo Framework for Action and the capacity of the International Recovery Platform; (c) use the Common Humanitarian Action Plans as a basis for launching local consolidated and flash appeals to national and international donor communities, where appropriate, and periodically report on progress made to the Economic and Social Council starting in 2007. 	Executive head	Accepted	WFP supports humanitarian reform efforts to improve effectiveness, efficiency and coherence. WFP has been more systematic in including hazard risk mapping in its food security analysis and assessment products, as a means of identifying populations in hazard-prone areas most vulnerable to food insecurity. This analysis guides disaster prevention activities carried out by WFP and its partners.



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2006/5	Towards a United Nations Humanitarian Assistance Programme for Disaster Response and Reduction: Lessons Learned from the Indian Ocean Tsunami Disaster	14	<p>The Secretary-General should:</p> <p>(a) undertake a comprehensive review of the common support services system managed by OCHA, drawing on the expertise and input of the relevant members of IASC, so as to allow OCHA to have means to fulfil its functions of providing central support services. This review should include the Emergency Relief Coordinator's tasks under the Tampere Convention. The findings should be submitted to the General Assembly at its sixty-second session for its consideration and approval;</p> <p>(b) submit to the Economic and Social Council, a global scheme for the application of the Humanitarian Logistics Support System in major disasters worldwide to be disseminated to and implemented by all relevant United Nations agencies and non-governmental organizations (NGOs), drawing on the relevant experience of the World Food Programme and the Pan-American Health Organization (PAHO) in resolving logistical difficulties.</p>	Executive head	Not accepted	WFP supports the goal of strengthened humanitarian coordination in logistics and emergency telecommunications. However, its view is that the cluster system established under the IASC is an appropriate vehicle for strengthening coordination and that another mechanism for coordination is not necessary. WFP is the global lead agency for the logistics cluster, the co-leader for the emergency telecommunications cluster and an active member of the IASC. WFP makes its experience, capacity and knowledge available in support of responses to major disasters.
2006/6	Results-Based Management in the United Nations in the Context of the Reform Process	5	The Secretary-General, in his capacity as Chairman of the Chief Executives Board for Coordination (CEB), should discuss the preparation of an institutional framework within the Board, proposing the operational doctrine, the rules of engagement, the guidelines and a road map for the United Nations system involvement in cooperation for development, to be submitted for consideration and approval by the respective legislative organs of the United Nations system organizations.	Legislative organ	Accepted	WFP has put in place a results-based management (RBM) system framework based on the recommendations made by the JIU report on RBM. Significant progress has been achieved in reaching the RBM benchmarks.



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2006/6	Results-Based Management in the United Nations in the Context of The Reform Process	15	<p>The Secretary-General should take action to improve the Performance Appraisal System (PAS) for it to become an efficient management tool in line with RBM requirements. In particular, he should ensure that:</p> <ul style="list-style-type: none"> (a) all staff members and managers, including at the Director level, are evaluated and their overall performance rated, taking into account a 360 degree feedback process; (b) the results of the PAS are at the basis of all personnel action and related reward incentives (promotions, step increases, recognitions, etc.) or sanctions; (c) a review panel is established to ensure the quality, consistency and fairness of the appraisal reports across the Organization and to provide guidance to managers in harmonizing the use of ratings; (d) the performance management system is aligned with the programmatic work plans. 	Legislative organ	Accepted	WFP directors prepare individual results-based work plans that are aligned to their respective unit results and to corporate results, which in turn permit individual performance results to be measured and monitored. The WFP appraisal system is designed to ensure implementation of the RBM approach. Problems encountered relate to organizational culture and the need to change that culture in order to effectively apply an RBM approach.



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2006/6	Results-Based Management in the United Nations in the Context of the Reform Process	16	<p>As a way to support the United Nations RBM approach, the Secretary-General should develop an incentive and pay-for-performance scheme for the consideration of the General Assembly. It should be based on the following premises:</p> <ul style="list-style-type: none"> (a) strong and reliable performance management and accountability systems have to be in place as prerequisites; (b) the “rules of the game” regarding performance management and its consequences are made clear at the time of recruitment; (c) objective criteria are set out to ensure consistency across an organization; (d) an impartial panel is created to review the consistency and fairness of the distribution of awards; (e) a staff survey is conducted to identify the key motivational factors underlying the staff performance; (f) extensive consultations are held with all the interested parties. 	Legislative organ	Accepted	The Secretariat awaits the reports and lessons learned from pilot projects before adopting decisions. WFP recently held a workshop with the ICSC on lessons learned. The pilot was not successful primarily because the performance appraisal system is not sufficiently robust and there was a lack of support from management.



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2006/6	Results-Based Management in the United Nations in the Context of The Reform Process	17	<p>The Secretary-General should review the current recruitment, placement and promotion process, through an independent evaluation, to make it more objective, measurable and acceptable, and should ensure the following:</p> <ul style="list-style-type: none"> (a) vacancy announcements should better reflect the expected competencies, core values and skills for each post and the related relative weight of each skill; (b) selection criteria should be based on the expected competencies, core values and skills; (c) selection criteria should be easily verifiable and/or quantifiable; (d) central review bodies should play a more active advisory role; (e) managers should be properly supported and advised by human resources services; (f) the entire process should be fully transparent; (g) the selection decision should be taken through a comparative evaluation that should be recorded and that should document which of the candidates is the best; (h) managers should be accountable for their decisions if, in case of appeals, the organs of administration of justice find wilful wrongdoing during the selection process; (i) selection procedures should be applied to all posts at all levels. 	Legislative organ	Accepted	<p>Selection and recruitment for all posts follow human resources policies and procedures that have been adopted by the Secretariat and are in accordance with JIU recommendations.</p> <p>WFP has begun the process of reviewing recruitment procedures to make them more rigorous. Rigour implies a better-defined framework for the use of assessment tools and increased monitoring/screening at the level of skills and competencies. WFP already uses interviewing techniques based on competency. The promotion process will be under review in 2008; changes have been made already to move to a system based more on merit.</p>



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2006/7	Staff Mobility in the United Nations		The General Assembly should request the Secretary-General to resolve the challenges and obstacles identified in the present report (see paragraph E) before further implementing phase 4 of the mobility policy so as to better equip the Organization for the fuller implementation of mobility in the near future and to report to the General Assembly, at its sixty-second session, on the progress made in implementing the present recommendation.	Legislative organ	Accepted	WFP takes note of this important review of staff mobility in the United Nations system and the recommendations made. WFP already has a staff mobility policy in place that addresses some of the concerns raised. WFP will continue to strengthen its policy to meet the requirements and needs of the Organization and its work force.
2007/1	Voluntary Contributions in United Nations System Organizations	1	The legislative bodies of each United Nations fund and programme should establish an intergovernmental working group to develop proposals for a voluntary indicative scale of contributions for core resources, based on the model adopted by the United Nations Environment Programme (UNEP), for the consideration and approval of the legislative bodies.	Legislative organ	Under consideration	WFP's Executive Board may wish to consider this model when it reviews WFP resources and long-term financing policies. Relevant components of the model could be considered, keeping in mind the differences in scale between the annual budgets for WFP and UNEP, along with the suitability for WFP's emerging donors.
2007/1	Voluntary Contributions in United Nations System Organizations	2	Executive heads should develop, or continue to develop, flexible funding modalities, such as thematic funding and pooled funding, for the consideration and approval of the legislative bodies.	Executive head	Accepted	As noted in the report, over the past several years WFP has worked closely with its Executive Board to increase donor flexibility and enhance the effectiveness of our resources. In 2004, WFP's Executive Board approved the strategy paper "New Partnerships to Meet Rising Needs: Expanding the Donor Base", a paper that focused on expansion of WFP's donor base and ways to enhance flexibility to encourage new donor governments. In 2005, WFP's Executive Board approved another strategy document entitled "Funding for Effectiveness", which focused on the qualitative aspects of funding, including flexibility and multilateralism. With the goal of fully meeting all assessed needs, WFP's executives will continue to work with donors to reduce constraints placed on contributions (Box 2 of the report) and increase



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						<p>the level of flexible funding provided annually.</p> <p>In terms of thematic/pooled funding, WFP has met with great success with donor support for the Immediate Response Account (IRA), a flexible fund that enables WFP to respond immediately to an emergency.</p> <p>With the growth of clusters within the United Nations system, particularly important given WFP's leadership role in the clusters for logistics and information and communications technology (ICT), WFP will continue to review ways that flexible funding could contribute to maximizing its rapid-response capacity.</p>
2007/1	Voluntary Contributions in United Nations System Organizations	3	Executive heads should review the existing policies and procedures of their respective organizations that guide interactions with donor countries and revise them, as appropriate, to ensure that those interactions are conducted in a systematic and open manner.	Executive head	Accepted	<p>It should be noted that even among the organizations funded by voluntary contributions, WFP's financial model is unique in that there is no separation between core and supplementary budgets. WFP's Executive Board will be invited to review this issue when it reviews WFP's resources and long-term financing policies.</p> <p>WFP seeks to raise the resources needed to fully meet assessed needs of projects and operations approved by its Executive Board. As indicated in the report, WFP has made significant progress in getting donors to agree to fundraising strategies that increase its flexibility and enhance the effectiveness of its resources. In 2004, WFP's Executive Board approved the strategy paper "New Partnerships to Meet Rising Needs: Expanding the Donor Base", a paper that focused on expanding the donor base, establishing and/or expanding donor liaison offices and enhancing flexibility to encourage new donor governments. In 2005, WFP's Executive Board approved the strategy document "Funding for Effectiveness", which focused on the qualitative aspects of funding,</p>



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						<p>including flexibility and multilateralism. As recently as July 2007, an informal consultation was conducted with WFP's Executive Board to discuss the fundraising and communications strategy for the coming years.</p> <p>In an effort to ensure that WFP's interactions with donors are conducted in a consistent manner, fundraising guidance has been provided to WFP staff in all offices (Headquarters, country offices, regional bureaux and liaison offices) through the launch in early 2007 of an internal fundraising website. Information available on the website includes guidance for negotiations with donors and standardized forms for contribution agreements.</p>
2007/1	Voluntary Contributions in United Nations System Organizations	4	The legislative bodies of United Nations system organizations should request their respective executive heads to expedite work on the harmonization of support cost recovery policies that is currently being carried out under the auspices of the United Nations System Chief Executives Board for Coordination (CEB).	Legislative organ	Under consideration	WFP is part of the inter-agency Finance and Budget Network, where discussions are ongoing on the harmonization of support cost-recovery policies.
2007/1	Voluntary Contributions in United Nations System Organizations	5	The legislative bodies of United Nations system organizations should request their respective executive heads to ensure that agreements negotiated with individual donor countries for associate expert/junior professional officer programmes include a funding component for candidates from under- and unrepresented countries.	Legislative organ	Under consideration	<p>The Junior Professional Officer (JPO) Programme allows donors to be exclusive sponsors of contracts for professionals from their own countries. (The exception is the Netherlands, which also funds JPOs from developing countries.) In 2006, WFP had 72 JPOs from 14 countries (including 7 under-represented countries). In WFP, the programme is used actively as a tool to increase the number of staff from under-represented countries. During the last six years the JPO conversion rate at WFP reached 70 percent annually.</p> <p>WFP appreciates the spirit of this recommendation, but it suggests that any effort</p>



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						<p>to provide funding for JPO candidates from under- and unrepresented countries be targeted to developing countries.</p> <p>WFP continues to work with other United Nations organizations to encourage the donor community to continue funding JPO candidates from under-represented developing countries. During the most recent bi-annual conference on the JPO programme in April 2007, it was agreed that United Nations organizations, through the United Nations Secretariat, would propose a new central funding mechanism for developing country JPOs. Through such a mechanism, donors would be able to contribute financially but would not be required to be involved in the selection and recruitment process. WFP strongly supports this initiative and hopes to benefit from it in the future.</p>
2007/1	Voluntary Contributions in United Nations System Organizations	7	Executive heads should ensure that the resource mobilization strategy developed for their respective organizations includes a centralized coordinating entity and that the roles, responsibilities and any delegated authorities for resource mobilization are clearly specified in appropriate administrative instruments.	Executive head	Accepted	Coordination for all fundraising efforts remains centralized through the Office of the Deputy Executive Director for Fundraising and Communications. To ensure WFP fundraising efforts are fully coordinated within an increasingly decentralized organization, fundraising guidance has been provided to all WFP staff in Headquarters, country offices, regional bureaux and liaison offices through the launching in 2007 of an internal fundraising website. Information available on the website includes roles, responsibilities and delegated authorities for WFP, guidance for negotiations with donors and standardized forms for contribution agreements.



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Report	Report Title	Rec. Number	Recommendation	Addressee	Acceptance	WFP remarks
2007/2	United Nations System Staff Medical Coverage	1	The legislative bodies of the United Nations system organizations should formally recognize staff health insurance as an important integral part of the common system. They should request the International Civil Service Commission (ICSC) to undertake periodic reviews with a view to making recommendations to the General Assembly.	Legislative organ	Under consideration	This issue has been debated in the inter-agency human resources network forum, but no decisions have been taken.
2007/2	United Nations System Staff Medical Coverage	2	In this regard, the General Assembly should establish, initially, an ad hoc advisory body to assist ICSC in formulating broader principles, policies and standards for staff health insurance schemes. The advisory body should be composed of representatives of Member States, officials of the United Nations system organizations, elected representative(s) of the staff, and elected representative(s) of the retirees, and be assisted by experts in health and insurance matters from the private sector.	Legislative organ	Under consideration	General Assembly to respond.
2007/2	United Nations System Staff Medical Coverage	3	The legislative bodies of each United Nations system organization should request their respective executive heads to harmonize the existing health insurance schemes, initially at the level of the duty station, and in the longer term across the common system, relating to scope of coverage, contributions and benefits and to establish periodic reporting on health insurance related information to the legislative bodies.	Legislative organ	Accepted	The Rome-based agencies participate in a common health insurance plan managed by FAO under a contract with Vanbreda. The three agencies jointly offer the same insurance coverage and benefits under the Basic Medical Insurance Plan (BMIP) to all international and national staff members in their headquarters and international staff members in field offices, including pensioned staff members. Through the Joint Advisory Committee on Medical Coverage (JACMC), the three agencies periodically discuss technical issues involving data analyses of annual claims experience, actuarial studies, medical and legal aspects, cost/benefit evaluations and operational requirements. Recommendations on these issues, and on establishing annual premiums, using reserve funds and reviewing contractual terms in insurance tenders, are presented to the FAO Director-General for approval. At the field



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						level, WFP is fully harmonized for locally recruited staff on 100-series contracts: they are administered by the United Nations Development Programme (UNDP) and enrolled in UNDP's self-funded medical insurance plan.
2007/2	United Nations System Staff Medical Coverage	4	The legislative bodies of each United Nations organization should request their respective executive heads to undertake periodic actuarial studies based on a uniform system-wide methodology to determine the extent of accrued After-Service Health Insurance (ASHI) liabilities and to disclose the liabilities in the financial statements.	Legislative organ	Accepted	WFP conducts periodic actuarial studies to determine WFP's staff benefit liabilities with respect to the After-Service Medical Coverage Plan, the Staff Compensation Plan for service-incurred injuries, illnesses or deaths, and the separation scheme for general service staff based in Rome. The Staff Benefit Funds are pooled, placed in long-term investment portfolios and managed under specific investment mandates. Effective 2005, the Staff Benefit Funds are presented in a statement of income and expenditures and a statement of assets and fund balances and reported in a note to the financial statements. The excess of liabilities over assets is shown in WFP's financial statements as an item 'Due to Staff Benefit Funds'. WFP is also moving towards adopting International Public-Sector Accounting Standards (IPSAS) in 2008, an accounting framework that requires the accrual and disclosure of such liabilities.
2007/2	United Nations System Staff Medical Coverage	5	The legislative bodies of each organization should: <ul style="list-style-type: none"> (a) request their respective executive heads to put forward proposals for funding the ASHI liabilities; (b) provide adequate financing to meet the liabilities and establish a reserve for this purpose. 	Legislative organ	Accepted	(a) As at 31 December 2003 WFP's ASHI liabilities were fully funded. Subsequently, due to a number of changes in the actuarial assumptions, they were no longer fully funded. As of December 2007 WFP intends to register all liabilities irrespective of the availability of full funding. WFP will make proposals to the Executive Board in 2008 on funding the gap. (b) WFP does not have a reserve for this purpose. The liabilities are recognized and are funded to a major extent. The



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						Board will be requested to consider proposals to finance the unfunded liabilities.
2007/2	United Nations System Staff Medical Coverage	6	The United Nations General Assembly should establish a common fund to pool the reserves (existing and to be established), which should be invested in a manner similar to the assets of the United Nations Joint Staff Pension Fund (UNJSPF).	Legislative organ	Not accepted	Although this recommendation is directed to the General Assembly, it is WFP's opinion that some important factors need to be considered and that the issue requires further discussion. The demographics of the WFP staff and retiree base, its funding status and the annual contribution policy are very important factors in the investment management strategy for the staff benefit funds. It is likely that the demographics, funding status and contribution policy of each agency will continue to be quite different in the medium term and therefore pooling the investments in one common fund may not provide optimal asset/liability ratios for each agency.
2007/2	United Nations System Staff Medical Coverage	7	Executive heads should implement cost containment measures proactively in their respective organizations and ensure that these measures are taken in a coordinated manner among the various organizations in a duty station.	Executive head	Accepted	In an effort to control costs and provide better service, Vanbreda, the claims administrator of the BMIP plan, has entered into direct billing arrangements with many medical service providers and laboratories in Rome and other duty stations. This has resulted in discounted prices for medical treatment and reduced out-of-pocket expenses for staff. WFP works jointly with FAO in prevention and awareness-raising activities and campaigns that contribute to staff health and encourage health-care cost savings and containment for the medical plan. Tests conducted in-house free of cost include HIV tests (for occupational risks only), mammograms and pap smears, while a visiting lab doctor collects blood and other bio samples for private tests, providing lab reports to staff on site. An updated travel provision under the BMIP provides a financial benefit to participants living in Italy if they choose a more cost-efficient alternative to treatment in Italy for



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						a planned in-patient procedure or day surgery in another country.
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	2	The legislative body of each organization of the United Nations system should request its executive head to review the staffing structure of his or her organization in order to establish a balanced staff grade structure. To rejuvenate the staffing structure, more junior level posts (at P-2 and P-3 levels) should be established to attract young professionals. To achieve this, adequate cooperation and coordination between the human resources/finance divisions and the substantive divisions should be ensured.	Legislative organ	Accepted	WFP currently has a sufficient number of entry-level professional positions from which to rejuvenate its staffing structure.
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	3	Executive heads of each United Nations system organization should review, in consultation with ICSC and the CEB Human Resources Network, the standards of eligibility requirements for posts at and below P-3 level, placing more emphasis on educational qualifications, technical skills and potential performance.	Executive head	Accepted	WFP's generic job profiles place emphasis on the organization's competency framework, as well as educational qualifications, technical skills and potential.
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	4	Executive heads of each United Nations system organization should: <ul style="list-style-type: none"> (a) undertake special measures to ensure the influx of young professionals through special recruitment drives; (b) strengthen the career development prospects for young professionals through enhanced training and staff development; (c) allocate adequate resources for training and staff development activities; and (d) adequately address the work/life issues of staff members with special attention to 	Executive head	Accepted	WFP currently has a high influx of young professionals into the organization. Bearing in mind the current financial situation of WFP, WFP is attempting to offer low-cost career development training approaches to staff. There are a number of policies related to work/life balance, including: telecommuting, flexible working hours, part-time employment, spouse employment, paternity leave, special leave for a maximum of 7 working days in any 12-month period in order to attend family-related emergencies; special leave with full pay for adoption purposes; with other requests for special leave with full pay to be considered based on reasons provided. Special leave without pay may be requested for a maximum of



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			the family-related issues of young professionals.			12 months; requests for extensions may be approved in exceptional cases.
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	5	Legislative bodies of the United Nations system organizations should request the executive management to: <ul style="list-style-type: none"> (a) submit regular reports showing retirement forecasts; (b) establish performance indicators to forecast replacement needs and monitor their implementation; and (c) take adequate measures to ensure proper knowledge transfer and safeguard institutional memory. 	Legislative organ	Accepted	WFP's Executive Board has requested that the human resources strategic plan be presented in October 2008. The plan will address future staffing requirements based on forecasted needs, taking retirements into account.
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	6	Executive heads of the United Nations system organizations should request the CEB secretariat, through its Human Resources Network, to assess the current status of succession planning in these organizations, and include succession planning on the agenda for in-depth discussion at its regular meetings, with a view to developing policies and a framework for succession planning, using the broad benchmarks provided in this report, for adoption by the United Nations system.	Executive head	Accepted	WFP management has initiated a process of succession planning and has completed two extensive succession planning reviews (2003/04 and 2006/07).
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	8	Executive heads of the United Nations system organizations, in coordination with CEB and ICSC, should review the existing regulations and financial limits relating to the employment of retirees, with a view to making them more flexible, and submit an appropriate proposal to their respective legislative bodies.	Executive head	Under consideration	



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Report	Report Title	Rec. Number	Recommendation	Addressee	Acceptance	WFP remarks
2007/6	Knowledge Management in the United Nations System	2	<p>The executive heads of the United Nations system organizations should:</p> <ul style="list-style-type: none"> (a) survey the knowledge needs of the clients (internal and external) of their organizations; (b) undertake an in-house knowledge inventory for each organization; (c) identify and address the potential knowledge gaps existing between the clients' needs and the knowledge available within each organization; (d) develop, or revise, the knowledge management strategy of their organization, based on the above points and on guidelines to be developed by CEB. 	Executive head	Under consideration	WFP supports this recommendation. To survey knowledge needs, undertake an in-house knowledge inventory, identify and address potential gaps and develop an appropriate knowledge-management strategy is a cross-cutting exercise that will require cooperation among different departments and the creation of a governing board.
2007/6	Knowledge Management in the United Nations System	3	<p>The General Assembly and the respective governing bodies of the United Nations system organizations should make the necessary provisions for the establishment of dedicated knowledge management units within each organization. The knowledge management units should be provided with the necessary financial and human resources, according to the dimension and specific needs of each organization.</p>	Legislative organ	Under consideration	<p>Dedicated funding will be required for the implementation of recommendation 3. Compliance with this recommendation is a prerequisite to compliance with recommendation 2.</p> <p>The lack of a specific scientific approach to knowledge management contributes to the lack of a common understanding about it and about the value of managing and sharing information. An organization needs to invest in order to be able to select the information needed to manage and share knowledge, while at the same time leaving room for self-service creation and sharing of information.</p>



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Report	Report Title	Rec. Number	Recommendation	Addressee	Acceptance	WFP remarks
2007/6	Knowledge Management in the United Nations System	5	The executive heads of the United Nations system organizations should establish knowledge-sharing competencies as one of the criteria to be assessed in the staff performance appraisal system.	Executive head	Under consideration	WFP supports this recommendation. Knowledge management competencies should be identified and included in staff performance appraisals. A shared definition of knowledge management will be a prerequisite for such a procedure.
2006/1 (Note)	Goodwill Ambassadors in the United Nations System	2	<p>In order to improve the effectiveness of Goodwill Ambassadors programmes, executive heads should ensure that:</p> <ul style="list-style-type: none"> (a) rationalize their number; (b) limit designations and renewal of services to only highly committed and available personalities of high calibre and renown; (c) stop the practice of systematically adding new nominations each year; (d) prior to renewing each two-year mandate, evaluate the job carried out by the Goodwill Ambassador, and its impact; (e) limit total services to a maximum of 10 years, with exceptions granted on a case-by-case basis, based on merit and operational needs. 	Executive head	Accepted	WFP has selectively nominated very few Ambassadors in accordance with its strategic needs in terms of advocacy, communications and fundraising. Selection has been carried out with particular attention to ensuring that a wide geographical balance is achieved. The first WFP Ambassador was appointed in 2001.



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2006/1 (Note)	Goodwill Ambassadors in the United Nations System	3	<p>To increase the impact and effectiveness of their communication strategy and avoid confusion within the targeted audience, executive heads should:</p> <p>(a) apply, system-wide, solely the title of Goodwill Ambassador to celebrities designated to work on behalf of the organization for a two-year period; other titles may be used exceptionally to designate royalty and celebrities working on ad hoc assignments;</p> <p>(b) reserve the titles of "Messenger of Peace" and "Special Envoy" exclusively for nominations by the Secretary-General and avoid the use of any similar title to preserve its exceptional character.</p>	Executive head	Under consideration	Because some WFP Ambassadors have already been appointed "WFP Ambassador Against Hunger", WFP is now weighing continuity against the suggested title "WFP Goodwill Ambassador for Hunger".
2006/1 (Note)	Goodwill Ambassadors in the United Nations System	5	Executive heads should encourage self-financing by Goodwill Ambassadors of all travel-related expenditures whenever possible, and promote other no-cost arrangements in order to achieve recurrent savings that could be significant for some organizations.	Executive head	Accepted	This recommendation is already reflected in the standard letter of designation utilized by WFP. Whenever appropriate WFP does encourage Ambassadors to meet the costs and expenses associated with their travel.
2006/1 (Note)	Goodwill Ambassadors in the United Nations System	7	<p>In order to improve the effectiveness of Goodwill Ambassadors programmes, executive heads should ensure that:</p> <p>(a) the role of these celebrities is clearly established within the communication strategy of the organization;</p> <p>(b) terms of reference, annual plan of activities and indicators of success are defined in line with programmatic priorities and agreed upon prior to the nomination/renewal of contracts, with the participation of substantive offices.</p>	Executive head	Accepted	The WFP Ambassador Programme is built into the corporate communications strategy. Terms of reference and planning of activities are indicated in the letter of designation.



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2006/1 (Note)	Goodwill Ambassadors in the United Nations System	8	Executive heads should: (a) develop systems to track and report regularly on the impact of the activities of the Goodwill Ambassadors and Messengers of Peace; (b) conduct periodic evaluations of the programmes to improve their efficiency.	Executive head	Accepted	WFP tracks its Ambassadors' activities and the absence of common United Nations performance indicators is currently being addressed at the level of Ambassador coordinators. Evaluations of the WFP Ambassador Programme are carried out periodically.
2006/1 (Note)	Goodwill Ambassadors in the United Nations System	9	With the purpose of enhancing accountability among programme managers and increasing cost-effectiveness, executive heads should: (a) relate the funding of the Goodwill Ambassadors programmes to its measurable impact and return on investment, as a percentage of funds directly or indirectly generated by them; (b) regulate pro bono services, such as partnerships with the private sector, at no cost to the organizations, in consultation with the respective legal offices, under the modality of Memoranda of Understanding; (c) decentralize, as appropriate, the administration of the programmes to regional/country offices, whereas headquarters should play a coordinating, advisory and monitoring role.	Executive head	Under consideration Under consideration Accepted	The ultimate goals of the WFP Ambassador and Celebrity Programmes are to promote favourable public perceptions of hunger/food aid issues, to build a broad base of public support for WFP's work, to brand WFP and – when appropriate – to underpin the agency's fundraising efforts at all levels. Marketing studies have proven beyond doubt: when celebrities speak, people listen. WFP Ambassadors are an extremely valuable asset for the entire organization. At present the WFP Ambassador Programme is managed by a coordinator based in the Communications Division whose role it is to provide guidance, support and advice to those in WFP regional, country and liaison offices sharing administration of the programme.



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2006/1 (Note)	Goodwill Ambassadors in the United Nations System	11	Executive heads of organizations with common strategic goals and objectives should cooperate in organizing joint activities for Goodwill Ambassadors in order to target larger audiences and achieve greater impact at lower cost.	Executive head	Accepted	WFP has already shared the services of its Ambassadors with other United Nations organizations. More systematic cooperation on individual projects will be pursued.

The matrix is structured with the following information:

- Column 1: Reference number of the report/note
- Column 2: Title of report/note
- Column 3: Recommendation number
- Column 4: Text of the recommendation
- Column 5: Addressee indicates if a recommendation is addressed for decision to a legislative organ or to the Executive head.
- Column 6: Acceptance. The following acceptance categories are used: 'Accepted', 'Approved', 'Not accepted', 'Under consideration', 'Not relevant' and 'No reply yet'.
- Column 7: Remarks (additional information/explanations by WFP).



ANNEX II: PREVIOUS REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP (2004, 2005 and 2006)

Report	Report Title	Rec. Number	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP remarks
2004/2	Review of the Headquarters Agreements concluded by the Organizations of the United Nations System: Human Resources Issues Affecting Staff	1	The legislative bodies of the organizations should bring to the attention of the host countries the desirability of adopting, as appropriate, more liberal policies as regards the granting of work permits or establishing of similar arrangements in favour of the spouses of staff members and officials of international organizations.	Legislative organ	Enhanced controls and compliance	Accepted	In progress	Partially	WFP has negotiated individual agreements with some Member States and obtained agreements with host countries to recognize the possibility of obtaining work permits for expatriate spouses. WFP is willing to continue these negotiations with host countries.
2004/2	Review of the Headquarters Agreements concluded by the Organizations of the United Nations System: Human Resources Issues Affecting Staff	2	<p>The legislative bodies of the organizations should remind the host countries of the importance of fully implementing the provisions of the headquarters agreements, and ensuring the use of simplified procedures to facilitate the exercise of the privileges, immunities and benefits granted to the organizations and their staff members and officials, including in such areas as:</p> <ul style="list-style-type: none"> – granting of work permits for children and visas for domestic helpers; – acquisition and rental of real property; – integration into the social security system; – retirement in the host country; and – tax exemption benefits, the issuance of special cards to be used in tax-free transactions, as well as the 	Legislative organ	Enhanced efficiency	Accepted	In progress	Partially	The granting of work permits for children of United Nations staff is not easy. Visas for domestic helpers do not present a problem. There are no restrictions on acquisition and rental of real property. The Italian national social security system is accessible only to employees of an Italian organization. Retirement in Italy for United Nations staff is without restriction for European Union members, and dealt with on a case-by-case basis for non-Europeans. Tax exemption benefits are implemented directly through the Ministry of Foreign Affairs.



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Report	Report Title	Rec. Number	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP remarks
			periodic review of the provisions on taxation, taking into account changes in domestic legislation as well as developments within the organizations.						
2004/2	Review of the Headquarters Agreements concluded by the Organizations of the United Nations System: Human Resources Issues Affecting Staff	3	In order to better acquaint staff, particularly new recruits and new arrivals at a duty station, with the contents of the host country agreements, the executive heads of organizations are requested to issue comprehensive information circulars and publicize, by electronic and other appropriate means, the privileges, immunities and other benefits granted to staff members and officials, as well as their obligations.	Executive head	Enhanced efficiency	Accepted	Implemented	Yes	This has been integrated into the standard briefing for newcomers, and the host country agreement is available on the intranet.
2004/2	Review of the Headquarters Agreements concluded by the Organizations of the United Nations System: Human Resources Issues Affecting Staff	4	The legislative bodies of the organizations should bring to the attention of the host countries the significance of adequately informing the local administration, public services and business communities, especially those situated outside the capital or seat of the various organizations, about the privileges, immunities and benefits granted to United Nations system organizations, their staff members and officials, so as to facilitate the exercise of these privileges, immunities and benefits and to ensure that the staff and officials of the organizations receive adequate cooperation and understanding in the fulfilment of their obligations.	Legislative organ	Enhanced efficiency	Accepted	Implemented	Yes	The identity card issued by the local authorities describes in full in the local language the privileges and immunities granted to each category of staff.



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2004/2	Review of the Headquarters Agreements concluded by the Organizations of the United Nations System: Human Resources Issues Affecting Staff	5	The legislative bodies of the organizations should remind host countries of the desirability of ensuring that any additional facilities granted to intergovernmental organizations within the host country are extended to all United Nations system organizations, their staff and officials located in that territory.	Legislative organ	Dissemination of best practices	Accepted	In progress	Partially	The lead agency at the location should ensure that the host country be advised to extend such facilities.
2004/2	Review of the Headquarters Agreements concluded by the Organizations of the United Nations System: Human Resources Issues Affecting Staff	7	The legislative bodies of the organizations should remind host countries of the significance of simplified procedures that would ensure the speedy processing of visas for staff and officials travelling on mission for United Nations organizations, and prevent undue delays in the substantive work of the organization as well as limit possible financial losses.	Legislative organ	Enhanced effectiveness	Accepted	Implemented	Yes	A <i>note verbale</i> was issued by the Italian Government in March 2006 declaring that all United Nations staff members travelling on mission to Italy were allowed to enter the country without a visa for a maximum stay of 90 days, provided they held a valid United Nations laissez-passer (UNLP). This significantly facilitated travel by staff members and officials.
2004/5	Overview of the Series of Reports on Managing for Results in the United Nations System	1	Legislative organs of participating organizations may wish to endorse this benchmarking framework as a tool for them, the relevant oversight bodies and the secretariats to measure the progress towards an effective implementation of results-based management in their respective organizations, taking into account their specificities, and may wish to request their secretariats to submit a report thereon.	Legislative organ	Dissemination of best practices	Accepted	Implemented	Yes	The benchmarking framework (the nine critical success factors set out in Part 1 of the report) is used annually in WFP to assess progress towards implementation of results-based management (RBM). These benchmarks have also been used to structure WFP's RBM Mainstreaming Plan.



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2004/5	Overview of the Series of Reports on Managing for Results in the United Nations System	2	Building on existing efforts within the system, CEB should play a more active role in harmonizing, as far as possible, the implementation of RBM in the United Nations system organizations and provide a forum for the exchange of experiences among United Nations organizations in this regard. CEB could consider establishing a task force for this purpose.	Executive head	Enhanced coordination and cooperation	Accepted	Implemented	Yes	WFP has participated in RBM workshops organized by CEB and designed to exchange information and facilitate inter-agency harmonization of RBM practices.
2004/9	Procurement Practices within the United Nations System	2	The Inter-Agency Procurement Working Group (IAPWG) should adopt, approve and implement the concept of lead agency and promote a division of labour among the organizations, aimed at further rationalization of procurement practices by its members. The emphasis as may be applicable on increased consolidation of procurement overhead costs and structures within the United Nations system, in order to enhance division of labour among its members, reduce duplication in the procurement of common user items, and maximize the use of	Legislative organ	Enhanced efficiency	Accepted	Implemented	Yes	WFP has been acting as lead agency for nonpeacekeeping charter flights for several years and for telecommunications in certain crises. The Inter-Agency Standing Committee (IASC) formalized this division of labour among humanitarian response agencies, with WFP taking the lead in food, logistics and some aspects of emergency telecommunications. The concept of consolidation of procurement operations



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			organizational core competencies, including the lead agency concept.						may make sense for the United Nations itself, for example at its headquarters and regional commissions, but WFP approaches it more cautiously. Single, large procurers tend to monopolize markets, resulting in static pricing and the loss of benefits from asymmetrical market forces. In assessment reports on WFP procurement, JIU has cited WFP as a leader in good practices.
2004/9	Procurement Practices within the United Nations System	4	All executive heads should ensure that their respective procurement services have adequate and timely legal support, and that some of their existing staff receive training in the legal aspects of procurement.	Executive head	Enhanced efficiency	Accepted	Implemented	Yes	WFP established the Legal Services Division (LEG). Timely legal support for the procurement function has been provided by lawyers specializing in commercial and business law.
2004/9	Procurement Practices within the United Nations System	5	Notwithstanding the agreement reached at the 29 th IAPWG meeting to focus on the project proposal entitled "Common Procurement Training Initiative for the United Nations" on a certification system for procurement officers, active consideration should continue to be given to: (a) where applicable, further increasing the procurement training budgets of the organizations;	Executive head	Enhanced efficiency	Accepted	Implemented	Yes	WFP continued to support the United Nations procurement officers' certification initiative, which produced a competency framework and a procurement practitioners' handbook as the basis for implementing the scheme.



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			(b) integration, as far as practicable, of specialized procurement training initiatives and capacities available within the United Nations system; (c) expanded training in e-procurement methods in the context of recommendation 10(e) below; and (d) development of a technical assistance strategy supporting capacity-building in public procurement agencies in the recipient countries coupled with mobilization of resources to this end.						
2004/9	Procurement Practices within the United Nations System	6	(a) The executive heads of the organizations should ensure that procurement manuals exist in the working languages of the secretariats of the organizations in line with the relevant multilingual policies of the organizations concerned, in order to foster the integrity of the procurement process in all field offices. (b) IAPWG should arrange for the further development of its existing common procurement guidelines into a generic system-wide policy and procedures manual to	Executive head	Enhanced efficiency	Accepted	Implemented	Partially	a) The WFP Non-Food Procurement Manual already exists in English, French and Spanish, and gets updated when required. The Food Procurement Manual has been prepared and is to be published in English, French and Spanish. b) As a member of IAPWG, WFP supports this proposal.



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			serve as a benchmark which articulates common procurement principles and stages as well as standard quality outcomes, and significantly streamlines procurement procedures to be applied individually and collectively at all duty stations.						
2004/9	Procurement Practices within the United Nations System	7	(a) In view of the significant growth in procurement activities and the resultant need for more cost-effective arrangements and practices within the United Nations system, the General Assembly should request the Secretary-General, in his capacity as Chairman of CEB, to negotiate the formalization of the mandate of the inter-agency cooperation and coordination role of IAPWG and require it to report annually to the General Assembly through the High-Level Committee on Management (HLCM) and to make action-oriented proposals on continuous improvements in the management, performance measurement and coordination of procurement services, in the light of the findings and recommendations of the present report.	Legislative organ	Enhanced coordination and cooperation	Accepted	Implemented	Partially	<p>a) WFP welcomes formalization of the governance mechanism whereby the output of the IAPWG process would be presented to HLCM for endorsement, as is the case with the Inter-Agency Security Management Network (IASMN) and the Inter-Agency Network of Facilities Managers (INFM). WFP is pleased at the evolution of the IAPWG from the working-group level towards a strategic network of procurement/supply chain managers; IAPWG has now been recognized as the HLCM procurement network, with WFP as Vice Chair.</p> <p>b) As a member of IAPWG, WFP supports</p>



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			<p>(b) IAPWG should interact more regularly with other entities in the public and private procurement sector as well as with relevant academic bodies in order to keep abreast of practices, innovations and trends outside the United Nations system.</p> <p>(c) Strengthening of common procurement services and other cooperative arrangements at different duty stations should be pursued more deliberately as a regular item on the agenda of IAPWG meetings.</p> <p>(d) In conjunction with recommendation 1 above, the procurement reform experience of various organizations that have implemented reforms in recent years should be shared in detailed and systematic fashion with the other organizations.</p>						this proposal.
2004/9	Procurement Practices within the United Nations System	9	<p>The executive heads should ensure that the development of e-procurement solutions in their respective organizations is guided by the following basic principles, <i>inter alia</i>:</p> <p>(a) The existence of a legal and procedural framework;</p>	Executive head	Dissemination of best practices	Accepted	Implemented	Yes	WFP supports development of the United Nations Global Marketplace as a knowledge-sharing platform for United Nations agencies. WFP implemented an electronic bidding system that transfers the bid issue and receipt process from a



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			(b) Inter-agency cooperation and coordination; (c) The promotion of an incremental approach to the establishment of e-procurement; and (d) The development of a relevant new skill set through training and retraining programmes.						paper-based system to an electronic platform. This process change has streamlined the procurement cycle, ensured greater confidentiality and increased transparency of the process. Further improvements are scheduled for coming years through the roll-out of WINGS II. Supplier Relationship Management (SRM) is not scheduled for 2008 as originally anticipated, but will be done later.
2004/9	Procurement Practices within the United Nations System	10	In view of the growing importance of the issue of government transparency in public procurement in the context of World Trade Organization agreements, as recently endorsed by General Assembly resolution 55/247 of 1 May 2001 on procurement reform, the executive heads of the organizations should, upon request, develop technical capacity-building support in their procurement portfolio programmes to support capacity-building in public procurement agencies in the recipient developing countries so that they can participate actively and strengthen their abilities to participate in procurement. The programmes in question should aim to complement ongoing activities in this area of the World Bank,	Executive head	Dissemination of best practices	Accepted	In progress	Partially	With over 65 percent of its food, goods and services procured locally, WFP understands the leverage such purchases have in local economies. Where procurement officers are deployed, WFP will continue to evaluate interaction with governments in developing countries to enhance the role of procurement in achieving Strategic Objective 5. WFP is now embarking on a five-year 'Purchase for Progress' initiative aimed at providing small farmers access to commercial markets.



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			Organization for Economic Co-operation and Development (OECD), the International Labour Organization (ILO) Turin Centre and the Inter-Agency Procurement Services Office (IAPSO), among others.						
2004/10	Harmonization of the conditions of travel throughout the United Nations System	3	The executive heads of the organizations of the United Nations system paying a lump sum amount for home leave, family visit and education travel should use as a benchmark 75 percent of the full economy fare (the International Air Transport Association (IATA) published fare, by most direct route).	Executive head	Dissemination of best practices	Accepted	Implemented	No	WFP's lump sum in lieu of entitlement travel air tickets is based on 80 percent of the full IATA fare: <ul style="list-style-type: none"> - nine hours or longer, business class; - less than nine hours, economy class.
2004/10	Harmonization of the conditions of travel throughout the United Nations System	6	The executive heads of the organizations of the United Nations common system should enforce the use of alternative modes of transportation when more cost-effective in the interest of the organizations. Relevant rules and provisions should be modified as applicable in each case.	Executive head	Dissemination of best practices	Accepted	Implemented	Partially	WFP staff are encouraged to use other methods of communication such as audio and video conference calls. A large percentage of travel for training purposes has already been replaced with online learning. WFP limits the number of participants attending meetings and seminars to one representative only.
2004/10	Harmonization of the conditions of travel throughout the United Nations System	7	The use of rented cars should be regulated.	Legislative organ	Enhanced controls and compliance	Accepted	Implemented	Yes	WFP staff are authorized to use rental cars in exceptional circumstances only and this must be approved prior to travel.



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2004/10	Harmonization of the conditions of travel throughout the United Nations System	11	The executive heads of the respective United Nations system organizations that have not yet done so, should adopt provisions based on best practices with regard to reverse education travel, travel of breastfeeding mothers, travel of single parents, possibility of choosing an alternative place of home leave taking into account the nationality of the spouse, and the minimum number of days to be spent in the country of home leave.	Executive head	Dissemination of best practices	Accepted	Implemented	Yes	WFP has adopted policies with regard to reverse education travel, travel of breastfeeding mothers and travel of single parents. The minimum number of nights to be spent in the home country has been reduced to seven.
2004/10	Harmonization of the conditions of travel throughout the United Nations System	12	The General Assembly may wish to request the Secretary-General to initiate, in the framework of CEB, a review of the standards of travel and entitlements for members of various organs and subsidiary organs of the United Nations and organizations in the United Nations system, with a view to formulating proposals for harmonizing these standards at the United Nations system level.	Legislative organ	Enhanced coordination and cooperation	Not relevant			Not relevant to the work of WFP



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2005/2	Some measures to improve overall performance of the United Nations System at the country level	5	All executive heads of United Nations system organizations (as represented in CEB) should issue a strong joint statement tasking their respective staff to enhance "cooperation, collaboration and coordination, including through the greater harmonization of strategic frameworks, instruments, modalities and partnership arrangements", and stating their intention to reward them for this effort.	Executive head	Enhanced coordination and cooperation	Accepted	Implemented	Yes	WFP issued a corporate message on United Nations reform to all staff in May 2006, emphasizing the importance of UNDG commitments to programme harmonization and increased joint programming. It has supported CEB leadership on the importance of programme coherence in the United Nations system. WFP reports annually on these subjects to its Board through the Annual Report to the Economic and Social Council of the United Nations (ECOSOC) and FAO Council. These types of messages and the reports are readily available on the intranet, where information is regularly updated.
2005/2	Some measures to improve overall performance of the United Nations System at the country level	7	Governing bodies of United Nations system organizations should task the respective secretariats with speeding up the identification of obstacles to staff mobility within the United Nations system, and elaborate and report back on solutions, in response to General Assembly resolution 59/266, part VIII, "Mobility".	Legislative organ	Other	Accepted	In progress	Partially	WFP supports the recommendation and is participating in inter-agency consultations on the subject. Human Resources Division (ADH) is developing a comprehensive policy framework in this respect.



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2005/2	Some measures to improve overall performance of the United Nations System at the country level	9	The executive heads of UNDG organizations should explore the feasibility of further delegating authority to their field representation, and improving simplification and harmonization within the system in the areas described in paras. 60-62.	Executive head	Enhanced efficiency	Accepted	Implemented	Yes	CEB members note that the issue of country-level simplification and harmonization has been the subject of CEB decisions, which has resulted in directives to United Nations country teams (UNCTs). The issue of delegation of authority to country representatives has been pursued by all organizations present at the country level, with a view to enhancing the flexibility of country programmes and the ability of the system to respond rapidly to emerging needs at the country level. CEB organizations already have the authority to engage local actors in partnerships. In 2006, UNDG significantly increased the role of regional directors in supporting and implementing the simplification and harmonization agenda.
2005/2	Some measures to improve overall performance of the United Nations System at the country level	11	The executive heads of UNDG should report annually to their governing bodies on progress made in advancing the simplification, harmonization and alignment agenda.	Executive head	Enhanced coordination and cooperation	Accepted	Implemented	Yes	WFP reports to ECOSOC and its Executive Board on lessons learned and progress made in its activities in the Annual Report to ECOSOC and the FAO Council.



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2005/2	Some measures to improve overall performance of the United Nations System at the country level	13	UNDG organizations should include in the performance appraisal system for the resident coordinator and UNCT an assessment of teamwork and horizontal cooperation.	Executive head	Enhanced coordination and cooperation	Accepted	In progress	Yes	UNDG agencies have begun implementing in a new comprehensive performance appraisal system for Resident Coordinators (RCs) and UNCT members.
2005/2	Some measures to improve overall performance of the United Nations System at the country level	14	The governing bodies of UNDG organizations should invite the respective executive heads to undertake a review of the grade structure and skills profile of their field representatives and other staff, and report thereon also to the General Assembly and the Economic and Social Council of the United Nations.	Legislative organ	Other	Not Accepted			WFP supports the collective CEB response to this recommendation. CEB members doubt whether the proposed review by Executive Heads of grade structures and skills profiles of field representatives and other staff will lead to the alignment of grade structures envisaged in the report. It is thought that UNDG member organizations are unlikely to find their current staffing situation appropriate or needing only minor adjustments. CEB members note the proposal that RCs are graded at least as high as other agency representatives in the field. This may not always be feasible; CEB members are of the view that organizations should retain the right to grade representatives as they see fit.



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2005/2	Some measures to improve overall performance of the United Nations System at the country level	16	The governing bodies of UNDG organizations should task the respective executive heads to examine ways to further rationalize their field presence.	Legislative organ	Enhanced efficiency	Accepted	In progress	Partially	UNDG agencies continue to discuss different ways to rationalize field presence. WFP is actively involved in the Delivering as One pilots and looks forward to the outcome of the planned assessments and evaluations of these pilot programmes to provide lessons learned for a more coherent and efficient field presence.
2005/8	Further measures to strengthen United Nations System support to the New Partnership for Africa's Development (NEPAD)	5	All the Executive Heads of the United Nations organizations concerned should ensure that the conveners of each cluster, in consultation and coordination with the Economic Commission for Africa (ECA) and their concerned African institutional partners, establish a clear and predictable schedule of meetings for their clusters and sub-clusters and provide a follow-up mechanism for the implementation of the decisions taken.	Executive head	Enhanced efficiency	Accepted	In progress	Partially	WFP participated in the work and meetings of relevant clusters held during 2007. WFP contributed to the preparation of relevant cluster reports presented at the Regional Consultations in November 2007 in Addis Ababa. WFP will continue to participate in the Regional Consultations.
2005/8	Further measures to strengthen United Nations System support to the New Partnership for Africa's Development (NEPAD)	7	The General Assembly and legislative bodies of all the United Nations organizations concerned should substantially increase their support for the clusters' agreed joint programmes/projects. CEB should provide a clear-cut policy directive to ensure consistency and effective implementation of this recommendation.	Legislative organ	Enhanced effectiveness	Accepted	In progress	Yes	WFP supports NEPAD on Pillar 3 of the Comprehensive Africa Agriculture Development Programme (CAADP): (a) regional strategic food reserves and risk management system; and



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									<p>(b) home-grown school feeding programmes.</p> <p>WFP and NEPAD co-organized a Regional Consultation on the Home-Grown School Feeding Programme in October 2007 that resulted in the preparation of implementation roadmaps in 12 African countries.</p> <p>The project on vulnerability monitoring and early warning designed jointly by WFP and the African Union Commission (AUC) has been submitted to donors for funding.</p>
2006/2	Oversight Lacunae in the United Nations System	1	The legislative bodies of each United Nations system organization should establish an independent external oversight board composed of five to seven members, all of whom shall be elected by Member States to represent the governing bodies' collective interests. They should have prior experience in areas of oversight. In carrying out their functions, they should be assisted by at least one external adviser with recognized expertise in oversight matters to be chosen by them.	Legislative organ	Enhanced oversight	Under consideration	No	No	At this point WFP has no independent external oversight/audit committee. The Board is discussing its relationship to WFP's evaluation and audit functions. However, WFP has an internal Audit Committee appointed by the Executive Director with all members external to WFP.



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2006/2	Oversight Lacunae in the United Nations System	2	The General Assembly should decide that the Advisory Committee on Administrative and Budgetary Questions (ACABQ), ICSC and JIU should be subject to peer review at least every five years. Modalities for the peer review should be developed by the bodies concerned.	Legislative organ	Dissemination of best practices	Not relevant			Not relevant to the work of WFP
2006/2	Oversight Lacunae in the United Nations System	3	<p>(a) The General Assembly should decide that: (i) The budget proposals for ICSC and JIU should be drawn up by the entities themselves, and incorporated as such into the Secretary-General's budget estimates to be submitted through ACABQ to the General Assembly for review and approval. (ii) The budget proposals for ACABQ should be drawn up by the Committee itself, and incorporated as such into the Secretary-General's budget estimates to be submitted to the General Assembly for review and approval.</p> <p>(b) The legislative bodies should decide that the proposed fees and terms of engagement of the external auditors should be submitted to the respective governing body through the external oversight board of each organization.</p>	Legislative organ	Dissemination of best practices	Not relevant			Not relevant to the work of WFP



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2006/2	Oversight Lacunae in the United Nations System	4	The legislative bodies should decide that the members of ACABQ, ICSC and JIU and other similar bodies within the United Nations system be subject to a uniform regime barring them from any appointment, including as a consultant, in the United Nations system organizations for which they have had oversight responsibilities both during their service and within three years of ceasing that service.	Legislative organ	Dissemination of best practices	Not relevant			Not relevant to the work of WFP
2006/2	Oversight Lacunae in the United Nations System	5	The legislative bodies should direct that term limits be established for the external auditors of the United Nations system organizations, and that the staff that have worked as external auditors be barred from taking up executive functions for a period of three years in those organizations for which they have had oversight responsibilities.	Legislative organ	Dissemination of best practices	Accepted	In progress	Partially	The Board appoints WFP's external auditors for a four-year period; they may be reappointed for one further four-year term. At this point, the Board is discussing the length of the terms and the modalities of reappointment. WFP is taking action to institute a policy to bar employment of former auditors for a defined period of time.



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2006/2	Oversight Lacunae in the United Nations System	6	<p>Executive heads should review the current structure of internal oversight in their respective organizations and ensure that:</p> <p>(a) audit, inspection, investigation and evaluation functions are consolidated in a single unit under the head of internal oversight reporting directly to the executive head;</p> <p>(b) any functions other than the four oversight functions should be positioned elsewhere in the secretariats and not in the internal oversight unit.</p>	Executive head	Enhanced controls and compliance	Partially	Implemented	Partially	In WFP, audit, investigation and inspection functions are consolidated into a single Oversight Services Division. The evaluation office was a part of the Results-Based Management (RBM) Division. Since 2007, the Office of Evaluation is independent and reports directly to the Executive Director.
2006/2	Oversight Lacunae in the United Nations System	7	<p>The legislative bodies of each United Nations system organization should direct their respective executive heads to:</p> <p>(a) review the capacity of the organization to conduct investigations and put forward proposals for the establishment of a minimum in-house capacity for investigations;</p> <p>(b) ensure that a minimum investigations capacity comprises qualified and experienced professional investigators who would not be subject to rotation within that organization;</p>	Legislative organ	Enhanced controls and compliance	Accepted	Implemented	Yes	WFP has the capacity to conduct investigations by qualified and experienced professional investigators (see also remarks on recommendation 11).



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			(c) ensure that investigations entities are authorized to initiate investigations without interference from senior management in the respective organizations; (d) ensure that independent reporting procedures for investigations are established (see recommendation 11 below).						
2006/2	Oversight Lacunae in the United Nations System	8	The legislative bodies of each United Nations system organization should direct their respective executive heads to establish similar policies and procedures to those recently established by the United Nations to provide protection against retaliation for reporting misconduct, and these should be widely publicized.	Legislative organ	Dissemination of best practices	Accepted	Implemented	Partially	WFP has whistleblower protection policies in place that provide protection against retaliation for reporting misconduct; these are shared within the organization.
2006/2	Oversight Lacunae in the United Nations System	9	The legislative bodies of each organization should decide that the proposed budget of the internal oversight entity should be drawn up by the entity itself and submitted to the external oversight board, together with any comments of the executive head, for review and transmittal to the appropriate governing body.	Legislative organ	Dissemination of best practices	Under consideration	In progress	Partially	The budget of the Oversight Services Division is prepared as part of the biennial budget and presented in a consolidated single WFP budget. The budget of the Office of Evaluation, also prepared as a part of the biennial budget, is presented in an Annex in the Management Plan. WFP is considering the development of a policy for explicit approval of the oversight budget by the Executive Board.



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2006/2	Oversight Lacunae in the United Nations System	10	<p>With respect to the appointment of the head of internal oversight, the legislative bodies in each organization should decide that:</p> <p>(a) qualified candidates should be identified on the basis of a vacancy announcement that should be widely publicized;</p> <p>(b) appointment should be subject to consultation and prior consent of the governing body;</p> <p>(c) termination should be for just cause, and should be subject to the review and consent of the governing body;</p> <p>(d) a non-renewable tenure of five to seven years should be established, with no expectation of any further employment within the same United Nations organization at the end of the term.</p>	Legislative organ	Dissemination of best practices	Partially	In progress	Partially	With respect to the appointment of the head of internal oversight, vacancy announcements are widely publicized. The consultations with the governing body on appointment and termination and term limits are being considered (see also recommendation 5).



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2006/2	Oversight Lacunae in the United Nations System	11	<p>The legislative bodies in each organization should direct their respective executive heads to ensure that the following minimum standards are in place for reporting on internal oversight:</p> <p>(a) internal oversight reports to be submitted to the executive head;</p> <p>(b) an annual internal oversight summary report to be submitted independently to the oversight board for its review, with the comments of the executive head submitted separately;</p> <p>(c) individual internal audit, inspection and evaluation reports to be provided to the oversight board, on request;</p> <p>(d) individual investigation reports to be provided to the oversight board, on request, with due safeguards for confidentiality.</p>	Legislative organ	Dissemination of best practices	Accepted	In progress	Partially	In WFP, all evaluation reports by the Office of Evaluation (OEDE) and its annual report are submitted formally to the Board. The biennial report of the Inspector General is also presented to the Board. Individual audit, inspection and investigation reports are shared with the Executive Director. WFP is preparing a policy for the consideration of the Executive Board on sharing the internal audit reports with the governing bodies.
2006/2	Oversight Lacunae in the United Nations System	12	<p>With respect to the follow-up of oversight recommendations, the legislative bodies in each organization should direct their respective executive heads to ensure that:</p> <p>(a) a database is created to monitor the follow-up of all oversight recommendations, and pending recommendations are</p>	Legislative organ	Dissemination of best practices	Accepted	In progress	Partially	WFP has established a database to monitor the follow-up of all oversight recommendations and pending recommendations.



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			<p>monitored and followed up on a timely basis;</p> <p>(b) the annual internal oversight summary report to the oversight board contains a summary of oversight recommendations not yet fully implemented.</p>						
2006/2	Oversight Lacunae in the United Nations System	13	The legislative bodies in each organization should direct their respective executive heads to ensure independent quality assessment, for example through peer review, of the internal oversight entity, at least once every five years.	Legislative organ	Dissemination of best practices	Accepted	Implemented	Yes	WFP ascribes high importance to independent quality assessments of its internal oversight entity. Peer review of internal oversight functions are undertaken regularly.
2006/2	Oversight Lacunae in the United Nations System	14	<p>The legislative bodies in each organization should adopt the following standards in respect of internal oversight:</p> <p>(a) for those organizations that manage biennial resources of at least US\$250 million, an internal oversight unit is justified;</p> <p>(b) for those organizations that manage biennial resources of less than US\$250 million, internal oversight services should be in-sourced to any other organization in the United Nations system that has the capacity to respond.</p>	Legislative organ	Enhanced efficiency	Accepted	Implemented	Yes	WFP manages a budget well over the recommended minimum of US\$250 million biennial available to an organization; it has an internal oversight unit.



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2006/2	Oversight Lacunae in the United Nations System	15	<p>The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the:</p> <p>(a) establishment of an ethics function with clear terms of reference which should be publicized through the organization's website and other media;</p> <p>(b) establishment of a post of ethics officer at the D-1/P-5 level, as appropriate, within the office of the executive head.</p>	Legislative organ	Dissemination of best practices	Accepted	In progress	No	WFP has taken steps to create an ethical environment: it has issued policies on whistleblower protection and is proceeding with a financial disclosure policy. A D2-level (Ethics Officer) has been appointed in the Office of the Executive Director.
2006/2	Oversight Lacunae in the United Nations System	16	<p>The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the:</p> <p>(a) establishment of confidential financial disclosure requirements for all elected officials and all staff at the D-1 level and above, as well as those staff mentioned in paragraph 50 above;</p> <p>(b) annual filing of the financial disclosure statements to the ethics office(r) for review.</p>	Legislative organ	Enhanced accountability	Accepted	In progress	No	A proposal to amend staff rules is expected to be completed by the end of 2007. A policy document will be issued at that time.



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2006/2	Oversight Lacunae in the United Nations System	17	The legislative bodies of each United Nations system organization should direct their respective oversight boards to establish an effective mechanism for coordination and cooperation among the external and internal oversight bodies on a system-wide basis.	Legislative organ	Enhanced coordination and cooperation	Accepted	Implemented	Yes	WFP's Inspector General and Oversight Services Division and the Office of Evaluation are actively involved in United Nations system-wide mechanisms for coordination and cooperation.
2005/2 (Note)	Review of the management of the United Nations Laissez-Passer (UNLP)	3	Heads of organizations must ensure that staff members responsible for handing out UNLPs do so only upon the signature and dating of the intended recipient.	Executive head	Enhanced controls and compliance	Accepted	Implemented	Yes	Generally agree to continue formal signature and dating of UNLP handovers, noting that WFP may maintain some procedural adjustments when needed for remote field locations. All staff members based in Headquarters sign and date an "acknowledge receipt" form. Staff members based in the field receive a scanned copy of the "acknowledge receipt" form which they have to sign and return to Headquarters as soon as they receive the UNLP.
2005/2 (Note)	Review of the management of the United Nations Laissez-Passer	6	Heads of organizations should: a) discontinue the safe keeping of UNLPs by the organizations; and b) employ the practice of withholding at least 50 per cent of one month's salary of separating staff members until the UNLP is returned for cancellation.	Executive head	Enhanced controls and compliance	Accepted	Implemented	Yes	a) In remote field locations, and/or depending on the contractual status of the recipients, safe keeping of the UNLP seems to be more practical and cost effective. b) For international staff members, a lump



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Report	Report Title	Rec. Number	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP remarks
									sum of US\$3,000 is retained. This is not consistently 50% of the last salary, though it is sufficient to mitigate risks of non-return. For national staff the sum withheld is 50% of one month's salary.
2005/2 (Note)	Review of the management of the United Nations Laissez-Passer	8	Heads of organizations may advise their internal audit units to undertake an audit on the administration of UNLPs within the next budget period.	Executive head	Enhanced controls and compliance	Under consideration	No	No	The Office of Internal Audit assesses functional areas/processes using a risk-based approach. An audit of UNLP administration will therefore be considered based on an assessed risk profile.



The table is structured as follows:

- Column 1: Reference number of the report/note
- Column 2: Title of report/note
- Column 3: Recommendation number
- Column 4: Text of the recommendation
- Column 5: Addressee indicates if a recommendation is addressed for decision to a legislative organ or to the Executive head.
- Column 6: Intended impact. As in previous years, the JIU uses the following impact categories: 'Management improvement through enhanced effectiveness'; 'Management improvement through enhanced efficiency'; 'Significant, one-time or recurrent, financial savings'; 'Management improvement through enhanced controls and compliance'; 'Management improvement through dissemination of best practices'; 'Enhanced coordination and cooperation between participating organizations'; 'Enhanced accountability'; and 'Other'.
- Column 7: Acceptance. The JIU uses the following acceptance categories: 'Accepted', 'Approved', 'Not accepted', 'Under consideration', 'Not relevant', and 'No reply yet'.
- Column 8: Implementation. The JIU uses the following categories: 'Not started', 'In progress' and 'Implemented'. Note that where the cell is left blank, it means the JIU is expecting a response from the organization.
- Column 9: Impact achieved. Under the following categories: 'Yes'; 'Partially'; and 'No'. Note that where the cell is left blank, it means the JIU is expecting a response from the organization.
- Column 10: Remarks by the organization.

ACRONYMS USED IN THE DOCUMENT

ASHI	After-Service Health Insurance
BMIP	Basic Medical Insurance Plan
CAADP	Comprehensive Africa Agriculture Development Programme
CEB	United Nations System Chief Executives Board for Coordination
ECOSOC	Economic and Social Council of the United Nations
FAO	Food and Agriculture Organization of the United Nations
HLCM	High-Level Committee on Management
IAPSO	Inter-Agency Procurement Services Office
IAPWG	Inter-Agency Procurement Working Group
IASC	Inter-Agency Standing Committee
IASMN	Inter-Agency Security Management Network
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
IMO	International Maritime Organization
INFM	Inter-Agency Network of Facilities Managers
IRA	Immediate Response Account
ISDR	International Strategy for Disaster Reduction
JACMC	Joint Advisory Committee on Medical Coverage
JIU	Joint Inspection Unit
JPO	junior professional officer
LEG	Legal Services Division
MCDA	Military and Civil Defence Assets
NEPAD	New Partnership for Africa's Development
OCHA	Office for the Coordination of Humanitarian Affairs
OEDE	Office of Evaluation
PAS	Performance Appraisal System
RBM	results-based management
RC	Resident Coordinator
UNCT	United Nations country team
UNDG	United Nations Development Group
UNDP	United Nations Development Programme



UNDSS	United Nations Department of Safety and Security
UNEP	United Nations Environment Programme
UNLP	United Nations laissez-passer
WMO	World Meteorological Organization