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**Executive Board  
Second Regular Session**

**Rome, 2–3 June 2003**

## **REPORTS BY THE JOINT INSPECTION UNIT**

**Agenda item 7**

*For consideration*

# **E**

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**WFP/EB.2/2003/7**

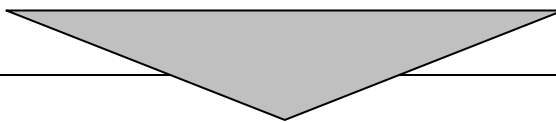
14 May 2003

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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 for consideration to the Executive Board.**

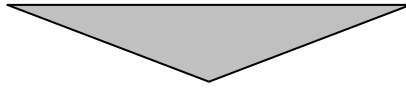
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Director, Division of External Relations (PER): Mr F. Strippoli      tel.: 066513-2338

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# Draft Decision\*



After considering the recommendations of the nine Joint Inspection Unit (JIU) reports in 2002 of relevance to the work of WFP (WFP/EB.2/2003/7), the Board takes note of the action taken by WFP as outlined in paragraph 7 of the document.

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



1. The JIU was established by United Nations General Assembly Resolution 2150 (XXI) in 1966. The unit is composed of 11 inspectors with broad powers of investigation in matters concerning the efficiency of services and the proper use of funds by the United Nations system. The JIU determines whether activities undertaken by participating organizations are carried out in the most economical manner and ensures that optimum use is made of resources.
2. The JIU's participating organizations are the United Nations, its affiliated bodies and specialized agencies that accept the JIU statute. 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 Executive Board.
3. The Executive Board, by its decision 1998/EB.A/7 recommended that the Bureau review future JIU reports and present its observations for the Board's consideration.
4. The JIU issued 11 reports in 2002, listed in Annex I. Copies of those relevant to WFP are available to Board members upon request.
5. Nine of the 2002 reports are of relevance to WFP.
6. Annex II contains the reports' recommendations and WFP's responses, including follow-up action taken on reports 1, 2, 3, 5, 6, 7, 9, 10 and 11.
7. The following is a summary of WFP's responses to the JIU reports:
  - i) Involvement of Civil Society Organizations Other than NGOs and the Private Sector in Technical Cooperation Activities: Experiences and Prospects of the United Nations System (JIU/REP/2002/1):
    - WFP accepts and is implementing recommendations 1–9, with the exception of recommendation 6(b), which is not applicable to WFP.
  - ii) The Results Approach in the United Nations: Implementing the United Nations Millennium Declaration (JIU/REP/2002/2):

WFP is aware of the recommendations.
  - iii) Support Costs Related to Extrabudgetary Activities in Organizations of the United Nations System (JIU/REP/2002/3):

WFP accepts and is implementing recommendations 1, 3, 4, 5, 6, 8, 9 and 11. Recommendations 2, 7, 10 and 12 are not applicable to WFP.
  - iv) Reform of the Administration of Justice in the United Nations System: Operations for Higher Recourse Instances (JIU/REP/2002/5):
    - WFP accepts and is implementing the recommendations.
  - v) United Nations System Revenue-Producing Activities (JIU/REP/2002/6):
    - WFP accepts and is implementing recommendations 6, 7, 8, 9, 10, 12 and 13. Recommendations 2, 3, 5 and 11 are not applicable to WFP. WFP takes note of recommendations 1 and 4.



- vi) Management Audit Review of Outsourcing in the United Nations and United Nations Funds and Programmes (JIU/REP/2002/7):
  - WFP accepts and is implementing recommendations 1, 2, 3, 4, 5, 6, 8 and 9. WFP takes note of recommendation 7.
- vii) Managing Information in the United Nations System Organizations: Management Information Systems (JIU/REP/2002/9):
  - WFP accepts and is implementing the recommendations.
- viii) Evaluation of United Nations System Response in East Timor: Coordination and Effectiveness (JIU/REP/2002/10):
  - WFP accepts and is implementing the recommendations.
- ix) Implementation of Multilingualism in the United Nations System (JIU/REP/2002/11):

WFP accepts and is implementing recommendations 1, 2, 3, 4, 5, 6 and 8. Recommendation 9 is not applicable to WFP. WFP takes note of recommendation 7.



**ANNEX I****JOINT INSPECTION UNIT****Reports Issued in 2002**

- i) Involvement of Civil Society Organizations Other than NGOs and the Private Sector in Technical Cooperation Activities: Experiences and Prospects of the United Nations System (JIU/REP/2002/1);
- ii) The Results Approach in the United Nations: Implementing the United Nations Millennium Declaration (JIU/REP/2002/2);
- iii) Support Costs Related to Extrabudgetary Activities in Organizations of the United Nations System (JIU/REP/2002/3);
- iv) Extension of Water-Related Technical Cooperation Projects to End-Beneficiaries: Bridging the Gap between the Normative and the Operational in the United Nations System (Case Studies in Two African Countries) (JIU/REP/2002/4);
- v) Reform of the Administration of Justice in the United Nations System: Operations for Higher Recourse Instances (JIU/REP/2002/5);
- vi) United Nations System Revenue-Producing Activities (JIU/REP/2002/6);
- vii) Management Audit Review of Outsourcing in the United Nations and United Nations Funds and Programmes (JIU/REP/2002/7);
- viii) Review of Management and Administration in the Food and Agriculture Organization of the United Nations (JIU/REP/2002/8);
- ix) Managing Information in the United Nations System Organizations: Management Information Systems (JIU/REP/2002/9);
- x) Evaluation of United Nations System Response in East Timor: Coordination and Effectiveness (JIU/REP/2002/10); and
- xi) Implementation of Multilingualism in the United Nations System (JIU/REP/2002/11).

Most of the above reports can be found on <http://www.unsystem.org/jiu/Reports.html>.



<b>REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002</b>
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Title and purpose	Recommendations	WFP response, including follow-up
<p><b>JIU/REP/2002/1</b></p> <p><b>Involvement of Civil Society Organizations Other than NGOs and the Private Sector in Technical Cooperation Activities: Experiences and Prospects of the United Nations System</b></p> <p>To examine the profile of civil society and analyse how the increased involvement and cooperation of its organizations in economic and social development programmes of selected United Nations entities can be better structured and expanded.</p>	<p><b>Recommendation 1</b></p> <p>CSOs should be involved in technical cooperation activities during all stages of programme planning, which includes design, sustainability, implementation/execution, monitoring and evaluation as well as follow-up (para. 55).</p> <p><b>Recommendation 2</b></p> <p>(a) A standard framework, which is sufficiently flexible, could be usefully established to be adapted to the different situations and needs of United Nations organizations. This should include the assessment of the legitimacy of representation of any particular CSO, as has been provided for through the guidelines and selection criteria of NGOs, but specific to the nature of CSOs (para. 44);</p>	<p><u>General comments</u></p> <p>WFP acknowledges the important role of all its non-governmental partners and encourages cooperation with non-state actors in its General Rule III.1. Recent WFP policy papers on Participatory Approaches (WFP/EB.3/2000/3-D) and WFP Working with NGOs: A Framework for Partnership (WFP/EB.A/2001/4-B) emphasize the importance of close collaboration with and training for civil-society actors.</p> <p>In order to guide WFP's country offices towards the more practical involvement of civil-society actors in the project cycle, a participatory tool kit has been provided to all country offices. Through these policy papers and guidelines, WFP hopes to involve civil society more closely in its mission to eradicate world hunger.</p> <p>WFP is planning to develop profiles for key NGOs, CSOs and other partners. This will provide the basis for selecting the most appropriate partners, depending on requirements.</p>



## REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002

Title and purpose	Recommendations	WFP response, including follow-up
	<p>(b) Organizations particularly active in technical cooperation without a focal point for CSOs should consider appointing one as part of the existing structure (para. 48);</p> <p>(c) In connection with meetings of the United Nations System Chief Executives Board (CEB) for Coordination (formerly the Administrative Committee on Coordination [ACC]), consultations among focal points, either directly or through the existing network of the United Nations Non-Governmental Liaison Service (UNGLS) as appropriate, could be envisaged when relevant issues on sustainable development are examined (para. 49).</p>	<p>WFP is interested in any consultative process within the United Nations system to improve cooperation with civil-society organizations through WFP's focal point for NGOs and civil society in its Division of External Relations. WFP's focal point is in regular contact with other United Nations agencies directly or through the United Nations Non-Governmental Liaison Service (UNGLS).</p> <p>See response to 2(b) above.</p>
	<p><b>Recommendation 3</b></p> <p>(a) Accountability and reporting procedures must be taken into account in the partnership between the United Nations system organizations and CSOs (para. 45);</p> <p>(b) Even in cases where such a requirement is already pragmatically satisfied in existing agreement, contracts and Staff Rules and Regulations, a policy should be recommended by the legislative organs to develop a common set of principles to guide United Nations system engagement with CSOs (para. 45).</p>	<p>WFP policy papers on Participatory Approaches (WFP/EB.3/2000/3-D) and WFP Working with NGOs: A Framework for Partnership (WFP/EB.A/2001/4-B) cover accountability and reporting procedures.</p> <p>WFP endorses the proposal that a common set of principles to guide the United Nations system be developed.</p>
	<p><b>Recommendation 4</b></p> <p>(a) Recognize and institutionalize such cooperation to be reflected permanently in its agenda of work and periodically report the results to the Economic and Social Council (para. 64);</p> <p>(b) Sensitize its High-Level Committee on Programmes (HLCP) in order that, when economic and social issues are considered, the role of CSOs is taken into account (para. 64).</p>	<p>WFP will contribute to implementation of this recommendation through its involvement with the Economic and Social Council (ECOSOC) and HLCP.</p>





## REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 5</b></p> <p>(a) In order to enable national CSOs to assume further their increasing roles as partners of the system, each organization should make it part of their objective to train and empower CSOs as well as strengthen their organizational structures in terms of legal and managerial capacity, and inform the legislative organs as appropriate (para. 57);</p> <p>(b) The United Nations system organizations should assist women in general, and those in the developing countries in particular, with appropriate action on training and resource mobilization to enhance their organizational and managerial skills including information technology. Member States and donors should provide financial resources intended for this purpose (para. 88).</p>	<p>WFP strongly encourages capacity-building among civil-society organizations through cooperation, training events and contributions to such CSOs' training budgets. Resources for this are scarce, however.</p> <p>WFP is not a technical assistance agency, so its ability to provide capacity-building and financial assistance to CSOs is limited. WFP's Gender Policy 2003–2007 (WFP/EB.3/2002/4-A) contains eight Enhanced Commitments to Women, which specify actions and targets regarding the participation of women in WFP-assisted operations and the organization itself. WFP's policy dialogue supports CSOs' efforts in contributing to an environment conducive to women's equal opportunities.</p>
	<p><b>Recommendation 6</b></p> <p>(a) The prevailing informal and pragmatic cooperation with CSOs should be better structured through the definition of policy guidelines. This development will give further input to ongoing initiatives by the secretariats and should be translated into policy actions by legislative organs (para. 5);</p> <p>(b) The financial autonomy of CSOs and their entities, including access to credit, should be encouraged by donors and recipient countries to reduce their dependence on sporadic donations and contributions which undermine their sustainability and potential effectiveness of action (para. 17).</p>	<p>WFP Working with NGOs: A Framework for Partnership (WFP/EB.A/2001/4-B) emphasizes the importance of close collaboration with and training for civil-society actors.</p> <p>Not applicable to WFP.</p>
	<p><b>Recommendation 7</b></p> <p>(a) Specific staff training is required in development programmes to be approved and implemented at the national level involving CSOs. The responsibility of training the trainers could also be envisaged (para. 83);</p> <p>(b) For improvements in United Nations staff training, the United Nations System Staff College in Turin could be one appropriate structure (paras. 52 and 83).</p>	<p>WFP organizes specific staff training, which also involves CSOs, NGOs and other partners.</p> <p>WFP participated in United Nations training events in Turin and supports the proposal.</p>



<b>REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002</b>
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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 8</b></p> <p>The existing mechanism at the country level has to be revised and amplified, shifting from limited and sporadic consultations to involvement of CSOs during the planning and execution process of technical cooperation activities in synergy with governments (para. 76).</p> <p><b>Recommendation 9</b></p> <p>(a) Those United Nations organizations dealing with economic and social development should be encouraged to include in their websites selected information on CSOs engaged in technical cooperation activities for the benefit of CSOs in general, and in particular, for those which do not have a website. For CSOs already equipped with a website, it would be useful for United Nations system organization websites to have these CSO hyperlinks imbedded, thereby making it possible to connect readers to the websites of relevant CSOs;</p> <p>(b) Major conferences, meetings, seminars/workshops organized by the United Nations system and of special interest to CSOs should be part of the appropriate printed word, radio and website information.</p>	<p>WFP organizes annual consultations at the global level. Country-specific initiatives will be piloted; country offices will be encouraged to hold regular consultations. Consideration will be given to standardizing ad hoc consultations.</p> <p>WFP plans to build a database of information related to its partners and to place links on the WFP website.</p> <p>WFP supports the recommendation and will share information accordingly.</p>
<p><b>JIU/REP/2002/2</b></p> <p><b>The Results Approach in the United Nations: Implementing the United Nations Millennium Declaration.</b></p>	<p><b>Recommendation 1</b></p> <p>The concept of "results" should be clarified. A distinction should be made between results of the programme activities of the United Nations proper, i.e. accomplishments used in the programme budget context and the results at the country and the world level used in the context of major United Nations conferences and the Millennium Declaration.</p>	<p>WFP takes note of recommendations 1 and 2 and generally agrees with them. They do not apply specifically to WFP's approach to results-based management, but the Programme agrees that clarification of concepts and creation of an enabling environment are prerequisites for results-based approaches to succeed.</p>



<b>REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002</b>
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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 2</b></p> <p>Application of results-based budgeting techniques in the United Nations ought to be kept under review with a view to adapting them to the very specific nature of the United Nations and the Member States' need to observe change. The concept of accomplishments will have to be more clearly and accurately defined by and with programme managers as they will ultimately be held accountable for programme performance. An enabling environment has to be created, including dynamic and flexible human resources management, adequate information systems, training facilities for staff, confidence-building not only within the Secretariat but also between the Secretariat and Member States, and more flexibility for programme managers in exchange for accountability. Regarding administrative and other support activities, more precision is needed (see para. 77).</p>	See above.
	<p><b>Recommendation 3</b></p> <p>For the medium term, <i>at the country level the excessive number of documents and reports</i> produced describing the situation of the country should be <i>replaced</i>, after consultation within CEB, <i>by a single document</i>, to be called <i>Common Country Review Report (CCRR)</i> prepared along the lines described in paragraphs 125 and 126. This CCRR should replace in future to the extent possible reports made by individual organizations in order to reduce transaction costs and avoid duplication. <i>A strategic review debate should be held at the country level every five years</i> in order to reach an agreement on the strategy to be applied (see para. 128).</p>	Recommendations 3 to 8 of the report address issues relating to enhanced coordination, streamlining and consolidation of reporting at the country level. In line with the Note by the Secretary-General responding to the report, WFP believes that a single CCRR would not be the most efficient approach, since coordination arrangements in most countries are still weak. WFP also agrees with the Secretary-General that the JIU proposals on reporting, including a new Medium-Term Strategy Review Report (MTSRR), are impractical in terms of the coordination required for preparation and the additional burden on the recipient country. WFP will continue to work with UNDG agencies and the World Bank to improve the CCA/UNDAF and Poverty-Reduction Strategy Paper (PRSP) processes. The objectives of the JIU report will thus be realized.



**REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002**

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 4</b></p> <p><i>At the world level, a report synthesising the country-level debates, complete with best practices and lessons learned and conclusions drawn, should be prepared by the United Nations every five years. This report, to be called <i>Medium-Term Strategic Review Report (MTSRR)</i>, should, as far as possible, establish a typology of comparable economic and social development and poverty situations in the various countries, and propose strategies applicable to each type (see para. 135). The aim would be to set out for the medium-term period, a coordinated, coherent, if not common, strategic framework for the United Nations system, the BWI and other major players, that would assist Member States in reaching the Millennium Declaration Goals.</i></p>	<p>See above.</p>
	<p><b>Recommendation 5</b></p> <p><i>The <i>Medium-Term Strategy Review Report (MTSRR)</i>, together with the comprehensive statistical report promised by the Secretary-General in his Road Map, should be <i>submitted every five years to a high-level meeting of the Economic and Social Council</i>. The aim would be to build greater consensus and ensure policy coherence in strategies for development and poverty reduction, to give directives to international institutions, and to make medium-term pledges regarding external assistance. A coherent and coordinated strategic policy framework, to be established through such a process, would contribute further to the implementation of the Millennium Declaration (see para. 136). The debate should enable a consensus to be reached on how to integrate adjustment with poverty eradication on a sustainable basis.</i></p>	<p>See above.</p>



<b>REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002</b>
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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 6</b></p> <p>The preparation of such an integrative synthesis report by the United Nations will require a considerable number of skilled personnel. Bearing in mind current resource constraints, consideration should be given to eventually reducing the number or range of economic and social documents at present produced by the United Nations insofar as they deal with the same subject and do not differ in their policy conclusions. In view of the fact that not all of the various descriptive reports on the world economic and social situation are policy-oriented, there is a <i>case for reassessment and eventual streamlining</i> of their production (see para. 133).</p>	See above.
	<p><b>Recommendation 7</b></p> <p>Parallel to the above initiatives and in order to enable the United Nations to fulfil its mandated mission under Article 1, paragraph 3, of the Charter of the United Nations, a <i>Medium-Term Conflict Prevention Review Report (MTCPRR)</i>, should be prepared by the United Nations Secretariat every five years on the basis of the MTSRR, describing the relationship between progress made in poverty eradication, development enhancement and conflict prevention. This report should <i>be submitted to the Security Council to be debated in that forum and, if so decided, also by the General Assembly</i> (see para. 138).</p>	See above.
	<p><b>Recommendation 8</b></p> <p>As far as the <i>future of the MTP exercise</i> is concerned, <i>two options</i> are open for Member States to decide upon.</p> <p><i>Option 1:</i> If the two new instruments that have been recommended for creation, namely the <i>CCRR</i> and the <i>MTSRR</i>, described in <i>recommendation 3 and 4</i>, satisfy the requirements of Member States for medium-term strategic orientation, they <i>could decide not to establish a successor plan</i> to the existing 2002–2005 MTP.</p>	See above.



<b>REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002</b>
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Title and purpose	Recommendations	WFP response, including follow-up
<p><b>JIU/REP/2002/3</b></p> <p><b>Support Costs Related to Extrabudgetary Activities in Organizations of the United Nations System</b></p> <p>To review the formulation and application of extrabudgetary support-cost policies in the United Nations system organizations, and to propose measures aimed at harmonizing these policies.</p>	<p><i>Option 2:</i> The next MTP, if maintained, would have to take the two <i>new instruments</i> recommended <i>into account</i>. <i>Their policy conclusions for United Nations programmes and activities would have to be translated into the next MTP</i>. Emphasis ought to be given to fully integrating the Millennium Declaration Goals and the Road Map suggestions into the existing and future MTPs of the Organization, so that Member States can assess the relevance and coherence of the strategy of the United Nations to assist Member States in reaching the Millennium Declaration Goals.</p> <p><b>Recommendation 1</b></p> <p><u>Formulation of support-cost policies</u></p> <p>With a view to ensuring the effective use of extrabudgetary resources in support of mandated programmes, <u>legislative organs</u> may wish to request the executive heads of each organization to:</p> <p>(a) Integrate extrabudgetary resources with core resources in budget presentations (as far as they have not already done so) and subject these resources, at least in terms of broad programmatic prioritization, to legislative approval;</p> <p>(b) Accept extrabudgetary resources for activities beyond the reach of core budgets in line with the broad programmatic prioritization approved by legislative organs.</p>	<p>WFP does not classify resources as core or extrabudgetary. Resources are contributed as multilateral, directed multilateral or bilateral at the preference of the donor. All resources are therefore subject to the same legislative approval process. All WFP's resources are provided through voluntary contributions. The projected level of these resources and broad programme of work are integrated and presented in the biennium budget, now renamed the Management Plan.</p> <p>See response to (a) above.</p>



<b>REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002</b>
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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 2</b></p> <p><u>Executive heads</u> should ensure that all incremental cost-measurement exercises clearly define what share of the costs associated with existing administrative and other support structures are appropriately borne by core resources and what must be borne from extrabudgetary resources.</p>	<p>WFP does not distinguish between core and extrabudgetary resources, so this is not applicable; all administrative costs are borne by voluntary contributions, as stated above.</p>
	<p><b>Recommendation 3</b></p> <p><u>Executive heads</u> should give careful prior consideration to the costs and benefits associated with potential approaches to incremental cost measurement. The validity of the findings of all cost-measurement exercises, including the resulting projections of support-cost income requirements, should be verified using historical expenditure-income analysis.</p>	<p>WFP agrees with this recommendation; the issue will be covered in the Financial Policy Framework review Issues on Financial Policies (WFP/EB.A/2003/6-A/1).</p>
	<p><b>Recommendation 4</b></p> <p><u>Legislative organs</u> may wish to consider permitting United Nations system organizations to retain the interest earned on extrabudgetary resources contributed to multi-donor activities where resources are commingled and separate donor-specific accounting is not possible. They may wish to determine that this income should be used to reduce extrabudgetary support costs and that appropriate reporting is made to legislative organs on the relationship between such interest income and support-cost rates.</p>	<p>WFP's policy on treatment of interest income is governed by a financial regulation. The authority for utilizing interest income recorded in the General Fund rests with the Executive Board. The issue of interest income is part of the Financial Policy Framework review.</p>
	<p><b>Recommendation 5</b></p> <p><u>Executive heads</u> should review the extrabudgetary support-cost legislation applicable to their respective organizations and present proposals to their legislative organs aimed at eliminating contradictions in this legislation.</p>	<p>WFP does not consider that the current regulatory framework has contradictions of the kind identified by JIU, but all policies will be reviewed in the Financial Policy Framework reviews.</p>



## REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 6</b></p> <p><u>Application of support-cost policies</u></p> <p><u>Executive heads</u> of the organizations which have not yet done so, should explore the possibility of including, as direct and internal project or programme costs, identifiable elements presently covered by percentage-based support-cost charges.</p>	<p>WFP has already moved to a direct cost recovery for identifiable project and programme costs.</p>
	<p><b>Recommendation 7</b></p> <p>The <u>Executive Board of UNDP</u> should review the practice of incorporating indirect support costs for United Nations system organizations as part of the cost of substantive UNDP project inputs and expenditures. The Executive Board may wish to revise this policy in line with the principles described in recommendation 9 below.</p>	<p>Not applicable to WFP.</p>
	<p><b>Recommendation 8</b></p> <p><u>Executive heads</u> should ensure that exceptional support-cost rates, and the grounds on which they are permitted, are consistent. They should only be granted on the basis of justifiable substantive priorities or a genuine determination that lower support-cost rates are appropriate. Furthermore, executive heads granting exceptional support-cost rates on a relatively frequent basis should revise the extrabudgetary support-cost policies to which they are approving exceptions.</p>	<p>The extent of the Executive Director's authority to adjust or waive indirect support costs (ISC) is fully covered in WFP's General Rules and is in line with this recommendation.</p>
	<p><b>Recommendation 9</b></p> <p><u>Harmonization of policy principles</u></p> <p><u>Legislative organs</u> should enact support cost policies to ensure that extrabudgetary resources continue to be mobilized and deployed effectively to further the mandated activities in developmental, humanitarian and other substantive areas. These policies should be straightforward, transparent, easy to administer and must provide for a consistent and equitable approach to special arrangements. To this end, <u>legislative organs</u> may wish to consider that:</p>	<p>WFP currently applies a uniform ISC rate to development, emergency, protracted relief and recovery operation and special operation activities to cover programme support and administrative (PSA) costs.</p> <p>This is in line with the JIU recommendation that the policy should be straightforward, transparent and easy to administer, and consistent and equitable between donors.</p>






## REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002

Title and purpose	Recommendations	WFP response, including follow-up
	<p>(a) Extrabudgetary support-cost rates should be established in accordance with the following principles:</p> <ul style="list-style-type: none"> <li>➤ They should recognize and reflect the relative centrality, and direct benefits, of an extrabudgetary activity to the mandated programme;</li> <li>➤ They should be differentiated to take into account the cost of support as influenced by type of activity, conditionality and the volume of resources;</li> </ul> <p>(b) The authority to establish extrabudgetary support-cost rates in accordance with the principles in (a) above may be delegated to executive heads, with appropriate reporting thereon to legislative organs.</p>	<p>For other activities (trust fund or bilateral services) undertaken by WFP, ISC rates are adjusted to ensure that full-cost recovery is achieved.</p> <p>This full-cost recovery concept is in line with the principles indicated in the recommendation.</p>
	<p><b>Recommendation 10</b></p> <p>In implementing new extrabudgetary support-cost policies and rates established along the lines indicated in recommendation 9 above, <u>executive heads</u> should give careful prior consideration to the effect of these changes upon support-cost income, ensuring that a larger proportion of the costs associated with supporting extrabudgetary activities does not fall upon core resources. Any reduction in support-cost income due to reduced support-cost rates should be offset in principle through the achievement of more efficient administrative services.</p>	<p>Not applicable to WFP.</p>
	<p><b>Recommendation 11</b></p> <p><u>The United Nations System Chief Executives Board for Coordination (CEB)</u> should ensure that the process for establishing support-cost policies be monitored and regular comparative reporting of such policies be developed and disseminated. The outcome of this reporting should be reviewed by appropriate CEB machinery with a view to harmonizing, to the extent possible, the principles underlying support-cost policies, and by executive heads who should report thereon to their respective legislative organs.</p>	<p>This recommendation is fine but may be difficult to carry out: even harmonizing will require amendments to existing rules and regulations of these organizations and specialized agencies. A more meaningful recommendation might be to group these entities into:</p> <ul style="list-style-type: none"> <li>(i) those that are similar with regard to funding and operations, i.e. those that are purely voluntarily funded;</li> <li>(ii) those with assessed contributions;</li> <li>(iii) those that are mandated to provide funds to other entities; and</li> <li>(iv) those that implement projects on behalf of other organizations.</li> </ul>



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Title and purpose	Recommendations	WFP response, including follow-up
 <p><b>JIU/REP/2002/5</b> <b>Reform of the Administration of Justice in the United Nations System: Options for Higher Recourse Instances</b></p> <p>To consider, in the context of the reform of the administration of justice in the United Nations system, the possibility of establishing a higher instance in respect of the binding decisions of the two main international administrative jurisdictions, namely the International Labour Organization Administrative Tribunal (ILOAT) and the United Nations Administrative Tribunal (UNAT), in consultation with the organizations of the United Nations system, and bearing in mind the national legal systems of Member States.</p>	<p><b>Recommendation 12</b></p> <p><u>Legislative organs</u> should continue to monitor overall administrative and other support expenditures and to review these components in the budgets of United Nations system organizations. In so doing, Member States should ensure that administrative and other support requirements in core budgets do not increase in proportion to overall core resources.</p> <p><b>Recommendation 1</b></p> <p><u>Independence of the administration of justice in the organizations of the United Nations system</u></p> <p>Every effort should be made to ensure the independence of all bodies concerned with the administration of justice; whenever appropriate, organizations might wish to consider establishing independent offices grouping all bodies and institutions dealing with the administration of justice, as recommended by the Inspectors for the United Nations.</p>	<p>With these the CEB can reach specific decisions rather than become a forum for exchanging ideas and experiences.</p> <p>Not applicable to WFP.</p> <p>Whenever appropriate, and within the relevant rules and regulations, every effort should be made to ensure the independence of the bodies concerned with the administration of justice.</p>

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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 2</b></p> <p><u>Reinforcement of informal conciliation, mediation and negotiation functions</u></p> <p>(a) The organizations' capacity for informal conciliation, mediation and negotiation should be strengthened. Every organization that has not yet done so is encouraged to establish an independent, central ombudsman function performed by a senior official appointed by the executive head, in consultation with the staff representatives, for a single, non-renewable five-year term. This function should be complemented, at every major duty station, by a person or a panel responsible on a part-time basis for informal conciliation, mediation and negotiation functions under the overall guidance and supervision of the ombudsman.</p> <p>(b) Following the example of certain judicial instances in the Member States, ILOAT and UNAT should be enabled to mediate between parties. This power should be expressly attributed to the tribunals so that, whenever deemed appropriate, they may resort to conciliation to resolve disputes, particularly those where no major legal issues are involved.</p>	<p>The Programme is committed to strengthening informal conciliation, mediation and negotiation functions. HR has undertaken a review of the practices of sister organizations with ombudsmen with a view to obtaining best practices. HR is finalizing a proposal for review by the Executive Director on establishing an ombudsman function.</p> <p>WFP agrees with the recommendation.</p>
	<p><b>Recommendation 3</b></p> <p><u>Harmonization of the work and procedures of ILOAT and UNAT, leading to a merger of the two tribunals</u></p> <p>In considering the desirability of eventually merging ILOAT and UNAT, the competent legislative organs of the United Nations and the ILO may wish to require the harmonization of the statutes and working procedures of the two tribunals in question, with special emphasis on the procedures for selecting their members, their competencies and jurisdictions as well as case laws; a detailed timetable for such a merger should be developed by the two tribunals in consultation with their participating organizations as appropriate.</p>	<p>WFP supports this harmonization and the eventual merger of ILOAT and UNAT. The aim in this process should be more effective and timely processing of appeal cases.</p>




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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 4</b></p> <p><u>Joint appeals boards, joint disciplinary committees and similar bodies</u></p> <p>(a) Adopt as a general operating principle the practice of accepting the unanimous recommendations of these bodies, without prejudice to the authority of the executive heads in the discharge of their administrative responsibilities.</p> <p>(b) Publish annual reports containing summarized information on the number and nature of the cases heard before joint appeals boards, joint disciplinary committees and similar advisory bodies, as well as general statistics on the dispositions of such cases; the confidentiality of their proceedings should be preserved.</p> <p>(c) Give appropriate consideration to the holding of oral hearings before all appellate bodies when these hearings could contribute to the settlements of disputes and expedite the disposition of cases.</p>	<p>This is the normal practice. There is need, however, for flexibility to allow executive heads of agencies to discharge their administrative responsibilities.</p> <p>WFP's disciplinary and appeal cases are handled through the FAO joint appeals system, and finally by the ILOAT. The judgements of the ILOAT are made public.</p> <p>Both the FAO Appeals Committee and the ILOAT hold oral hearings when it is deemed necessary. Holding oral hearings for all cases before the committees and tribunals could result in long delays in the disposition of cases and be very expensive and time consuming.</p>
	<p><b>Recommendation 5</b></p> <p><u>Options for a higher recourse instance</u></p> <p>The General Assembly may wish to request the Sixth Committee to study the desirability of establishing an ad hoc panel that would be responsible for reviewing the judgements of the existing two tribunals or a future single tribunal (see Recommendation 3 above); the panel in question could include the following features:</p> <p>(a) It should be composed of a Chairperson designated by the President of the International Court of Justice and two members designated, one each, by the Presidents of ILOAT and UNAT/legislative bodies of the International Labour Organization and the United Nations. The persons proposed to serve on this ad hoc panel should be eminent jurists, internationally recognized. Their term of office shall not exceed that of the members of the tribunals. A screening procedure should be established to avoid that this panel becomes inundated with unfounded appeals.</p>	<p>Not applicable to WFP.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
 <p><b>JIU/REP/2002/6</b> <b>United Nations System Revenue-Producing Activities</b></p> <p>To review United Nations system policies and practices relating to revenue-producing activities with a view to establishing a coherent policy framework for these activities and improving their management efficiency and effectiveness.</p>	<p>(b) Applications for review of the judgements of the tribunals may be founded on the following criteria: first, that the tribunal has exceeded its jurisdiction or competence; second, that the tribunal has failed to exercise jurisdiction vested in it; third, that the tribunal has erred on a question of law relating to the provisions of the United Nations Charter; fourth, that the tribunal has committed a fundamental error in procedure which occasioned a failure of justice; and fifth, that the tribunal has deviated substantially from its jurisprudence.</p> <p>(c) The determinations and conclusions of the ad hoc panel shall be binding on the executive heads of the organizations and on the tribunals. The ad hoc panel shall not reopen the procedure but only review, as appropriate, a judgement, so that the tribunal that has issued it shall confirm or revise it in the light of the ad hoc panel's determinations and conclusions.</p> <p><b>Recommendation 6</b></p> <p><u>Legal advice and representation for staff members</u></p> <p>The executive heads of the organizations should ensure collaboration with the staff associations in the development of comprehensive legal insurance schemes covering legal advice and representation for staff in these procedures, on the understanding that the organizations shall contribute towards these schemes only until such time as they are self-financing.</p> <p><b>Recommendation 1</b></p> <p><u>New management arrangements for United Nations revenue-producing activities</u></p> <p>(a) In line with his proposal to separate the management of revenue-producing activities from the core activities of the Organization, the Secretary-General should consider merging revenue-producing activities into a single Business Division, to be managed by an interdepartmental body, similar to the Senior Advisory Board on Services to the Public (ST/SGB/231), and charged with the following responsibilities:</p>	<p>WFP has in place a consultation mechanism with the staff associations. At the moment WFP does not envisage developing a comprehensive legal insurance scheme covering legal insurance advice and representations for staff in appeal procedures.</p> <p>The recommendation is primarily addressed to the United Nations and its internal departmental structure. The description of responsibilities to be assigned to the business division charged with revenue-producing activities should be qualified: the division should have legal expertise for drafting contracts with the private sector. Outsourcing agreements should not be handled in such business units, however, because they represent a business transaction in which the United Nations is retaining services from an external party as opposed to providing them</p>

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Title and purpose	Recommendations	WFP response, including follow-up
	<p>(i) Developing and managing global marketing and sales operations for the Organization's public-outreach revenue-producing activities;</p> <p>(ii) Designing and implementing an appropriate personnel and administrative framework responsive to the special nature of the operations under special delegation of authority;</p> <p>(iii) Improving the financial results of the activities on the basis, inter alia, of strategic and operational business plans incorporating revenue targets;</p> <p>(iv) Negotiating and managing outsourcing contracts with external entities;</p> <p>(v) Fostering cooperation and coordination among Secretariat departments, funds and programmes, as well as with interested specialized agencies, in the marketing of public-outreach revenue-producing activities, and performing other functions as may be added and defined.</p> <p>(b) The Secretary-General should consider recommending to the General Assembly revisions to relevant provisions of the United Nations Financial Regulations and Rules in order to align them with the proposed new management arrangements and the policy objectives set forth in recommendation 6 below for revenue-producing activities, including in particular the need to reinvest proceeds into the further development of revenue-producing units (paras. 68–72).</p>	<p>to an external party. Outsourcing revenue-making activities should be negotiated jointly by the business division and Procurement, and should be managed by the business division.</p> <p>WFP would encourage cooperation and coordination with funds, programmes and other specialized agencies provided these activities are in line with WFP's revenue-producing strategies.</p>
	<p><b>Recommendation 2</b></p> <p><u>Enhancing public access and visibility</u></p> <p>The Secretary-General should consider the possibility of relocating the United Nations bookshops and gift centres in New York and Geneva in such a way that they are as visible and accessible to the general public as to staff and conference delegates in order to improve the prospects of increasing revenue from these operations in the context of increased security measures limiting general public access to the Organizations' premises (paras. 73–76).</p>	<p>Not applicable to WFP.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 3</b></p> <p><u>Extending geographical spread</u></p> <p>With a view to improving the profitability of revenue-producing activities and the United Nations global public image, the Secretary-General should:</p> <p>(a) Consider undertaking cost-benefits analyses of extending the geographical spread of some activities, be it on an experimental basis, such as bookshops, gift centres and sale of philatelic stamps, to more locations in the developed and developing countries, especially where there is a United Nations system presence, such as United Nations Information Centres (UNICs) whose mandate and staffing could be strengthened for this purpose, starting with a selective and trial arrangement;</p> <p>(b) Study the possibility of implementing at the Geneva and Vienna duty stations, the information technology and other suitable dimensions of his proposal for enhancing the United Nations experience for visitors at Headquarters with the involvement of other system organizations as well as the host Governments/cities;</p> <p>(c) Pursue for the above purposes, in the specific case of the Geneva duty station and in cooperation with other interested Geneva-based organizations, the opportunity of the project currently being studied by the Swiss authorities to physically transform and modernize the Place des Nations in Geneva (paras. 77–79).</p>	<p>This recommendation is not applicable to WFP. However, in line with the recommendation, WFP has a gift centre at its Headquarters in Rome. WFP will consider undertaking cost-benefit analyses to determine the feasibility of placing such items at more locations.</p>
	<p><b>Recommendation 4</b></p> <p><u>Exploring outsourcing options</u></p> <p>Within the context of General Assembly resolution 55/232 of 23 December 2000 on outsourcing practices, the Secretary-General should ensure that the outsourcing of revenue-producing activities takes into due account:</p>	<p>Currently, WFP does not outsource any revenue-producing activities. Should WFP embark on such outsourcing, the elements of this recommendation will be taken into consideration. The recommendation is well received from a procurement standpoint.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p>(a) The specific objective and special nature of each activity concerned, as well as the expertise available in-house to frame and effectively monitor mutually beneficial contracts with private-sector entities;</p> <p>(b) The option of outsourcing each eligible operation on a global scale or within geographical segments;</p> <p>(c) The desirability or not of granting exclusive rights to contractors depending on the nature of the activity;</p> <p>(d) The possibility of experimental two-year outsourcing contracts based on net revenue targets and other relevant performance measures (para.85–88).</p> <p><b>Recommendation 5</b></p> <p><u>United Nations Postal Administration (UNPA)</u></p> <p>(a) The Secretary-General should seek from the General Assembly the necessary authority to review existing agreements between the Organization and host countries regarding UNPA in order to establish the continuing validity of the existing formula for sharing between the United Nations and host country postal administrations the costs and revenue relating to UNPA operations; the proposed review should take fully into account the overall financial, economic and other benefits that the host countries derive from the location of United Nations system organizations on their territories;</p> <p>(b) The Secretary-General should also initiate consultations with competent authorities of the Universal Postal Union (UPU) with a view to strengthening UNPA business relations with national postal administrations (paras. 89–93).</p>	<p>Not applicable to WFP.</p>





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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 6</b></p> <p><u>Policy objectives</u></p> <p>The competent legislative organ of each organization should further strengthen, within a coherent policy framework, existing directives for revenue-producing activities, including, inter alia, the following objectives:</p> <p>(a) To promote the legislative mandates and global public image of the organization while also maximizing revenue, where appropriate, for the discretionary allocation of the Member States;</p> <p>(b) To ensure the long-term financial sustainability of the activities through the reinvestment of an appropriate percentage of their proceeds in the organizational and author units directly concerned (to support their enhanced information technology needs, further research and development, production and reproduction, as well as marketing and sales efforts); to that end, self-financing mechanisms, such as special revolving funds, should be established where non-existent at present, and some flexibility may be given to the services concerned to mobilize their own resources, in kind or cash, from public and private sources to meet their needs for start-up capital, working capital, or operational reserves, in keeping with the financial regulations and rules of each organization;</p> <p>(c) To encourage organizational creativity and performance measurement based on financial results;</p> <p>(d) To tap the financial benefits of intellectual property protection rights;</p> <p>(e) To strengthen the comparative advantages of each organization concerned;</p> <p>(f) To adhere to ethical standards consistent with United Nations system values and the ethical framework existing in each organization for cooperation with the international business community (paras. 56–61).</p>	<p>WFP will be guided by the policy framework set by the Executive Board, which will be discussed in the course of 2003.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 7</b></p> <p><u>Increasing revenue from publications</u></p> <p>The executive heads of the organizations should, where this is not already the case, aim to increase revenue from publications by raising the visibility of their publications programmes in terms of budgets and staff allocations while also taking into account best practices mentioned in this report, and introducing the following measures, inter alia:</p> <p>(a) Achieving a more judicious balance, as may be determined by each organization, between free distribution (including free access over the Internet) and paid distribution of publications;</p> <p>(b) Further expanding the geographical coverage of marketing and sales operations;</p> <p>(c) More widely promoting licensing rights for translations and the reproduction of low-cost local editions, especially in the developing countries;</p> <p>(d) Holding on a more regular basis and at different duty stations, existing informal inter-agency meetings of the heads of publications programmes in the context of the annual Frankfurt Book Fair, and focusing the agendas of these meetings on the sharing of best practices in publishing and marketing activities, including cost and royalty issues relating to co-publishing activities;</p> <p>(e) Establishing common printing services wherever appropriate as outlined in this report, especially with a view to combining limited resources to upgrade plant capacities and technologies for processing high-quality or special printing tasks now generally outsourced to commercial printers (para. 103).</p>	<p>WFP supports the idea of increasing revenue from publications. This is not a practice currently employed by WFP; should WFP pursue this option, this recommendation will be kept in mind.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 8</b></p> <p><u>Public information products</u></p> <p>In order to generalize policies and practices already existing in some organizations, the executive heads should identify, among the public information materials of their respective organizations, those products with marketable value, especially audio-visual productions, that could be purposely developed for the twin objectives of advocacy and income-generation, without prejudice to the free distribution of all other public information materials (paras. 104–106).</p>	<p>WFP already has items developed for advocacy and income generation. The marketability of audio-visual material will be explored.</p>
	<p><b>Recommendation 9</b></p> <p><u>Electronic databases and related products</u></p> <p>(a) The organizations should emulate best practices by the United Nations and the International Civil Aviation Organization (ICAO) in the on-line marketing of their databases, and may also give consideration, as appropriate, to the Food and Agriculture Organization's (FAO) formula of free but limited public access, and paid unlimited access to electronic databases;</p> <p>(b) Similarly, the organizations should adopt to the extent feasible United Nations Industrial Development Organization's (UNIDO) Computer Model for Feasibility Analysis and Reporting (COMFAR) in the development and marketing of software programmes that promote their mandates and generate income in the process (paras. 107–112).</p>	<p>(a) WFP is working on a corporate strategy for public access to databases. A project to implement the strategy will be undertaken in 2004.</p> <p>(b) WFP is negotiating to find ways of exploiting some ERP software to which it has intellectual rights. WFP has not developed any marketable utilities, but supports the concept.</p>
	<p><b>Recommendation 10</b></p> <p><u>Procurement for third parties</u></p> <p>(a) The executive heads of the organizations should, where necessary, introduce and sustain measures designed to strengthen and maintain their respective comparative advantages in the international procurement of goods and services along the lines set forth in this report;</p>	<p>(a) WFP appreciates the encouragement given by the inspectors to foster or maintain provision of procurement services to third parties, especially where leadership of an agency is determined by its position in the market.</p>



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	<p>(b) In order to financially support, be it partially, the objective of recommendation 10(a) above, the organizations should study the desirability of charging appropriate bidding or registration fees to private-sector entities submitting proposals to tender for the organizations' procurement and outsourcing contracts (paras. 113–115).</p> <p><b>Recommendation 11</b></p> <p><u>Research and development (R&amp;D) in science and technology</u></p> <p>The Chief Executives Board for Coordination (CEB) should set up an ad hoc task force, including WIPO, to formulate a common science and technology policy on patents modelled on World Health Assembly resolution WHA35.14 of 12 May 1982 on policy on patents, aimed at encouraging the organizations to further strengthen their science and technology R&amp;D activities in support of global social and economic development objectives, and to use acquired patent rights more broadly and systematically than heretofore to generate income and other benefits for the further development of R&amp;D activities, which might require centralized and self-financed R&amp;D programmes in some organizations (paras. 117–121).</p> <p><b>Recommendation 12</b></p> <p><u>Substantive training and public lectures</u></p> <p>(a) The executive heads of the organizations should consider extending or establishing substantive training and public-lecture programmes for non-State actors on a fee-paying basis, with a view to promoting policy and technical dialogue and other forms of interactions with civil society;</p> <p>(b) The potential and cost benefits should also be studied of fee-paying courses which some organizations might wish to offer over the Internet or otherwise on subjects related to their core competencies, in partnership or not with credit-granting educational institutions (paras. 121–123).</p>	<p>(b) The recommendation is pertinent and has been considered within the Inter-Agency Procurement Working Group in recent years. WFP does not consider this to be a significant instrument for revenue generation because the administrative cost of managing the fee would offset the income. Charging a tender fee could be counterproductive as regards fostering procurement from local and developing markets.</p> <p>Not applicable to WFP.</p> <p>WFP appreciates the recommendation to establish substantive training and public-lecture programmes as well as fee-paying courses. These possibilities will be examined to determine their cost-efficiency.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 13</b></p> <p><u>Reinforcing the marketing function</u></p> <p>The executive heads should ensure that the marketing and sales functions for revenue-producing activities in their respective organizations are reinforced as follows:</p> <p>(a) The conduct of periodic market research studies, particularly for publications, as may be appropriate for each activity;</p> <p>(b) Except for price discounts in the developing countries, the pricing of activities should be guided by a mark-up pricing method and the cost to be considered should include both direct and overhead cost elements of the activity unit concerned, subject to (c) below;</p> <p>(c) The subscription fees for databases on line should be guided by a value-pricing method that takes into account their generally exclusive nature, demand potential and the income brackets of the customer segments concerned; the fee-discount policy for favoured user groups should be harmonized; and fee rates should differentiate between institutional and individual customers;</p> <p>(d) The further strengthening of cooperative strategies and mechanisms for distribution and sales services, especially for publications and gift items, including cross-selling of one another's products on a voluntary basis, and extending distribution and sales networks in the developing countries. To that end, full use could be made of United Nations system field offices (paras. 124–127).</p>	<p>The reinforcements recommended are pertinent and will be examined should WFP embark on such revenue-producing activities.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
<p><b>JIU/REP/2002/7</b></p> <p><b>Management Audit Review of Outsourcing in the United Nations and United Nations Funds and Programmes</b></p> <p>To establish the extent to which the outsourcing practices in 1999 and 2000 by the United Nations Secretariat and the United Nations funds and programmes were consistent with the policy directives set forth in General Assembly resolution 55/232 of 23 December 2000 (see Annex I to this report).</p>	<p><b>Recommendation 1</b></p> <p><u>Working concept of outsourcing for United Nations and its funds and programmes</u></p> <p>The executive heads of the organizations concerned should ensure that outsourcing arrangements with commercial suppliers are based on the following distinctive elements:</p> <p>(a) The managerial processes of the service or activity concerned are owned and controlled by the contractor;</p> <p>(b) Resulting from (a) above, the associated human resources (personnel performing the outsourced services), even while working on the organizations' premises, fall under the responsibility of, and report to, the vendor and not the host organizations;</p> <p>(c) Outsourcing, unlike other forms of procurement, is geared mostly to the provision of services to meet the organizations' internal needs or substantive programme requirements; it could also include the supply of goods (e.g. computer equipment, photocopying machines or stationery) linked to the outsourced services in question, subject to (d) below;</p> <p>(d) An outsourcing arrangement typically implies a business relationship with a supplier lasting one year or more as a general rule (para. 17).</p>	<p>WFP agrees with the outsourcing definition offered in the JIU report. Outsourcing agreements should be implemented according to the prevailing procurement policies and regulations of each organization; if these are not adequate, they should be amended to encompass the principles of General Assembly Resolution 55/232. WFP's Non-Food Procurement Manual adequately covers the process for retaining services from external parties and was considered a best practice within the United Nations System in this regard.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 2</b></p> <p><u>Common services, national execution of projects, and outsourcing</u></p> <p>(a) Although common services operated within the United Nations system are conceptually a form of outsourcing, the organizations' programme managers responsible for common services and/or outsourcing practices should restrict the practical use of the term "outsourcing" to contractual relations with commercial vendors;</p> <p>(b) Likewise, while the practice of contracting with governmental and non-governmental institutions in the Member States for the execution of technical cooperation, humanitarian and other projects and programmes would also qualify to some extent as outsourcing, this term should not be used for such operational activities for development, which should continue to be referred to more appropriately as: "national execution", "national capacity-building", "institution building" and "strengthening" (para. 23).</p>	<p>WFP considers that the distinctive elements of the three agreement types are appropriate as offered in the JIU report.</p>
	<p><b>Recommendation 3</b></p> <p><u>Strengthening outsourcing policy guidelines</u></p> <p>The Secretary-General should reinforce existing outsourcing policy guidelines with the following additional measures:</p> <p>(a) The General Assembly's policy directives on outsourcing practices contained in resolution 55/232, and related policy guidelines on the same subject, should be incorporated in the relevant policy documents, especially procurement manuals and general conditions for contracts for services, including those of the funds and programmes (para. 25);</p> <p>(b) Services and activities to be outsourced should be made explicit in the programme budget narrative and resources should be approved by the competent policy-making organs for the service or organizational unit concerned (para. 46).</p>	<p>In WFP's case, the Non-Food Procurement Manual adequately covers outsourcing services; WFP's performance-based contracts have been recognized as examples of best practices within the United Nations system.</p> <p>WFP already provides a budget for outsourced services, which are indicated in the budget. WFP will take note of this recommendation when preparing the next biennial Management Plan.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 4</b></p> <p><u>Standardized due diligence procedures</u></p> <p>The Inter-Agency Procurement Working Group (IAPWG) should aim, inter alia, through shared databases, to standardize and generalize the application of due diligence procedures within the United Nations system, using relevant provisions of the United Nations Children's Fund (UNICEF) Supply Manual as a model (para. 51).</p>	<p>WFP will raise the subject at the next IAPWG meeting and will review the UNICEF Supply Manual with a view to improving its procurement practices.</p>
	<p><b>Recommendation 5</b></p> <p><u>Value for money and performance measures</u></p> <p>(a) Programme managers should understand the "lowest acceptable bid" rule in the United Nations Procurement Manual to cover also the "best value for money" principle, and the World Food Programme (WFP) might wish to share with other organizations in IAPWG the relevant provisions of its Non-Food Procurement Manual on the "best value" award for the competitive Request for Proposals (RFP) process (para. 54);</p> <p>(b) IAPWG should seek agreement on standard contract provisions emphasizing cost-effectiveness and efficiency in outsourced operations, depending on the nature of the service or activity being outsourced, especially for high-value contracts, and the said provisions should specify as clearly as possible the various measures against which the contractor's performance could be measured (para. 58).</p>	<p>WFP shared its Non-Food Procurement Manual with sister agencies and will make it available to others at the next IAPWG meeting.</p> <p>WFP's performance-based outsourcing contracts were considered best practice by the JIU in its report. At the request of sister agencies, WFP has shared these agreements.</p> <p>This is in line with the WFP Non-Food Procurement Manual.</p>






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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 6</b></p> <p><u>Enhanced safety and security measures</u></p> <p>(a) The safety and security factor should be among the risks to be assessed during the pre-contract phase and periodically thereafter, particularly with respect to outsourcing arrangements involving the regular presence on United Nations premises of a significant number of the supplier's personnel;</p> <p>(b) The Secretary-General and executive heads of the funds and programmes should institute as general policy the requirement that contractors provide to the Security and Safety Services all relevant identity details of their personnel already assigned, or to be assigned to outsourced duties within the organizations, subject to national legislation at each duty station pertaining to individual privacy and data protection;</p> <p>(c) The Security and Safety Services should perform more rigorous and regular checks on contracted personnel and any additional costs should be appropriately reflected in the overall costs of the outsourced operation, or charged to the contractors in proportion to the size of their personnel on United Nations premises (para. 62).</p>	<p>After 11 September 2001, WFP enhanced its security measures for all personnel with access to WFP facilities, including personnel from contractors holding outsourcing agreements. These included a new review of personal identification documents, the wearing of valid ID passes on the premises at all times and restrictions on personnel access rights to certain areas.</p> <p>See (a) above.</p> <p>WFP welcomes the more rigorous and regular checks and has recently developed a detailed vendor-information form, which includes a clearance certificate from the local police.</p>
	<p><b>Recommendation 7</b></p> <p><u>Tax-exemption status on the United Nations</u></p> <p>The Secretary-General should review with competent national authorities all cases in which the levying of taxes on the organizations for their outsourced services might be in contravention of the relevant provisions of the Convention on the Privileges and Immunities of the United Nations, and report the outcome to the General Assembly (para. 68).</p>	<p>WFP looks forward to receiving the report from the United Nations.</p>



**REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002**

Title and purpose	Recommendations	WFP response, including follow-up
 <p><b>JIU/REP/2002/9</b>  <b>Managing Information in the United Nations System Organizations: Management Information Systems</b></p> <p>To review the experiences on MI systems in the United Nations system organizations and draw lessons therefrom, and</p> <p>To provide a set of guidelines aiming at (a) strengthening information management and (b) improving design and implementation of MI systems as effective tools for better management in the United Nations system organizations.</p>	<p><b>Recommendation 8</b></p> <p><u>Monitoring, evaluation, and certification system specific to outsourced contracts</u></p> <p>IAPWG should consider disseminating among its members the evolving experience of the United Nations Procurement Division in the use of its new formats for monitoring, evaluating and certifying supplier performance under outsourced contracts (para. 73).</p>	<p>WFP will raise the subject at the next IAPWG meeting and review the formats for monitoring, evaluating and certifying supplier performance under outsourced contracts, as implemented by the United Nations, Procurement Division.</p>
	<p><b>Recommendation 9</b></p> <p><u>Training programme in contract monitoring, management and evaluation</u></p> <p>The Secretary-General and executive heads of the funds and programmes should budget adequate resources for training programme managers at all duty stations in contract oversight, giving priority to those organizational units more significantly exposed to the outsourcing option by the nature of their activities (para. 77).</p>	<p>WFP will strengthen its non-food item (NFI) procurement training programme in developing a package aimed at country directors, division directors and managers who have procurement and contract oversight responsibility. WFP will raise the subject at the next IAPWG meeting with a view to developing a training package in liaison with other funds and programmes.</p>
	<p><b>Recommendation 1</b></p> <p><u>Legislative organs</u> should request the Executive Heads of the respective United Nations system organizations that have not yet done so to prepare and submit, for review and appropriate action, a comprehensive strategy for information management/MI systems (including indication of required resources for development and implementation), with due regard to a full introduction of the results-based management approach (paras. 12, 14, 15, 17, 23, 24, 27, 28, 30, 31).</p>	<p>The information system plan is now being updated to reflect the completion of the ERP implementation. This plan should be complete in the second quarter of 2003.</p>

## REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 2</b></p> <p><u>Legislative organs</u> should request the Executive Heads of the respective United Nations system organizations that have not yet done so to take the following measures: (paras. 17, 18)</p> <p>1. Designate/appoint a senior official to serve as Chief Information Officer (CIO) who would have the functions indicated as (a), (b), (c), (d) and (e) below. Depending upon organization-specific circumstances, however, the CIO functions could be performed by an appropriate unit or, in the case of small organizations that cannot afford CIO, by a senior official with organization-wide coordinating responsibilities as well as some IT knowledge;</p> <p>(a) Keep the organization's information management strategy and IT in alignment with its corporate business plan;</p> <p>(b) Ensure that information-management policies and standards are strictly followed and the IT infrastructure is well managed;</p> <p>(c) Ensure that key decision makers on both substantive and administrative matters have proper and timely information;</p> <p>(d) Facilitate developing and maintaining a culture for improving information management in the organization by exploring new technological possibilities as required; and</p> <p>(e) Seek compatibility, to the extent possible, in MI systems-related policies and practices with other organizations in the United Nations system, and represent the organization in the inter-agency meetings and consultations (see recommendation 5 (1)).</p> <p>2. In the context of (1) above, the CIO or the official (including the chief of "an appropriate unit") who has CIO functions should report directly to the Executive Head or, if so warranted in view of the size of an organization, to the Deputy Executive Head in charge of programmes.</p>	<p>WFP appointed a CIO in 2001 who has the functions indicated in (a), (b), (c), (d) and (e).</p> <p>WFP believes that all organizations need a strong governance structure to establish priorities and verify that recommended policies are in line with organizational objectives. WFP has done this by creating an ICT Board, whose role is to carry out those activities. Without a governance structure that cuts across the organization, it would be difficult to ensure that ERP developments meet strategic needs.</p> <p>WFP's CIO reports to the chief of staff, the director of OED and Administration.</p>



<b>REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002</b>
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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 3</b></p> <p><u>Legislative organs</u> should request the Executive Heads:</p> <p>1. To take, as far as they have not yet done so, the following steps prior to introducing and/or developing a new MI system (paras. 16, 22, 24, 26, 28-31, 34, 37, 40, 41):</p> <p>(a) Streamline existing work processes, procedures and practices in such a way as to support results-based management, and identify functional requirements to meet their mission-critical objectives on the basis of streamlined work processes/procedures/practices, with due consideration of a possible outsourcing of support functions such as payroll, accounting, etc. (see recommendation 5(c)).</p> <p>(b) Establish a plan for integrating various management systems (like financial and human resources management systems), with a view to introducing/developing an integrated and organization-wide management information system such as ERP.</p> <p>(c) Carry out an in-depth review of functionality that ERP applications can provide, and make a cost-benefit analysis of various options available to each organization (such as developing in-house, sharing services with other United Nations entities, buying a commercial package, including the possibility of changing procedures to adapt to the best industry practices rather than "customizing" commercial products to adapt to the requirements of the organizations), bearing in mind the need, to the extent possible, for inter-agency cooperation and coordination (see recommendation 5).</p> <p>2. To report, for review and appropriate action, on the measures taken on the above, and, on a regular basis, on the progress made in MI system project implementation.</p>	<p>WFP has completed installation of the full suite of SAP ERP software. This is one of the first United Nations implementations of commercial software for the entire business process of an organization. All aspects of budget, finance, project management, procurement, logistics, payroll, human resources and travel are covered in the SAP solution.</p> <p>The integrated system is already providing results in improved project and financial management but will need to be kept under review to benefit from upgrades.</p> <p>WFP intends to review business processes and practices constantly to ensure that they are as streamlined as possible and benefiting from the system.</p> <p>This has been done and will be revised as part of an upgrade to the next version of SAP.</p>





## REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002

Title and purpose	Recommendations	WFP response, including follow-up
	<p>(d) Application hosting for other United Nations system organizations by those which have developed ERP system; and/or</p> <p>(e) Possible enhanced use of the International Computing Centre (ICC).</p> <p>2. To report thereon to the competent legislative organs, for review and appropriate action, through the Executive Heads of the respective organizations.</p>	<p>WFP was the first agency to have the full-suite of SAP ERP software, so there was no outsourcing option. WFP has offered to facilitate outsourcing for other agencies.</p> <p>WFP has kept its Executive Board fully informed of its IM implementations and its offer to share design, developments and expertise with other agencies.</p>
<p><b>JIU/REP/2002/10</b></p> <p><b>Evaluation of United Nations System Response in East Timor: Coordination and Effectiveness</b></p> <p>To evaluate the United Nations system response in East Timor, including arrangements, processes and mechanisms applied, so as to highlight lessons from the experience with a view to improving coordination among United Nations organizations and maximizing the impact and effectiveness of their operations in emergency and post-conflict situations.</p>	<p><b>Recommendation 1</b></p> <p><u>Emergency response capabilities of United Nations system organizations</u></p> <p>The Secretary-General should request the Emergency Relief Coordinator (ERC), as chairman of IASC, to produce a United Nations "Who Does What" manual on emergency situations. To achieve this mandate, IASC should work to identify a clear division of labour in emergency situations among United Nations agencies, funds and programmes, which should be based on the comparative advantage and the value to be added by each organization in such situations. It should also ensure that the division of labour would be commensurate with the emergency capabilities of the organizations to undertake the specific activities assigned to each. In this context, IASC should serve as a forum to exchange and share information about best institutional practices for emergency response available within its members.</p>	<p>WFP supports initiatives to strengthen the capacity of the United Nations system to respond to emergencies, building on mandates, strengths and comparative advantages of individual actors. It has to be ascertained whether the best way to achieve this would be by developing a manual or through consultation and collaboration.</p> <p>WFP strongly supports the role of the Inter-Agency Standing Committee (IASC) in enhancing system-wide response capacities and acting as a policy-making and information-sharing forum.</p> <p>WFP's Immediate Response Account (IRA) was established in December 1991 as a flexible resource to enable WFP to respond quickly to emerging needs.</p>



## REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2002

Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 2</b></p> <p><u>Coordination and effectiveness during emergency situations</u></p> <p>The Secretary-General should request the Emergency Relief Coordinator (ERC), as chairman of IASC, to strengthen the IASC functions of early warning and contingency planning. In this context, IASC, through its current Reference Group on Contingency Planning, should consider measures to improve networking and communication among IASC members and ensure a systematic exchange of contingency assessment among its members. Individual organizations should also enhance their own capacities for contingency assessment and planning in their respective areas of activities. In this regard, OCHA should give particular attention to enhancing its analytical capacity in order to exercise appropriate leadership in the timely formulation of integrated contingency plans.</p>	<p>WFP co-chairs the IASC-Reference Group on Preparedness and Contingency Planning and has led efforts to strengthen preparedness and response capacities among IASC partners.</p> <p>WFP supports the recommendation that the IASC-RG on Contingency Planning considers measures to improve means of communication among IASC partners; it will provide the necessary support if requested.</p> <p>Since 2001, WFP has made systematic efforts to enhance its emergency preparedness and response capacities, including early warning, contingency planning and emergency response. In line with the recommendation, WFP will continue to improve its preparedness contingency capacities at all levels.</p>
	<p><b>Recommendation 3</b></p> <p>The Secretary-General should request the Emergency Relief Coordinator (ERC), as chairman of IASC, to produce a template for coordination structures among the organizations. The template should be guided by the "Who Does What" manual recommended above, and should be activated and formalized during the emergencies.</p>	<p>WFP supports this recommendation (see response to Recommendation 1 above).</p>
	<p><b>Recommendation 4</b></p> <p>The Secretary-General should explore measures to expand the pool of reliable and trained staff, including at the senior levels, to meet OCHA's needs in large-scale or complex emergencies. This could include arrangements between OCHA and the Office of Human Resources Managements (OHRM) to develop a policy of "multi-tier-approach" for staff resources, whereby OCHA can draw on stand-by United Nations staff, including at senior levels, if it needs to go beyond its own staff resources.</p>	<p>WFP regularly participates in OCHA training aimed at creating a pool of staff for emergencies. The organization would support future consultations and discussions on enlarging the pool of experienced United Nations staff. WFP's position is that any new arrangement must address the staffing challenge in its global dimension, rather than looking at the requirements of a single entity.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 5</b></p> <p><u>The Consolidated Appeal Process (CAP)</u></p> <p>The legislative organs of participating organizations may wish to encourage the Executive Heads of their respective organizations to make more use of CAP as a planning and programming tool, and to enhance their organizations' capacities to achieve this, in the framework of the ongoing efforts within IASC to strengthen CAP as a tool for strategic planning and coordination.</p>	<p>WFP supports the development and use of the CAP as a central planning and coordination tool in emergencies. In line with this, WFP has developed a CAP training programme that has been recognized by the IASC WG as one of the strongest among United Nations agencies; three WFP CAP training events have been held since June 2001. Participation in CAP training has been broadened to include country directors, regional bureaux and Headquarters representatives. WFP's CAP training has provided a means to capture learning and best practice and to act on the findings. The two workshops in 2002 identified institutional issues and general WFP perspectives on CAP. WFP staff have participated in OCHA training of trainers and facilitated OCHA field CAP workshops.</p>
	<p><b>Recommendation 6</b></p> <p>The legislative organs of those participating organizations which have not yet done so, may wish to support the establishment of an emergency revolving fund in their respective organizations.</p>	<p>Established in 1991, the WFP IRA facilitates rapid emergency-response disbursements. WFP is currently looking into flexible ways to address preparedness costs and refunding requirements that may not be easily covered under existing response mechanisms.</p>
	<p><b>Recommendation 7</b></p> <p><u>Managing the transition from relief to development</u></p> <p>The General Assembly and the Economic and Social Council may wish to request the Secretary-General to submit proposals on how to enhance the United Nations system's capacity to manage the immediate transition from relief to development including by: a) enhancing UNDP capacity to coordinate such a transition, b) exploring joint arrangements between OCHA and UNDP to ensure a smooth transition, c) establishing linkages between the CAP, CCA and UNDAF processes, and d) focusing the arrangements for transition on coordination and planning, rather than on fund-raising.</p>	<p>WFP supports this recommendation. WFP is part of a working group established by ECHA and UNDG and chaired by UNICEF that is reviewing the issue. Since 1998, WFP has had a category of the protracted relief and recovery operations that addresses the transition from relief to development.</p>





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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 8</b></p> <p>The General Assembly and the Economic and Social Council may wish to request the Secretary-General to ensure that the CCA and UNDAF processes are able to reflect as soon as possible the impact of crises so that the United Nations organizations may adjust their development programmes and activities in the country accordingly.</p>	WFP supports this recommendation.
	<p><b>Recommendation 9</b></p> <p><u>The UNTAET experience</u></p> <p>The Secretary-General should undertake an evaluation of the new processes and mechanisms applied in the planning of recently established complex peace operations, such as the United Nations mission in Afghanistan, in order to assess to what extent inputs from United Nations agencies, funds and programmes as well as from various departments of the United Nations Secretariat were integrated.</p>	WFP supports this recommendation.
	<p><b>Recommendation 10</b></p> <p>The Secretary-General should ensure that inputs from agencies are properly incorporated in the staffing strategy currently being developed for peace operations.</p>	WFP supports this recommendation.
	<p><b>Recommendation 11</b></p> <p><u>The experience of the Trust Fund for East Timor (TFET)</u></p> <p>The Secretary-General, in his capacity as chairman of the United Nations System Chief Executives Board for Coordination (CEB), should explore with the World Bank ways and means to increase opportunities for the involvement of United Nations agencies, funds and programmes in the implementation of Bank-funded/managed projects. This could be achieved, inter alia, by holding joint technical seminars to promote better understanding of the procedures, constraints and capabilities of the World Bank and those of the United Nations organizations in relation to project implementation.</p>	WFP supports this recommendation.



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 12</b></p> <p>The Secretary-General should request UNDP to engage in discussions with the World Bank with a view to developing arrangements to be applied in cases of major emergency situations where the Bank decides to intervene, so as to ensure a role for UNDP in the channelling of funds allocated to finance specific rehabilitation and development activities, especially in sectors where the expertise of the United Nations agencies, funds and programmes should be sought.</p>	<p>WFP supports this recommendation.</p>
<p><b>JIU/REP/2002/11</b></p> <p><b>Implementation of Multilingualism in the United Nations System</b></p> <p>To assist legislative bodies and Secretariats in their efforts to address the challenges of maintaining and improving the multilingual content of services required by the universal character of United Nations system organizations.</p>	<p><b>Recommendation 1</b></p> <p><u>Status of languages in the United Nations system (Chapter I)</u></p> <p>On the basis of data to be submitted by secretariats indicating for each language the level of language services being currently provided in relation to meetings and for the dissemination of information, legislative bodies may wish to review and clarify the status of the different languages used in their organization so as to provide further guidance on Member States' expectations thereof, along the following principles.</p> <p>(a) Within the framework of applicable rules governing the use of languages, the prime objective of language arrangements for any meeting should be to provide to all participants an equal opportunity to contribute to the legislative process or to the formulation of the meeting's outputs as the case may be;</p>	<p>The recommendation is acceptable, with the following comments:</p> <p>(a) No official meeting is organized without interpretation facilities. Interpretation is generally provided in Arabic, English, French and Spanish, and also in Chinese for the sessions of the Executive Board.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p>(b) For meetings of governing bodies and other intergovernmental meetings, language arrangements as called for in the rules of procedure should be strictly adhered to, unless otherwise decided by the membership; when secretariats are unable to provide pre-session documents in all prescribed languages for reasons beyond their control, they should exceptionally submit such documents temporarily in abridged format or executive summary in the languages concerned within the established deadlines;</p> <p>(c) Other categories of meetings such as expert group meetings or seminars should be organized taking into account the language proficiency of those called upon to attend;</p> <p>(d) While languages used for the dissemination of information should aim at outreaching, to the largest extent possible, targeted audiences in the framework of the mandate of each organization, their scope should include all languages normally used by each organization, due regard being given to those applicable at field level.</p> <p><b>Recommendation 2</b></p> <p>As part of their reporting on the use of languages, executive heads should submit to their governing bodies information on the status of languages used for work within the secretariat and in that connection, they should indicate:</p> <p>(a) The requirements for establishing an enabling environment to foster the strict application of rules concerning the use of mandated working languages, including the availability of databases and research tools;</p>	<p>(b) Parliamentary documentation and documents for official consultations are dispatched in the four languages of the Executive Board. Deadlines for Executive Board documentation are strictly adhered to. When documents for other consultations are late, an advance copy may be provided in English to all participants, with the other language versions following shortly. Official communications with Member States are also translated into their official languages of communication.</p> <p>Information papers are regularly provided to the Executive Board on Human Resources issues. With regard to recommendations (a) to (d), WFP has the following in place:</p> <p>WFP applies a standard minimum level of language knowledge. All serving regular international staff are currently required to have proficiency in English and one of the following languages: Arabic, French, Spanish and Portuguese.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p>(b) The implications of using or not being proficient in a de facto working language in terms of recruitment policies and career development;</p> <p>(c) The extent to which other languages are used by staff from all duty stations to perform their official functions and incentives which may be provided to that effect.</p>	<p>International professional staff on indefinite contracts are required to demonstrate proof of ability to work in two WFP languages. Where they are unable to do so, they have to achieve this within two years. Multilingualism is a requirement of employment at the professional level. WFP has a rotation policy whereby the great majority of our staff are reassigned to duty stations outside of Headquarters. Staff who possess knowledge of languages of the region/country where they are hosted are more effective in their assignments. Staff reassignment to different regions and countries ensures varied experience, which facilitates career development.</p> <p>WFP offers financial support to all staff members learning WFP languages, and makes tapes and books available to these staff. In 2001/2002, staff whose contracts were converted to indefinite contracts were offered one month's leave with pay, and US\$1,000 to ensure that they met the minimum language requirement. General Service staff in WFP also receive United Nations language allowances on demonstration of competence in second and third languages.</p>
	<p><b>Recommendation 3</b></p> <p><u>Multilingualism in the work environments of the Secretariats (Chapter II)</u></p> <p>For the sake of transparency and to give every candidate as fair a chance as possible of winning a post, heads of secretariats should ensure:</p> <p>(a) That the rules as to the languages which it will be considered essential or advantageous for candidates to know are uniform and take into account the linguistic requirements of the post in question;</p> <p>(b) That the mother-tongue requirement is, where appropriate, replaced by a principal-language-of-education requirement;</p>	<p>Demonstrated linguistic ability in the language required in the duty station through a system of equivalent tests is a factor considered in selection to posts.</p> <p>Refer to Recommendation 2.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p>(c) That posts in the Professional category and above are classified by the language requirements they entail and that the classification is reflected in the periodic reports on human resources management or the composition of their Secretariat that they submit to their governing bodies;</p> <p>(d) That, in accordance with the rules on the use of languages within the Secretariats, the possibility of early access to vacancy announcements via the Internet does not give any language group an unfair advantage; to that end, and save in exceptional circumstances to be justified by the recruitment unit, all vacancy announcements should be issued simultaneously in, as appropriate, at least two of the Secretariat's working languages or two of the organization's languages;</p> <p>(e) That candidates who do not have access to the Internet are able to consult vacancy announcements and submit job applications online at the organization's local office or the office of the United Nations system's Resident Coordinator.</p>	<p>It would be difficult to have quotas based on languages; every effort is made to have diversity of staff, however, including balance of languages.</p> <p>Most recruitment in WFP is done through the roster system. Where WFP issues vacancy announcements through the United Nations system, these are available in United Nations languages.</p> <p>WFP has made information on the roster system available to permanent representatives and United Nations agencies, for dissemination offline in duty stations.</p>
	<p><b>Recommendation 4</b></p> <p>Heads of secretariats are invited to ask evaluation and/or internal monitoring bodies to include in their programmes of work for 2004:</p> <p>a) A comprehensive inventory of staff's language skills, an evaluation of language-training programmes in terms of their contribution towards their stated aims and a report in the most appropriate form to governing bodies on those activities;</p> <p>b) A survey both internally and among the beneficiary countries most directly concerned in order to check, particularly when a beneficiary country's official language is not the secretariat's usual working language or a language known to project implementation officers, that the level of language skills in relevant departments does not delay the approval and efficient implementation of projects.</p>	<p>Approximately 75 percent of staff converted from fixed term to indefinite appointment achieved level B of proficiency in 2000–2002. WFP is satisfied that this demonstrates the effectiveness of training in language skills. WFP is evaluating its external training providers to ensure more effective language training in the future.</p> <p>WFP is very conscious of language skills. WFP provides language training to staff prior to their transferring to country offices to enhance their language skills and increase their fluency.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 5</b></p> <p><u>Multilingualism to better serve Member States and other stakeholders</u></p> <p>As appropriate, executive heads should undertake a survey to better assess user satisfaction with the services provided in different languages in the context of meetings and for the dissemination of information; targeted groups for such a survey should include not only linguistic groups of Member States, but also representative groups of non-governmental organizations (NGOs) and accredited representatives of news media.</p> <p><b>Recommendation 6</b></p> <p>In order to maintain or improve the quality and multilingual content of outputs provided in the different languages of the organizations:</p> <p>(a) Executive heads should keep under constant review the workloads and other working conditions of language units and take required corrective measures within their prerogative, while submitting to their governing bodies other issues requiring their consideration, guidance or decision;</p> <p>(b) Governing bodies may wish to reassess their needs for recurring documentation and to reconsider current provisions related to the submission of documents originating from Member States in order to supplement efforts made by secretariats towards the overall reduction of documentation and their timely submission.</p>	<p>Workloads and working conditions of the language unit are kept under constant review. Its structure and composition will be considered and recommendations made in the context of the zero-based budgeting exercise due to take place later this year.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 7</b></p> <p><u>Member States and Secretariats share responsibility for further improvements (Chapter IV)</u></p> <p>Legislative bodies may wish to:</p> <p>(a) Decide that, as a matter of policy, the regular budget should be the prime source of funding to support efforts aimed at reducing current imbalances in the use of languages, in conformity with approved resolutions and decisions;</p> <p>(b) Request that, for future budget cycles and through appropriate consultations with Member States, executive heads should submit in the proposed programme budget predefined objectives for improved multilingualism and expected results derived from phased priorities, due regard being paid to all opportunities for partnerships and extrabudgetary sources of funding;</p> <p>(c) Request executive heads to indicate in particular in their budget proposals the languages in which planned publications will be issued as well as languages in which information materials will be posted on the different web sites; in that connection, they should demonstrate that languages and related resources used for these outputs are linked to the attainment of expected accomplishments;</p> <p>(d) To monitor progress made when considering either specific reports on multilingualism, or reports on programme performance in which pertinent indicators should be included.</p>	<p>(a) WFP is a voluntarily funded agency. The PSA budget (not a regular budget in this sense, but the closest approximation) is used for language training. WFP would welcome any United Nations-wide financial mechanisms to assist in improving linguistic competence.</p> <p>(b) To improve multilingualism, WFP would like to strengthen the current policy of providing up to US\$400 per annum to staff for the study of a third or fourth United Nations language. WFP encourages payment for language study for special cases such as in country offices and sub-offices where staff members are expected to operate effectively in the local language.</p> <p>(c) The WFP Executive Board website and the page on Hunger Alert are multilingual (English/French/Spanish). WFP does not have the human and financial resources, however, to undertake the translation of its entire website.</p> <p>WFP monitors language skills on its recently developed staff skill-profile database.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p><b>Recommendation 8</b></p> <p>Executive heads should encourage or continue to encourage their staff and particularly their senior staff to foster a cultural change within secretariats by making fuller use of their linguistic capabilities which should be translated into more visible indicators in the workplace.</p>	<p>WFP is currently establishing managerial competencies for the organization. WFP will develop a training package to meet the requirements for this cultural change.</p>
	<p><b>Recommendation 9</b></p> <p>In his capacity as chairman of CEB and in the framework of the annual reports of CEB to the Economic and Social Council, the Secretary-General of the United Nations should indicate the extent to which CEB machinery is contributing to enhance the multilingual content of its own websites and to foster for all its stakeholders improved access to information on global issues from the web sites of its members.</p>	<p>Not applicable to WFP.</p>





## ACRONYMS USED IN THE DOCUMENT

ACC	Administrative Committee on Coordination
CAP	Consolidated Appeals Process
CCA	Common Country Assessment
CEB	United Nations System Chief Executives Board
CEB	United Nations System Chief Executives Board for Coordination
CIO	Chief Information Officer
COMFAR	Computer Model for Feasibility Analysis and Reporting
CRRR	civil-society organization
CSO	Country strategy outline
ECOSOC	Economic and Social Council
ERC	Emergency Relief Coordinator
ERP	enterprise
FAO	Food and Agriculture Organization of the United Nations
HLCP	High-Level Committee on Programmes
IAPWG	Inter-Agency Procurement Working Group
IASC	Inter-Agency Standing Committee
ICAO	International Civil Aviation Association
ICC	International Computing Centre
ICT	Information and Communication Technology
ILOAT	International Labour Organization Administrative Tribunal
IRA	immediate response account
ISC	indirect support costs
JIU	Joint Inspection Unit
MCTPRR	Medium-Term Conflict Prevention Review Report
MI	management information
MTP	Medium-Term Plan
MTSRR	Mid-Term Strategic Review Report
NFI	non-food item
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OHRM	Office of Human Resources Managements
PRSP	poverty-reduction strategy paper
PSA	programme support and administrative



R&D	research and development
RFP	request for proposals
SAP	System Application Products
TFET	Trust Fund for East Timor
UNAT	United Nations Administrative Tribunal
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNGLS	United Nations Non-Governmental Liaison Service
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNPA	United Nations Postal Administration
UPU	Universal Postal Union
WIPO	World Intellectual Property Organization

