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

Draft decision*

The Board takes note of the information and recommendations in the document entitled "Reports by the Joint Inspection Unit relevant to the work of WFP" (WFP/EB.A/2020/10-B) and endorses the responses to the Joint Inspection Unit's recommendations to the legislative bodies included in the annexes to the document.

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

The Joint Inspection Unit

1. The Joint Inspection Unit (JIU), established by United Nations General Assembly Resolution Number 2150 (XXI) in 1966, is an independent, external oversight body of the United Nations system mandated to conduct evaluations, inspections and investigations system-wide. The JIU is composed of 11 inspectors whose aim is to help improve management and methods, promote greater coordination among United Nations organizations and determine whether activities undertaken by participating organizations are carried out in the most economical manner.

2. The JIU's participating organizations are the United Nations and its affiliated bodies and specialized agencies. WFP is a participating organization through its constitutional ties to the United Nations and the Food and Agriculture Organization of the United Nations (FAO). Relevant JIU reports are addressed to the Executive Director for transmission to the WFP Board.

JIU reports for WFP action

3. In the 2019 reporting period,[1] the JIU issued seven reports that require WFP action, which may be found on the JIU website in Arabic, Chinese, English, French, Russian and Spanish, and via the hyperlinks in annex III.

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

   i) Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation (JIU/REP/2018/5)

   ii) Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system (JIU/REP/2018/6)

   iii) Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development (JIU/REP/2018/7)

   iv) Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (JIU/REP/2019/2)

   v) Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development (JIU/REP/2019/3)

   vi) Review of change management in United Nations system organizations (JIU/REP/2019/4)

   vii) Review of audit and oversight committees in the United Nations system (JIU/REP/2019/6)

5. Annex I outlines 44 new recommendations from JIU reports with recommendations for WFP action issued since the last report to the Board, and WFP's responses and follow-up actions. These include 12 recommendations for action by the legislative body received in the 2019 reporting cycle, and responses suggested by the Secretariat. The Alternates of the Executive Board Bureau reviewed these suggested responses, which were subsequently endorsed by the Bureau at its December 2019 meeting.

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

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[1] Reports received by 15 October 2019.

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

8.   Follow-up has resulted in the closure of 43 recommendations (see table 1).

TABLE 1: STATUS OF JIU RECOMMENDATIONS FOR THE 2020 ANNUAL SESSION				
JIU programme of work year	Outstanding recommendations from previous reports	New recommendations	Closed	Outstanding as of 11 November 2019*
2016	1	0	(1)	**0**
2017	4	0	(1)	**3**
2018	6	25	(24)	**7**
2019	0	19	(17)	**2**
Total	**11**	**44**	**(43)**	**12**

* Status of recommendations in the review of: i) whistle-blower policies and practices in United Nations system organizations, ii) mechanisms and policies addressing conflict of interest in the United Nations system; iii) air travel policies in the United Nations system; and iv) United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women have been updated as of 13 May 2020.

	ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD					
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2019/6 Rec. 2	Review of audit and oversight committees in the United Nations system	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that the terms of reference or charter of the audit and oversight committees of their respective organizations are revised to reflect all the internal oversight functions that are part of the responsibilities and activities of the committee, where applicable, by the end of 2021.	Accepted	In progress	Open	Focal point: Executive Board Secretariat (EBS) The Revised terms of reference of the Audit Committee (TOR)[1] provide the specific responsibilities of the Audit Committee regarding internal oversight functions. They include advising the Executive Board and the Executive Director on the staffing, resources and performance of the internal audit function, the appropriateness of the independence of the function, the selection and performance of the Inspector General and Director of Oversight Office, the annual plan for oversight activities of the Oversight Office and the process for handling and investigating significant allegations. Since their approval by the Board in 2011, the TOR have been updated three times to reflect evolving oversight priorities. On 4 December 2019, the Executive Board Bureau and the Audit Committee discussed proposing additional changes to the TOR. For example, the Audit Committee meets the Director of Evaluation every year as a standing agenda item for its mid-year meeting, which is not listed in the current TOR. The TOR will be revised to reflect that evaluation function as part of the internal oversight functions covered by the Audit Committee.

[1] The revised terms of reference of the Audit Committee set out in document WFP/EB.2/2018/10/1 were approved by the Executive Board during its second regular session in November 2018. https://docs.wfp.org/api/documents/WFP-0000099367/download/.

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2019/6 Rec. 3	Review of audit and oversight committees in the United Nations system	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that provisions regarding the internal control framework and risk management are included in the terms of reference or charter of their respective audit and oversight committees by the end of 2021 in order to ensure that due attention is paid to addressing internal control weaknesses and emerging risks.	Accepted	Implemented	Closed	Focal point: EBS Since 2011, the TOR have included the specific responsibilities of the Audit Committee regarding WFP's internal control framework and risk management. A standing agenda item on internal control weaknesses and emerging risks is included at every meeting of the Audit Committee, which convenes three times a year.
2019/6 Rec. 4	Review of audit and oversight committees in the United Nations system	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should give due consideration to including the oversight of ethics and anti-fraud activities in the revised terms of reference or charter of their audit and oversight committees in order to strengthen the accountability frameworks of their respective organizations by the end of 2021, provided that these audit and oversight committees meet the independence criteria.	Accepted	Implemented	Closed	Focal point: EBS Relative to ethics: Since 2011, the TOR have included advising the Executive Board and the Executive Director on the systems established by WFP to maintain, promote and ensure adherence to WFP values and ethics, compliance with applicable United Nations norms and policies and high standards of integrity and ethical conduct, including in preventing conflicts of interest and misconduct. In November 2017, the Executive Board approved revised TOR to allow the Ethics Office and the Chief Ethics Officer unrestricted and confidential access to the Audit Committee. Relative to anti-fraud activities: Since 2011, the TOR have included specific responsibilities of the Audit Committee related to the oversight of ethics and anti-fraud activities. These include advising the Executive Board and the Executive Director on the following (among other issues): • the systems established by WFP to maintain and promote international civil service values and to ensure compliance with applicable norms and policies and high standards of

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						integrity and ethical conduct in preventing conflicts of interest and misconduct; and • the process for handling and investigating significant allegations of inappropriate activity.
2019/6 Rec. 5	Review of audit and oversight committees in the United Nations system	In order to meet the needs of the organizations, the legislative and/or governing bodies of the United Nations system organizations that have not already done so should consider revising and updating the terms of reference or charter of their audit and oversight committees to contain provisions related to the relevant skills and professional expertise of members, including a balanced mix of public and private sector experience at the senior level. In addition, a strong understanding of the structure and functioning of the United Nations system and/or intergovernmental and international organizations is desirable.	Accepted	Implemented	Closed	Focal point: EBS The TOR of the Audit Committee already require committee members to have skills, knowledge and senior-level experience in the following areas: finance and audit; governance and accountability structures of organizations, including risk management; general legal concepts; senior-level management; and the organization, structure and functioning of the United Nations system and/or other intergovernmental organizations. In addition, the TOR require members to have or acquire an understanding of the objectives of WFP, its mission and governance and accountability structures and the rules governing it. This is facilitated by an "onboarding" induction and orientation session for new members as mentioned in paragraph 38 of the TOR: "As part of onboarding activities, incoming members shall receive a one-day induction, similar to that arranged for new Executive Board members and observers, prior to their first meeting."
2019/6 Rec. 6	Review of audit and oversight committees in the United Nations system	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should request their audit and oversight committees to undertake a self-assessment every year and an independent performance evaluation every three years and report to them on the results.	Accepted	In Progress	Open	Focal point: EBS The Audit Committee's self-assessment of its performance was included in the committee's rules of procedure from the outset. In November 2018, the Board approved revised TOR that include formal reference to the self-assessment as follows: "As part of its rules of procedure, the Audit Committee shall conduct an annual self-assessment of its

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						performance and report thereon to the Executive Board and the Executive Director." Further revisions to the TOR related to commissioning an independent performance evaluation every three years will be considered by the Audit Committee and the Board.
2019/6 Rec. 7	Review of audit and oversight committees in the United Nations system	The legislative and/or governing bodies of the United Nations system organizations that have not already done so should ensure that the terms of reference or charter of their audit and oversight committees are periodically revised and updated with a view to including emerging priorities of, and new challenges to, their respective organizations.	Accepted	Implemented	Closed	Focal point: EBS The TOR of the Audit Committee already include a paragraph stating: "The Executive Board and the Executive Director shall take the necessary actions to ensure periodic review of these TOR. Any proposed amendment shall be submitted to the Executive Board for approval." The revised TOR of the Audit Committee set out in document WFP/EB.2/2018/10/1 were approved by the Executive Board during its second regular session in November 2018. The TOR have been revised three times since 2011 when they were first approved by the Board in response to the February 2009 decision by the Board that the Audit Committee would report to both the Executive Board and the Executive Director.
2019/4 Rec. 1	Review of change management in United Nations system organizations	Governing/legislative bodies are encouraged to ensure that executive heads embed change management approaches and methods in their organizational reforms and report on the results.	Accepted	Implemented	Closed	Focal point: Innovation and Knowledge Management Division (INK) WFP acknowledges the importance of embedding change management approaches and methodology in organizational reforms. Change management approaches were developed for organizational change initiatives including the Integrated Road Map and the Fit for Purpose exercise. To ensure that change management support is available, WFP has created a change management team within INK

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						which has the purpose of coordinating and aligning change initiatives at the corporate level in order to foster the sharing of best practices, create synergies and avoid duplication of effort within WFP.
2019/4 Rec. 2	Review of change management in United Nations system organizations	Executive heads should embed structured and comprehensive change management approaches in their ongoing and future organizational reforms and report thereon to their governing/legislative bodies.	Accepted	Implemented	Closed	Focal point: INK WFP considers that allocating time and resources to change management is crucial in ensuring successful implementation of reforms. See also response to recommendation 1.
2019/4 Rec. 3	Review of change management in United Nations system organizations	Executive heads, through the United Nations System Chief Executives Board for Coordination, should support the development and standardization of organizational staff surveys across the United Nations system.	Accepted		Closed	Focal points: Human Resources Division (HRM), INK WFP is committed to conducting global staff surveys every two years, as previously recommended by the JIU. As a member of the CEB, WFP will contribute to inter-agency initiatives established as a result of this recommendation. WFP supports the concept of harmonizing staff surveys, which could provide valuable opportunities for benchmarking and learning from other organizations.
2019/4 Rec. 4	Review of change management in United Nations system organizations	Executive heads should ensure that resources allocated to change management are clearly earmarked and the intended results are measured, tracked and evaluated.	Accepted	Implemented	Closed	Focal point: INK WFP agrees that allocating sufficient resources for change management, including time and budget, is crucial to the success of any organizational reform. It is important to track and report progress against the expected results throughout the duration of any change initiative. WFP also notes that dedicated resources for INK are approved in the management plan.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
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2019/4 Rec. 5	Review of change management in United Nations system organizations	Executive heads should give greater prominence to the role that their strategic human resources management functions play in organizational change management. This would include promoting changes in individual attitudes and behaviours, establishing mechanisms to reinforce these, and creating channels to communicate feedback across all personnel.	Accepted	Implemented	Closed	Focal point: HRM WFP agrees that strategic human resources functions such as talent management and workforce planning support the organization in its ability to successfully adapt to change (including organizational restructuring and change in general) and will continue to emphasize the value of such functions.
2019/4 Rec. 6	Review of change management in United Nations system organizations	Executive heads should include an item on the agenda of the next meeting of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination to consider how to support the United Nations Laboratory for Organizational Change and Knowledge to play a greater role in United Nations system reforms.	Accepted		Closed	Focal point: INK As a member of the CEB, WFP will contribute to inter-agency initiatives established as a result of this recommendation. WFP agrees that knowledge related to change management should be stored and redeployed for the benefit of the United Nations system and its organizations in order to provide opportunities for learning and growth in change management practices among United Nations organizations.
2019/3 Rec. 1	Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development	The governing bodies of the organizations of the United Nations system should request the secretariats of their organizations to present a map of interlinkages between the core mandate of their organizations and disaster risk reduction and report on the progress made on disaster risk reduction accordingly, using the specific guidance provided by the "Results Framework of the United Nations Plan of Action on Disaster Risk Reduction for Resilience – guidance for monitoring and reporting on the progress of the implementation of the United Nations Plan for Action on disaster risk reduction".	Partially accepted		Closed	Focal point: Climate and Disaster Risk Reduction Programmes Unit (OSZIR) WFP recognizes the value of mapping interlinkages between an organization's core mandate and disaster risk reduction. However, it considers that for decentralized operational agencies, which have diverse programmes in many offices in the field, the suggested reporting methodology is cumbersome, particularly because it is not aligned with WFP's existing monitoring and evaluation processes.

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2019/3 Rec. 2	Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development	The Secretary-General, in leading the reform of the United Nations development system, together with the executive heads of the organizations, should ensure that the new generation of United Nations Sustainable Development Cooperation Frameworks systematically include disaster risk reduction as part of the common strategic plans of the country teams, to enable risk-informed development and planning, with allocated resources for its implementation, and a common reporting system to measure progress against the priorities of the Sendai Framework and the United Nations Plan of Action on Disaster Risk Reduction for Resilience, with detailed reporting on operational activities to the governing bodies.	Partially accepted		Closed	Focal point: OSZIR WFP already has monitoring and evaluation reporting systems designed to suit its needs as a humanitarian organization. WFP agrees with the recommendation in principle but considers that the recommended reporting methodology is too detailed and overly cumbersome for operational organizations that have diverse programmes in many field offices.
2019/3 Rec. 3	Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development	The executive heads of the organizations working in the field, in contributing to the ongoing reform of the reinvigorated resident coordinator system, should ensure that the United Nations country teams plan for dedicated capacity to implement risk-informed development activities and that such activities in the field are reported to headquarters, including by monitoring their contribution to implementing the Sendai Framework, taking into account the reporting framework for Sustainable Development Goals.	Partially accepted		Closed	Focal point: OSZIR WFP recognizes the benefit of having dedicated support in United Nations country teams, especially for reporting on disaster risk reduction. However, the reporting systems of humanitarian agencies are very different from those of development agencies and include fewer data on disaster risk reduction. Humanitarian agencies therefore require different support for monitoring and reporting related to disaster risk reduction.

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2019/2 Rec. 1	Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women	The executive heads of the United Nations system organizations should critically assess on a regular basis the quality assurance mechanisms in place in their organization to ensure that ratings by indicator under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women are accurate according to the technical notes issued by the United Nations Entity for Gender and the Empowerment of Women and that such ratings are appropriately supported by evidence.	Accepted		Closed	Focal point: Gender Office (GEN) WFP supports the plan of UN-Women noted in the CEB inter-agency response[2] on creating guidance to improve quality assurance capacity for reporting on the updated version of the plan, and encouraging more systematic peer reviews throughout the United Nations system.
2019/2 Rec. 2	Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women	Before the end of 2020, the members of the United Nations System Chief Executives Board for Coordination should coordinate within the Board's existing mechanisms to undertake a comprehensive review of the results achieved following the implementation of the first phase of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and provide a forum for endorsing the framework as revised in 2018.	Accepted		Closed	Focal point: GEN As a member of the CEB, WFP will contribute to any inter-agency initiatives resulting from this recommendation. WFP agrees with the CEB inter-agency response to this recommendation and welcomes further engagement within existing mechanisms.

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[2] United Nations General Assembly. 2019. *Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women*. Note by the Secretary-General. A/74/306/Add.1. http://undocs.org/A/74/306/Add.1.

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2019/2 Rec. 4	Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women	The legislative and governing bodies of the United Nations system organizations should review the UN-Women annual letter addressed to the executive management, accompanied by indications of strategies and measures envisioned by the executive heads to be undertaken to improve compliance with the indicators included in the System-wide Action Plan and their expected contribution to gender equality and the empowerment of women.	Accepted	Implemented	Closed	Focal point: GEN GEN will include the UN-Women annual letter in the reports and agenda items that it presents to the Board, starting with the report to the Board at its first regular session in February 2020.
2019/2 Rec. 5	Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women	Before the completion of the System-wide Action Plan 2.0, the executive heads of the United Nations system organizations should ensure an independent assessment of effective progress towards gender mainstreaming to promote gender equality and the empowerment of women within their organization, using the Action Plan as a benchmark, as applicable.	Accepted	Implemented	Closed	Focal point: GEN WFP completed an independent evaluation of the WFP Gender Policy (2015–2020).
2018/7 Rec. 1	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	The Executive Heads of the United Nations system organizations that do not have research guidelines and policies in place should consider establishing, as appropriate, a minimum set of standards on research production and uptake by the end of 2021.	Accepted	In progress	Open	Focal point: Programme and Policy Development Department – Research, Assessment and Monitoring Division (RAM) WFP agrees to have research guidelines and policies for informing its research agenda in place by the end of 2021.

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2018/7 Rec. 2	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	The Executive Heads of the United Nations system organizations should establish, in the set-up of their programme budgets and finance (cost accounting) systems, a means to report on the cost of research activities by the end of 2020.	Not accepted		Closed	Focal point: RAM WFP agrees with the CEB inter-agency response to this recommendation,[3] which notes that its implementation would require adjustments in programming processes and related information technology systems and policies. Given the level of resources required, integrating the cost of research activities into cost accounting is not a priority for 2020.
2018/7 Rec. 4	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	The Executive Heads of United Nations system organizations should carry out periodic assessments of specific research needs and of potential suppliers of research products and associated costs, with the long-term objective of strengthening internal capacities for research, as appropriate, and making systematic use of research produced by academia.	Not accepted		Closed	Focal point: RAM WFP agrees with the intent of the recommendation and that it is important to ensure that research needs are addressed through engagement with the most qualified and cost-effective research providers. The current system in WFP, which includes memoranda of understanding and long-term agreements with a broad spectrum of academic and research institutions, is sufficient to address its current and foreseen requirements for research.
2018/7 Rec. 6	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should consider calling on the Executive Heads of United Nations system organizations who have not yet done so to establish a system-wide policy on open data access, supporting software and research-sharing among the United Nations system organizations.	Accepted		Closed	Focal points: RAM, Information Technology Division (TEC) As a member of the CEB, WFP will contribute to any inter-agency initiatives resulting from this recommendation. WFP agrees with the CEB inter-agency response to this recommendation, which notes that open data access and research-sharing among the organizations of the United Nations system would have a positive impact on the visibility of research products and facilitate the use of

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[3] United Nations General Assembly. 2019. *Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development*. Note by the Secretary-General. A/74/216/Add.1. http://undocs.org/A/74/216/Add.1.

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						advances in digital technologies. However, these benefits should be balanced against the implicit costs, the need for safeguards to ensure protection of sensitive data and the efficient use of existing platforms.
2018/7 Rec. 7	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	The Secretary-General of the United Nations and the Executive Heads of other United Nations system organizations should review the level of involvement of researchers from the South and adopt policies and frameworks that will stimulate capacity-building for all dimensions of the policy research functions, including research uptake at the national level, and report thereon to the General Assembly and to the governing bodies, respectively, by the end of 2020.	Accepted		Closed	Focal point: RAM WFP supports the goal of increasing national capacity for country-led food security analysis and research that can adequately inform national policies, programmes and projects. As a member of the CEB, WFP will contribute to inter-agency initiatives resulting from this recommendation.
2018/7 Rec. 8	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	The Executive Heads of the United Nations system organizations involved in the United Nations Network on Migration should instruct the relevant units to assess the options of inter-agency collaboration, on the basis of converging interests and specific competencies, with regard to decision-making on migration-related research projects, by the end of 2019.	Accepted		Closed	Focal point: RAM As a member of the CEB, WFP will contribute to inter-agency initiatives resulting from this recommendation. Migration and its implications for food security and livelihood outcomes remain a key topic. WFP welcomes the opportunity to work with inter-agency partners on leveraging comparative advantages in order to inform timely decisions affecting displaced populations.
2018/7 Rec. 9	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	The governing bodies of the United Nations system organizations should take measures to ensure that commitments to inter-agency collaboration, including through the establishment of a global data knowledge platform and the facilitation of academic exchanges, as stipulated in the Global Compact for Safe, Orderly and Regular Migration, are implemented by the end of 2020.	Accepted		Closed	Focal point: RAM As a member of the United Nations system, WFP will contribute to inter-agency initiatives resulting from this recommendation. WFP will share its research as a global public good and, whenever possible, will share anonymized datasets with the global data knowledge platform once established.

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2018/7 Rec. 12	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	The Secretary-General of the United Nations, in consultation with all Executive Heads of the United Nations system organizations, should encourage long-term partnerships with academic communities at the global, regional and national levels, and establish basic guidelines for such partnerships.	Partially accepted		Closed	Focal point: RAM WFP recognizes the value of establishing and nurturing long-term partnerships with academic communities at the global, regional and national levels. However, it does not see the benefit of establishing generic guidelines given the need to remain flexible in accommodating various research interests and contexts.
2018/6 Rec. 1	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	The executive heads of United Nations system organizations should task the relevant offices with developing, by the end of 2020, a draft policy on the accessibility of conferences and meetings for persons with disabilities, as well as guidelines for policy implementation, and present them to their respective legislative bodies, should the endorsement of those bodies be required for the policy to take effect.	Partially accepted		Closed	Focal points: EBS, Management Services Division (MSD) – Facilities Management Branch (MSDI) WFP agrees with the CEB response to this recommendation, which notes that the policy would be most effective if it were part of a broader policy on accessibility in United Nations premises, to be implemented in all organizations to ensure coherent responses and standards. WFP will contribute to any inter-agency action initiated in response to this recommendation.
2018/6 Rec. 2	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	For all major conferences that are hosted off the premises of United Nations system organizations, the executive heads of these organizations should ensure that accessibility requirements are clearly stipulated in individual agreements concluded with the hosting entity for specific conferences and meetings.	Accepted	Implemented	Closed	Focal points: EBS, MSDI, Goods and Services Procurement Branch (SCOPG) WFP will specify requirements in its agreements with external vendors of meeting and venue services for major conferences.

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2018/6 Rec. 3	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	The executive heads of United Nations system organizations that have not yet done so should appoint, by December 2021, a focal point on accessibility within their organization under terms of reference that clearly define the focal point's role and responsibilities as regards enhancing the accessibility of conferences and meetings for persons with disabilities.	Partially accepted	Implemented	Closed	Focal points: EBS, MSDI, Programme – Humanitarian and Development Division (PRO) As part of its global policy and programme work on protection, accountability to affected populations and inclusion, PRO works to enhance WFP's capacity in disability matters by establishing global norms, standards and policies that consider the needs of persons with disabilities in the design and implementation of food assistance programmes at the country level, including through consultation with them. For conference services, given WFP's decentralized structure, it is particularly important that awareness of accessibility requirements be included in the job descriptions of positions that are related to the provision of services that could be used by persons with disabilities (conference services, publications, human resources, etc.). Activities for raising awareness – such as the events that WFP held with deaf rap artist Signmark and deaf social media speaker Elise Roy (using live captioning for the first time in 2019), and an open conversation on addressing challenges faced by persons with disabilities during the programme cycle for food assistance and nutrition programming – encourage WFP personnel worldwide to consider accessibility in the course of all WFP activities.

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2018/6 Rec. 4	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	The executive heads of United Nations system organizations should instruct relevant offices that address accessibility-related matters to develop, by December 2021, standard operating procedures with regard to their operational responsibilities to improve the accessibility of conferences and meetings for persons with disabilities.	Partially accepted	Implemented	Closed	Focal points: MSDI and EBS with Security Division (SEC) and Staff Wellness Division (WEL) At WFP, accessibility to conferences and meetings has been facilitated for persons with disabilities when required. To date, there have been three instances at headquarters when the needs of persons with disabilities were fully accommodated with the support of the Board Secretariat Conference Servicing Unit, SEC and WEL. See also responses to recommendations 1 and 2.
2018/6 Rec. 5	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	The executive heads of United Nations system organizations should make it mandatory for organizers of meetings and conferences to ensure, by December 2021, that: (a) The participation of persons with disabilities is fully supported by registration processes that are accessible for persons with diverse disabilities; (b) Clauses are included in accessible registration forms to ask specifically about accessibility requirements; (c) Information on accessible facilities and services is disseminated to all potential participants through accessible websites and information notes; d) Accessible post-conference and post-meeting satisfaction surveys consistently include questions to assess satisfaction with the accessibility of facilities and services.	Partially accepted	Implemented	Closed	Focal points: EBS with SEC and WEL While WFP does not have an extensive history of accommodating the needs of persons with disabilities, it has proved its full commitment to ensuring accessibility. EBS will implement the recommendation as the need arises, in close coordination with SEC and WEL. See also responses to recommendations 2 and 4.

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2018/6 Rec. 6	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	The executive heads of United Nations system organizations should, by December 2021, provide the option for remote participation in all meetings and conferences that they organize, with no prejudice to the efforts to make attendance at meetings and conferences accessible to persons with disabilities.	Partially accepted	Implemented	Closed	Focal points: MSDI, EBS, TEC

The new agreement between the CEB and the International Association of Conference Interpreters (AIIC) regulating the conditions of employment for short-term conference interpreters (from 1 January 2019 to 31 December 2023) stipulates that organizations shall endeavour to provide facilities for meetings – at their own headquarters or elsewhere – that are compliant with the most recent international standards applicable to simultaneous interpretation facilities, such as remote interpretation.

For the first time, the CEB-AIIC agreement provides guidance for sign language interpretation. WFP is a signatory to the agreement.

WFP will continue to consult stakeholders on the use of sign language and remote or distance interpretation as appropriate.

Since 2015, the webcasting facility has provided authorized remote participants with access to WFP events, with audio in some or all of the six official languages and video of discussions and presentations.

In field locations, remote participation will continue to be provided as requested. WFP notes that while it is technically feasible (possibly at a cost) to allow participation in an event via a remote connection, it is not possible to guarantee the identity of a person joining a meeting remotely, so caution should be exercised in using this option. |

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2018/6 Rec. 7	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	The executive heads of United Nations system organizations should issue instructions to information and communications technology and facilities management offices to undertake periodic accessibility assessments of organizational facilities and services for conferences and meetings, and to ensure that organizations of persons with disabilities are adequately consulted at all stages of the process.	Accepted	Implemented	Closed	Focal points: EBS, MSDI, TEC WFP is committed to adjusting its approach to ensure accessibility to facilities and services in accordance with applicable international standards and feedback from persons with disabilities. See also responses to recommendations 4, 5 and 6.
2018/6 Rec. 8	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	The executive heads of United Nations system organizations should task procurement offices with drafting, by December 2021, provisions for incorporating accessibility checks and/or requirements into procurement policies and guidelines for consideration and adoption by the relevant decision-making authority.	Accepted	Implemented	Closed	Focal point: SCOPG At WFP, the procurement function for conference services is decentralized, and accessibility requirements are included in the technical specifications of the services procured for major conferences. See also response to recommendation 2.
2018/6 Rec. 9	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	The executive heads of United Nations system organizations should develop and implement through relevant inter-agency mechanisms, by December 2021, a common system-wide mandatory specialized training module on disability inclusion and accessibility for personnel involved directly or indirectly in the servicing of conferences and meetings, including, but not limited to, staff in conference management, facilities and services management, human resources management, and procurement, legal, ICT, medical, public information and safety and security services.	Accepted	Implemented	Closed	Focal point: HRM WFP recognizes the value of training modules on disability inclusion and already offers relevant courses on its learning platform. If a common mandatory specialized training module on disability inclusion and accessibility were developed for the United Nations system, WFP would offer it to personnel via its learning platform.

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
2018/6 Rec. 10	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	The legislative bodies of United Nations system organizations should include in their agendas the review of periodic reports submitted to them on the state of accessibility of conference and meeting facilities and services for persons with disabilities, including the state of progress of actions to address accessibility deficits.	Accepted	Implemented	Closed	Focal point: EBS The Board will consider the effectiveness of measures to ensure accessibility as needed as part of the lesson learning process conducted by the Executive Board Bureau after each session of the Executive Board. See also response to recommendation 4.
2018/5 Rec. 1	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	Executive heads, in coordination with the Chair of the United Nations Sustainable Development Group and with a view to a coherent system-wide approach, should, by the end of 2020, enhance existing systems or implement new ones to accurately identify resources devoted to administrative support services, irrespective of funding source or cost classification, and set out how efficiency should be defined and assessed.	Accepted		Closed	Focal point: MSD WFP welcomes the recommendation and notes that the Business Innovations Group (BIG) of the United Nations Sustainable Development Group carried out the necessary work following the adoption of General Assembly resolution 72/279 and reported to the Economic and Social Council in 2019.
2018/5 Rec. 2	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	The legislative bodies should request executive heads to develop performance indicators and targets to drive improvements in administrative support service delivery, and to post performance publicly.	Accepted	Implemented	Closed	Focal point: MSD The new Business Operations Strategy (BOS) online tool includes a set of mandatory key performance indicators developed through inter-agency collaboration. The operations management team will use the system to evaluate inter-agency services once the BOS framework is fully implemented in field operations. WFP will support the global roll-out of the online tool, including reporting on mandatory key performance indicators in the BOS online tool, where results will be posted and publicly available.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2018/5 Rec. 4	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	In order to overcome the bureaucratic barriers, the Secretary-General, in consultation with the Chair of the United Nations Sustainable Development Group, should initiate, by the end of 2020, the testing of a model under which a single agency provides hosting services for the others.	Partially accepted		Closed	Focal point: MSD WFP supports the establishment of hosting arrangements that are appropriate to each country setting and notes that arrangements of common premises and lead agencies may be more appropriate in development settings than in some humanitarian ones. The BIG common back office work stream has the aim of achieving efficiency gains and enhancing the quality of services through the consolidation of location-dependent back office services at the country level. The BIG project team has started consultations with United Nations entities in selected countries to identify potential consolidation opportunities for United Nations entities in each country. WFP notes that the recommended timeframe is not likely to be feasible because action should be aligned with timeframes set by the Secretary-General and the BIG. WFP will continue to contribute to inter-agency initiatives resulting from consultations with United Nations entities led by the BIG project team.

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2018/5 Rec. 5	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	The Secretary-General should designate, by September 2019, a limited group of executive heads, which would include those of UNDP, UNFPA, UNHCR, UNICEF and WFP, to formulate a proposal for consolidated country-level administrative support arrangements, in accordance with the provisions of General Assembly resolution 72/279.	Accepted		Closed	Focal point: MSD As mentioned in the CEB inter-agency comments, this work is ongoing as part of implementation of General Assembly resolution 72/279, and is led by the BIG, in close consultation with the transition team for repositioning the United Nations development system and under the overall guidance of the Deputy Secretary-General. The agencies listed are all participating. An update on progress made was presented to the Economic and Social Council at its operational activities segment in 2019.
2018/5 Rec. 6	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	The United Nations Sustainable Development Group should refocus the common business operations of United Nations country teams on a more limited agenda, such as common premises, facility services and procurement. All country teams should be required, by the end of 2020, to put forward a business case on common premises. They should also be required to establish joint long-term agreements and service contracts by the end of 2020.	Accepted		Closed	Focal point: MSD WFP supports the recommendation but agrees with the CEB inter-agency comments on the JIU report, which note that it is not always possible to co-locate at the country level owing to a lack of availability, affordability or security compliance. Other working modalities should therefore be considered. See also response to recommendation 4. WFP also agrees with the CEB inter-agency comments on the perspective of service recipients, which note that focusing on a limited set of services may lead to increased administrative costs and complexity. It may be more efficient and effective to implement pilot projects covering a full spectrum of services with an end-to-end process. WFP will support inter-agency initiatives resulting from the consolidation planning activities of the task team on common premises and facilities service and the BIG project team.

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
2018/5 Rec. 7	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	The Secretary-General, in conjunction with other executive heads of entities with field-based programmes, should, by the end of 2020, develop a specific proposal that defines how to apply mutual recognition as a vehicle for capacity consolidation, so as to reduce redundancy and rationalize physical presence.	Accepted	Implemented	Closed	Focal points: MSD, Legal Office (LEG) WFP notes that a high-level mutual recognition statement has now been signed by 16 United Nations entities. WFP is committed to the mutual recognition concept and looks forward to the agreement drafted by the BIG, costing principles and client satisfaction standards, which have the aim of complementing and facilitating further operationalization of the mutual recognition statement. WFP is ready to engage in the development of a proposal defining how the concept of mutual recognition will be applied.
2018/5 Rec. 10	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	The Secretary-General and the executive heads of organizations that operate global, multi-functional shared services centres or envisage one (FAO, the Secretariat, UNDP, UNHCR, UNICEF, UNOPS and WHO) and of WFP, as well as other executive heads willing to participate, should, by the end of 2019, constitute a shared services board to develop the business case for and operational design of global shared services.	Accepted		Closed	Focal point: MSD WFP agrees with the recommendation and notes that the work should be aligned with the work of the BIG. WFP will contribute to any inter-agency initiatives resulting from this recommendation.

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

** Column 5 implementation categories: in progress, implemented. Field left blank if implementation depends on the action of an entity other than WFP or if further action is not planned.

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

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
2018/4 Rec. 1	Review of whistle-blower policies and practices in United Nations system organizations	Legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues.	Accepted	In progress	Open	Focal point: Ethics Office (ETO) ETO drafted a revised whistleblower protection policy in collaboration with stakeholders, including the LEG, HRM and the Office of the Inspector General (OIG). The revised policy has been submitted to the Oversight and Policy Committee for review and is expected to be issued as an Executive Director's circular in 2020.
2018/4 Rec. 2	Review of whistle-blower policies and practices in United Nations system organizations	In United Nations system organizations that do not have an external and independent mechanism for appeals when a prima facie case of retaliation is not determined, the executive head should instruct the relevant office(s) to develop, by 2020, appropriate options to address this deficiency for his or her timely consideration, and to outline any agreed-upon mechanisms and processes in updates to protection against retaliation policies.	Accepted	In progress	Open	Focal point: ETO The revised whistleblower protection policy (see recommendation 1) includes an appeal mechanism for cases when a *prima facie* case of retaliation is not determined.

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
2018/4 Rec. 3	Review of whistle-blower policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should update their relevant whistle-blower policies by 2020 to address shortcomings and gaps identified in the JIU best practices ratings.	Accepted	In progress	Open	Focal point: ETO ETO's drafting of a revised whistleblower protection policy is described in the responses to recommendations 1 and 2.
2018/4 Rec. 6	Review of whistle-blower policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting those who report misconduct/wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support mechanisms and resources.	Accepted	In progress	Open	Focal point: ETO Proactive protection measures are part of the revisions of the whistleblower protection policy described in the responses to recommendations 1, 2 and 3. Standard operating procedures will be implemented after the revised policy has been issued.
2018/4 Rec. 7	Review of whistle-blower policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should develop standard operating procedures by 2020 for handling retaliation cases, with specific checklists and protocols for investigation, support services and communication.	Accepted	In progress	Open	Focal points: ETO and OIG WFP has standard operating procedures for investigations. The Office of Inspections and Investigations is updating these procedures in order to clarify how investigators should interact with ETO. The revised procedures are currently under review. Updated standard operating procedures for all areas of investigations will be rolled out in 2020. ETO will develop standard operating procedures for handling retaliation cases and will carry out an awareness campaign as part of the roll-out of the revised whistleblower protection policy (see responses to recommendations 1, 2, 3 and 6).

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2018/4 Rec. 8	Review of whistle-blower policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should ensure that, by 2020, anonymous channels to report misconduct/wrongdoing are: (a) developed and operational; (b) available in all the working languages of the organization; (c) accessible to all personnel, vendors and beneficiaries; (d) reflected in their relevant policies; and (e) widely communicated.	Accepted	In progress	Open	Focal points: OIG with LEG and ETO WFP has engaged an external hotline service that meets the requirements of this recommendation. The WFP Hotline[4] hosted by NAVEX Global was launched on 31 March 2020. The hotline is available in Arabic, English, French, Portuguese and Spanish and all other languages by phone. The hotline webpage is externally hosted and can receive anonymous complaints at the complainant's request. WFP's internal and external webpages have been updated to link to the WFP Hotline webpage while the email hotline (hotline@wfp.org) will continue to be available. WFP policies and other internal communications referencing the new hotline will need to be updated. A communications campaign for all staff is planned by the end of the third quarter of 2020.
2017/9 Rec. 1	Review of mechanisms and policies addressing conflict of interest in the United Nations system	Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest, no later than December 2019.	Accepted	In progress	Open	Focal point: ETO ETO is consulting with the Enterprise Risk Management Division; the mapping of organizational conflicts of interest is expected to be completed by year-end.

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

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Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2017/9 Rec. 2	Review of mechanisms and policies addressing conflict of interest in the United Nations system	Executive heads of the United Nations system organizations, who have not yet done so, should direct their human resources services to introduce a mandatory conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in consultation with any future inter-agency forum.	Accepted	In progress	Open	Focal points: HRM and ETO in consultation with LEG ETO created a pre-appointment conflicts of interest disclosure form and corresponding guidance for HRM implementation. HRM piloted the form and a simplified online version will be needed for global rollout. HRM will continue to engage with ETO on the next steps for global implementation.
2017/9 Rec. 3	Review of mechanisms and policies addressing conflict of interest in the United Nations system	The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial disclosure programmes and propose any changes to the rationale and scope of those programmes that are needed to increase their effectiveness.	Accepted	Implemented	Closed	Focal point: ETO In 2017, based on experiences and lessons learned and in consultation with an external contractor, ETO reviewed the financial disclosure programme. The new Executive Director Circular on "Conflicts of Interest and the Annual Conflicts of Interest and Financial Disclosure Programme" was issued in March 2020.

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Rec. no.	**Report**	**Recommendation**	**Acceptance***	**Implementation****	**Status*****	**Remarks**
2017/3 Rec. 6	Review of air travel policies in the United Nations system	The executive heads of the United Nations system organizations, if they have not already done so, should encourage the use of online booking tools for air travel, update their travel policies with guidelines for optimal use of such tools, and consider integrating them with their existing systems by 2020.	Accepted	In progress	Open	Focal point: MSD WFP has developed a self-service travel platform, which was piloted at headquarters and in the Global Support Services' India Travel Group in 2019. Further rollout and development in 2020 is under review due to the WFP WINGS upgrade and the COVID-19 travel restrictions.
2016/10 Rec. 1	Knowledge management in the United Nations system	The executive heads of the United Nations system organizations, if they have not already done so, should develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation.	Accepted	Implemented	Closed	Focal point: INK WFP has developed a knowledge management strategy that reaffirms the importance of knowledge management in contributing to the achievement of organizational goals linked to the 2030 Agenda. The strategy is based on three pillars: people, processes and systems. WFP is rolling out the strategy and the systems are being deployed. The adaptation of the strategy to needs in the people and processes pillars is occurring at the divisional and regional levels.

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

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

ANNEX III

Hyperlinks to JIU reports and comments of the CEB

Report reference	Report name and hyperlink	CEB comments
JIU/REP/2019/6	Review of audit and oversight committees in the United Nations system	A/74/670/Add.1
JIU/REP/2019/4	Review of change management in United Nations system organizations	A/74/669/Add.1
JIU/REP/2019/3	Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development	A/75/76/Add.1
JIU/REP/2019/2	Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	A/74/306/Add.1
JIU/REP/2018/7	Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development	A/74/216/Add.1
JIU/REP/2018/6	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	A/74/217/Add.1
JIU/REP/2018/5	Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation	A/74/71/Add.1
JIU/REP/2018/4	Review of whistle-blower policies and practices in United Nations system organizations	A/73/665/Add.1
JIU/REP/2017/9	Review of mechanisms and policies addressing conflict of interest in the United Nations system	A/73/187/Add.1
JIU/REP/2017/3	Review of air travel policies in the United Nations system: Achieving efficiency gains and cost savings and enhancing harmonization	A/72/629/Add.1
JIU/REP/2016/10	Knowledge management in the United Nations system	A/72/325/Add.1

Acronyms

AIIC	International Association of Conference Interpreters
BIG	Business Innovations Group
BOS	Business Operations Strategy
CEB	United Nations System Chief Executives Board for Coordination
EBS	Executive Board Secretariat
EMG	Executive Management Group
ETO	Ethics Office
FAO	Food and Agriculture Organization of the United Nations
GEN	Gender Office
HRM	Human Resources Division
INK	Innovation and Knowledge Management Division
JIU	Joint Inspection Unit
LEG	Legal Office
MSD	Management Services Division
MSDI	Management Services Division – Facilities Management Branch
OIG	Inspector General and Oversight Office
OSZIR	Climate and Disaster Risk Reduction Programmes Unit
PRO	Programme – Humanitarian and Development Division
RAM	Research, Assessment and Monitoring Division
SCOPG	Goods and Services Procurement Unit
SEC	Security Division
TEC	Information Technology Division
TOR	Terms of reference
WEL	Staff Wellness Division