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Agenda item 13

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



This document is printed in a limited number of copies. Executive Board documents are available on WFP's WEB site (<http://www.wfp.org/eb>).

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

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

Director, RER*: Mr P. Larsen tel.: 066513-2601

External Relations Officer, RER: Ms L. Fossi tel.: 066513-3533

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

* External Relations Division



EXECUTIVE SUMMARY

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

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

Of the reports and notes issued during the current reporting period, two reports and two notes were found relevant to the work of WFP. One report contains a recommendation that requests governing body action.

DRAFT DECISION*

The Board takes note of the information and recommendations in "Reports by the Joint Inspection Unit Relevant to the Work of WFP" (WFP/EB.1/2009/13).

* 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 Joint Inspection Unit (JIU), established by the United Nations General Assembly 2150 (XXI) in 1966, is an independent external oversight body of the United Nations system mandated to conduct evaluations, inspections and investigations system-wide. The JIU is composed of 11 inspectors whose aim is to help improve management and methods, promote greater coordination between United Nations organizations and determine whether activities undertaken by participating organizations are carried out in the most economical manner.
2. The JIU's participating organizations are the United Nations, its affiliated bodies and specialized agencies. WFP is a participating organization through its constitutional ties to the United Nations and the Food and Agriculture Organization of the United Nations (FAO). Relevant JIU reports are therefore addressed to the Executive Director for transmission to the WFP Board.
3. The United Nations General Assembly, in its resolution A/RES/60/258 of 15 June 2006, asked the JIU to continue to enhance dialogue with participating organizations and to strengthen follow-up of the implementation of its recommendations. The General Assembly also asked the Unit to include in its future annual reports more information on the impact of the full implementation of its recommendations.
4. By its decision 2002/EB.2/17, the WFP Executive Board recommended that the document submitted to it annually on JIU reports of relevance to the work of WFP should comprise:
 - i) WFP's comments on JIU reports relevant to the work of WFP issued since submission of the previous Board document;
 - ii) a list of all JIU reports issued since the previous reporting period; and
 - iii) the status of WFP's implementation of previously approved or accepted recommendations.
5. In accordance with the practice of the boards of other funds and programmes, the Secretariat will present to the Board each year at the First Regular Session, for consideration, a summary report containing the items listed above, indicating: a) which of the recommendations addressed to the Executive Director are acceptable; and b) which of the recommendations require legislative action in terms of decisions by the Board.
6. For this 2009 Board session, the Secretariat has followed the status matrix developed by the JIU as part of its system of follow-up on reports. The matrix shows the status of implementation of JIU recommendations and the impact achieved.
7. The JIU has issued two reports and two notes since the last submission to the Board. Copies of those relevant to WFP are available to representatives on request.



8. Annex I outlines the recommendations relevant to the work of WFP and WFP's responses, including follow-up action taken. The following are the two JIU reports and two notes received by WFP as of 30 November 2008.
 - i) "Liaison Offices in the United Nations System" (JIU/REP/2007/10)
 - ii) "Review of the Progress Made by the United Nations System Organizations in Achieving Millennium Development Goal 6, Target 7, to Combat HIV/AIDS" (JIU/REP/2007/12)
 - iii) "Common Services at Nairobi" (JIU/NOTE/2008/1)
 - iv) "Review of the United Nations Humanitarian Air Service (UNHAS)" (JIU/NOTE/2008/3)
9. The following reports have been received for information but do not require action or, in some cases, bear relevance to the work of WFP:
 - i) "Review of Management and Administration in the World Meteorological Organization (WMO)" (JIU/REP/2007/11)
 - ii) "Review of Management and Administration in the Universal Postal Union (UPU)" (JIU/REP/2008/01)
10. Annex II includes the status matrix prepared to show the status of WFP's implementation of previously approved or accepted recommendations from 2005, 2006 and 2007 JIU reports, relevant to the work of WFP. Four of the reports (2006/4, 2007/1, 2007/2 and 2007/6) contain recommendations directed to the governing bodies of United Nations agencies, funds and programmes that are still to be fully implemented.
11. All reports may be found in English, French, Spanish and Arabic on the JIU website at <http://www.unjiu.org/>.



ANNEX I: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, OCTOBER 2007–NOVEMBER 2008

Report	Report Title	Rec. Number	Recommendation	Addressee	Acceptance	WFP Remarks
2007/10	Liaison Office in the UN system	1	The executive heads of the United Nations system organizations concerned should thoroughly assess the strategic importance of their liaison office(s), and define priorities for them in terms of intended impact, using results-based management (RBM) as a planning, reporting and evaluation tool.	Executive head	Accepted	WFP continually reviews the strategic priorities and tasks of each liaison office. As with all WFP activities, RBM is being used as a tool for planning, reporting and evaluation.
2007/10	Liaison Office in the UN system	2	The legislative bodies of the United Nations system organizations concerned should, based on the assessment of their liaison office(s) by the respective executive heads, recognize their strategic role and provide core funding from the organizations' regular budgets commensurate with the established priorities.	Legislative organ	Accepted	WFP liaison offices are already funded from WFP's regular budget.
2007/10	Liaison Office in the UN system	3	The executive heads of United Nations system organizations concerned should ensure a balanced post structure and grading of the staff of liaison offices, based on its required effective participation in issues of mutual interest at the international hubs concerned and on an inventory of skills and competencies.	Executive head	Accepted	As noted in the report paragraph 63, WFP reviews on a regular basis the grading structure of staff in all units, including liaison offices, based on the level of expertise required and to ensure more effective participation.
2007/10	Liaison Office in the UN system	4	The executive heads of the United Nations system organizations concerned should conduct a cost-benefit analysis prior to outposting additional staff, over and above the necessary nucleus of core-funded staff, to liaison offices.	Executive head	Accepted	WFP takes note of the recommendation.
2007/10	Liaison Office in the UN system	5	The executive heads of the United Nations system organizations concerned should ensure timely and proper succession planning for the heads of their liaison offices. Heads of offices should be selected through a competitive and fully transparent process, focusing on managerial competencies.	Executive head	Accepted	In principle, as for all WFP offices, WFP head of office positions are advertised and every effort is made to ensure continuity and transparency.



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2007/10	Liaison Office in the UN system	6	The executive heads of the United Nations system organizations should, in a spirit of collaboration and reciprocity, ensure that in New York and Geneva, the learning opportunities offered to their own staff be extended to the personnel of liaison offices in these locations, and encourage the staff of their own liaison offices to make full use of available learning opportunities offered at their location by the training sections of United Nations and other agencies.	Executive head	Accepted	Learning opportunities are extended to all WFP staff. As noted in paragraph 69 of the JIU Report, WFP managers are already actively promoting such opportunities. WFP notes that as training is paid from assessed contributions, ACABQ is not favourable to non-UNOG (United Nations Office at Geneva) staff being able to benefit from free training. Training might be available to non-UNOG staff, but with UNOG staff having priority and against payment by non-UNOG staff.
2007/10	Liaison Office in the UN system	7	The executive heads of the United Nations system organizations concerned should ensure that relevant information is judiciously and broadly disseminated between liaison offices and their respective organizations as well as internally within liaison offices, using all means of communication to maximize their outreach, such as teleconferencing, videoconferencing, staff meetings and (de)briefings of staff on mission.	Executive head	Accepted	As referred to in paragraphs 80–83, WFP is already a good example of regular and smooth information flow.
2007/10	Liaison Office in the UN system	8	The executive heads of the United Nations system organizations concerned should request the heads of oversight services to ensure adequate audit and evaluation coverage of liaison offices.	Executive head	Accepted	WFP uses a risk-based audit approach to undertake the annual audit needs assessment, which forms the basis of the audit work plan. Liaison offices are part of this process, and are audited as needed. All liaison offices, except China and New York, were audited in 2008.



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Report	Report Title	Rec. Number	Recommendation	Addressee	Acceptance	WFP Remarks
2007/12	Review of the Progress Made by the United Nations System Organizations in Achieving Millennium Development Goal 6, Target 7, to Combat HIV/AIDS ¹	3	<p>In order to enhance the effectiveness of UNAIDS at the country level, the executive heads of the UNAIDS Secretariat and the Cosponsors should:</p> <ul style="list-style-type: none"> (a) select suitable UNAIDS country coordinators and agency heads in each country of accreditation, matching their political, cultural and diplomatic credentials with due consideration to cultural sensitivities and the local languages of the host countries; (b) establish a harmonized and/or unified reporting mechanism for the United Nations country teams; (c) undertake deliberate and concerted efforts to ensure the effective implementation of joint programmes. 	Executive head	Under Consideration	<p>Recommendation 3 does not accurately reflect the realities of the operations of country teams and Joint United Nations Teams on AIDS.² In terms of recommendation 3(a): The United Nations system does strive to select suitable candidates, and believes that heads of agency in countries fully meet the requirements set out in the recommendation. The recommendation does not consider that for most Cosponsors, the appointed head of agency has a much broader responsibility than HIV.</p> <p>UNAIDS is currently in the process of introducing an annual review process whereby Joint United Nations Teams on AIDS will assess progress and the impact of the joint programme, its effectiveness in support of national AIDS responses and the resources required to fulfill their Division of Labour responsibilities. United Nations country teams have established Joint United Nations Teams on AIDS in 85 countries and at least 10 of these teams have prepared joint programmes of support on HIV/AIDS. Guidelines on joint programming on AIDS that build on existing guidelines on joint teams and programmes and on United Nations Development Group (UNDG) guidance on joint programming have been developed and are being utilized by United Nations country teams. Annual review reports will be fed back by the UNAIDS</p>



¹ A jointly prepared response by the UNAIDS Secretariat and all ten Cosponsors was sent to JIU in November 2008 in response to the report "Review of the Progress Made by the United Nations System Organizations in Achieving the Millennium Development Goal 6, Target 7, to Combat HIV/AIDS" addressing a number of issues concerning the report. Members of the Board who would like a copy of the document are invited to contact the WFP staff focal points.

² Lack of clarity on how the terms "UNAIDS" (ten Cosponsors plus the Secretariat) and "UNAIDS Secretariat" are used in the report causes some confusion in understanding the nature and subject of the discussion and subsequent recommendations.

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						Regional Coordinators to the Regional Directors' Teams, which will, in association with Cosponsors, ensure a quality oversight role for the countries in their region, and also to the UNAIDS Secretariat in Geneva and the Cosponsor Global Coordinators.
2007/12	Review of the Progress Made by the United Nations System Organizations in Achieving Millennium Development Goal 6, Target 7, to Combat HIV/AIDS ¹	4	<p>In order to enhance the effectiveness of the Three Ones principles, the executive heads of the UNAIDS Secretariat and the Cosponsors should assist the affected Member States to:</p> <ul style="list-style-type: none"> (a) ensure that the national strategic plans of the affected Member States are revised in conformity with these principles, are costed with detailed workplans and include the marginalized and vulnerable populations, as well as refugees, in the national strategic frameworks; (b) ensure that the National AIDS Councils are established effectively with limited membership and with well-defined and clear roles and responsibilities; (c) ensure that the Member States undertake appropriate measures to put in place a well-functioning monitoring and evaluation mechanism and provide adequate technical support. 	Executive head	Accepted	UNAIDS supports that the process for developing and revising National Strategic Plans (NSPs) be country-led and country-owned, and reflect country realities. Although UNAIDS cannot ensure that NSPs will be revised in conformity to the Three Ones principles, strong advocacy and support is provided to assist countries in this endeavour. Again, the UNAIDS Secretariat and Cosponsors can only advocate and support Member States to establish well-balanced and effective National AIDS Councils – they cannot "ensure" that this will happen. UNAIDS does advocate and assist countries to establish effective monitoring and evaluation systems. The composition of National AIDS Councils will be influenced by a number of factors including the nature of the epidemic, availability of national and external resources and political leadership.



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2007/12	Review of the Progress Made by the United Nations System Organizations in Achieving Millennium Development Goal 6, Target 7, to Combat HIV/AIDS ¹	5	<p>In order to enhance the effective implementation of universal access to anti-retroviral therapy (ART), the executive heads of the UNAIDS Secretariat and the Cosponsors should:</p> <ul style="list-style-type: none"> (a) strongly advocate the need for the launching of aggressive national campaigns for voluntary HIV/AIDS testing and assist the affected Member States to develop policies and programmes aimed at encouraging their citizens to voluntarily take HIV/AIDS testing; (b) assist the affected Member States to ensure the harmonization of procurement procedures at the country level, as well as in establishing efficient supply management; (c) assist the affected Member States to ensure that ART programmes are integrated into the sexual and reproductive health programmes and treatment services for tuberculosis and malaria. 	Executive head	Accepted	This recommendation is already an integral component of the work of the Cosponsors.
2007/12	Review of the Progress Made by the United Nations System Organizations in Achieving Millennium Development Goal 6, Target 7, to Combat HIV/AIDS ¹	6	<p>In order to enhance the effective implementation of universal access to ART, the executive heads of the UNAIDS Secretariat and the Cosponsors should:</p> <ul style="list-style-type: none"> (a) assist the affected Member States in developing policies and procedures aimed at developing combined short- and long-term human resources strategies for the purpose of improving conditions for current workers; (b) provide technical support to develop adequate training programmes for health workers; (c) undertake advocacy programmes to discourage migration of health workers to other countries. 	Executive head	Accepted	This recommendation is already an integral component of the work of the Cosponsors.



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2007/12	Review of the Progress Made by the United Nations System Organizations in Achieving Millennium Development Goal 6, Target 7, to Combat HIV/AIDS ¹	7	The executive heads of the UNAIDS Secretariat and the Cosponsors should assist the affected Member States in developing policies and procedures aimed at addressing the problem of stigma and discrimination. They should also undertake public awareness programmes to advocate that people living with HIV enjoy the same legal rights as everyone else.	Executive head	Accepted	This recommendation is already an integral component of the work of the Cosponsors. UNAIDS maintains that as well as the establishment of policies and procedures, it is equally important to ensure and enable the implementation of these policies and procedures and overall change of harmful norms.
2007/12	Review of the Progress Made by the United Nations System Organizations in Achieving Millennium Development Goal 6, Target 7, to Combat HIV/AIDS ¹	8	The executive heads of the UNAIDS Secretariat and the Cosponsors should strongly encourage and assist the affected Member States, in coordination with their donors, to take the necessary steps to re-emphasize the need to devise both immediate and long-term strategies for enhancing HIV prevention in synergy with the rapidly expanding ART programmes.	Executive head	Accepted	This recommendation is already an integral component of the work of the Cosponsors. It is important to advocate for increased investment in comprehensive HIV/AIDS responses. UNAIDS is unaware of evidence that would support the report's statement: "The scaling-up of ART has shifted the focus onto treatment and considerably weakened prevention efforts..." Some Cosponsors emphasize treatment, because that is their mandate and expertise. Others pay more attention to prevention. UNAIDS sees these as mutually reinforcing. Scale-up is still needed for treatment as well as prevention. UNAIDS has been a leading, if not <i>the</i> leading force in promoting comprehensive approaches to HIV and AIDS, with the goal of universal access to comprehensive prevention programmes, treatment, care and support. It is an excellent example of cosponsor complementarity and division of labour.



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2007/12	Review of the Progress Made by the United Nations System Organizations in Achieving Millennium Development Goal 6, Target 7, to Combat HIV/AIDS ¹	9	The executive heads of the UNAIDS Secretariat and the Cosponsors should strongly encourage and assist the affected Member States in devising innovative financing mechanisms, both at national and international levels, to ensure long-term sustainability of ART programmes.	Executive head	Accepted	This recommendation is already an integral component of the work of the Cosponsors.
2007/12	Review of the Progress Made by the United Nations System Organizations in Achieving Millennium Development Goal 6, Target 7, to Combat HIV/AIDS ¹	10	The executive heads of the UNAIDS Secretariat and the Cosponsors should encourage and assist the affected Member States to: <ul style="list-style-type: none"> (a) devise rules and regulations for registering and involving civil society partners in HIV/AIDS programmes; (b) build on the existing non-governmental organization (NGO) Code of Good Practice and put in place a code of conduct for civil society partners with stringent action against abuse and/or improper use of funds. 	Executive head	Accepted	This recommendation is already an integral component of the work of the Cosponsors. UNAIDS notes that civil society members have already produced their own code of conduct, Code of Good Practice for NGOs Responding to HIV/AIDS, (http://www.ifrc.org/what/health/hivaids/code/index.asp). The Code provides guiding principles and operational principles, and outlines good practice principles for HIV/AIDS services, programmes and advocacy. Supporting NGOs that sign on to the Code agree to be held accountable to the principles outlined in the Code and promote the utilization of the Code in their work with other NGO partners.
2008/1 (Note)	Common Services at Nairobi	1	The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should direct the Common Services Board to initiate with immediate effect the planned review of the Common Services Governance Framework with a view to streamlining it.	Executive head	Accepted	The Common Services Unit in Nairobi is following up on JIU's recommendations.



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2008/1 (Note)	Common Services at Nairobi	5	The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should request that an information and communications technology (ICT) working group of the Common Services Management Team be established to put forward proposals for new ICT services and review any problems with existing services.	Executive head	Accepted	A telecommunications working group has been established and WFP is represented on it by the WFP ICT officer in Nairobi. Steps are being taken to raise the issue of a lack of an ICT working group to the appropriate inter-agency channels.
2008/1 (Note)	Common Services at Nairobi	6	The executive heads of the United Nations system organizations participating in the Common Services Governance Framework at Nairobi should ensure that agreement is reached by the end of 2008, at the latest, by the Common Services Executive Committee and by the Common Services Board, on the draft memorandum of understanding on common premises services at Nairobi.	Executive head	Accepted	The Common Services Unit in Nairobi is following up on JIU's recommendations. The issue of governance structure was to be discussed again during a Unit retreat scheduled for mid-December 2008 in Nairobi.
2008/1 (Note)	Common Services at Nairobi	7	The executive heads of the United Nations system organizations participating in the Common Services Governance Framework at Nairobi should ensure that monitoring and evaluation of common services is carried out by service-specific subcommittees of users that should be established for this purpose.	Executive head	Accepted	The Common Services Unit in Nairobi is following up on JIU's recommendations.
2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	1	The Executive Director of the World Food Programme and the Secretary-General of the United Nations should jointly review the current arrangements for UNHAS with a view to proposing a set of principles and/or procedures governing the scope and process of launching, financing, managing and terminating UNHAS operations and submit them to the Economic and Social Council of the United Nations (ECOSOC) for its consideration and action at its substantive session in 2009.	Executive head	Accepted	Although the processes for launching and managing UNHAS operations are well-established, they are not widely known and should be officially disseminated. Recent events in the Democratic Republic of the Congo have shown that launching of new UNHAS operations needs better coordination between the United Nations agencies in the operational area. Questions remain concerning the sustainability of financing such operations. A predictable, long-term funding mechanism is an important element of air safety.



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2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	2	The Secretary-General of the United Nations should direct the Inter-Agency Standing Committee to resume its comprehensive review of the humanitarian common services and establish a clearly defined framework of respective accountability and responsibilities of WFP, the Office for the Coordination of Humanitarian Affairs (OCHA) and the Humanitarian Coordinator in the process to operate UNHAS with impartiality and report thereon to ECOSOC for its Substantive Session in 2009.	Executive head	Accepted	The activation mechanism and impartiality issues have been addressed through the setting up of user groups in all UNHAS bases. User groups are usually chaired by OCHA and define requirements and access conditions, while WFP provides assets and ensures their technical management.
2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	3	<p>The Secretary-General of the United Nations, in consultation with the Executive Director of WFP and the International Civil Aviation Organization (ICAO) should:</p> <ul style="list-style-type: none"> (a) report on the legal status of United Nations Common Aviation Safety Standards (AVSTADS) and the state of implementation of these standards including any difficulties identified in applying them both in peacekeeping and humanitarian operations within the United Nations system as well as in contractual agreements with national suppliers of air transports and services; (b) review the adequacy of the contribution of these standards to ensure aviation safety and security to protect the personnel of the United Nations system organizations and the associated personnel to their operations, and (c) invite the General Assembly, based on the report and the review requested above, to consider and decide on upgrading the status of AVSTADS with the necessary modifications at its sixty-fifth session. 	Executive head	Accepted	AVSTADS have been approved by WFP's Executive Director. The scope and legal status of AVSTADS are linked to WFP's responsibility to apply due diligence to ensure that aviation contractors meet United Nations/WFP safety and operational requirements.



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2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	4	The Secretary-General of the United Nations should direct the Emergency Relief Coordinator and the Executive Director of WFP via the Inter-Agency Standing Committee to review the current practice in the prioritization of passengers and cargo transportation services by UNHAS to establish a priority system that provides the users with equal and balanced opportunity by the end of 2009.	Executive head	Not relevant	This system is already in place through the user group mechanism. Prioritization rules are defined for each UNHAS operation by the user group, comprised of representatives of all United Nations agencies, NGOs and donors. WFP is stressing both the importance of these user groups, and the interest for each user to be adequately represented in them. WFP notes that this recommendation is directed more towards the role of Member States in achieving the Millennium Development Goals and as such is beyond the control of the United Nations system.
2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	5	The Secretary-General of the United Nations should propose a draft standard host country agreement on the operation of UNHAS, including flight and landing permissions, to the General Assembly for consideration and approval.	Executive head	Accepted	UNHAS currently sets up operations as part of the WFP–host country agreement. WFP agrees that a more specific agreement would be very useful.
2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	6	In a case where an UNHAS operation continues over an extended period and the local air transport conditions do not meet the prescribed security and safety standards of the air transport operations of the United Nations, the Humanitarian Coordinator (or the United Nations Resident Coordinator (RC)) should ensure that UNHAS be provided with long-term flight and landing permission.	Executive head	Accepted	As above
2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	7	The Executive Director of WFP should produce and keep updated, on a real time basis, a consolidated financial report of all aviation accounts through a standardized form of financial recording including the status of cost recovery, and appeals and receipt of the contributions by source of funds in order to enhance the ability of the World Food Programme to better mobilize general and stable contributions from donors.	Executive head	Not relevant	This recommendation has been addressed since the review was undertaken. WFP's Aviation Branch is now reporting periodically on the financial status of each ongoing operation, and on the status of the Aviation Special Account. A monthly operational update and a financial report on aviation activities are issued on a regular basis.



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2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	8	The Secretary-General of the ICAO, at the request of the Executive Director of WFP, should explore modalities in accordance with established procedures of ICAO for providing the latter's expertise to projects related to refurbishing local air infrastructure, such as repairing airstrips and establishing national air traffic regulation capacity in the areas where an operation of UNHAS is deployed by the end of 2010.	Executive head	Under consideration	WFP and the Department of Field Support (DFS) regularly consult with ICAO at Headquarters level through the Aviation Technical Advisory Group (ATAG) working group, while consultations at the field level between WFP and ICAO, or WFP and DFS, are conducted for more specific projects like runway rehabilitation, air traffic control, security, etc. ATAG comprises ICAO, WFP and DFS and is actively involved in the review of these initiatives.
2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	9	The Executive Director of WFP, in consultation with ICAO and United Nations Development Programme (UNDP)/United Nations Office for Project Services (UNOPS), should instruct the country directors to present to the host country a medium- and long-term air service plan designed both to assist it in restoring and developing local secure airlines.	Executive head	Under consideration	WFP's Air Safety Unit is participating in several projects to assist local aviation authorities and operators in building their capacity. Ways of increasing assistance to local operators, especially through the World Bank, are being examined. Because of work in Africa and Asia, the WFP Aviation Branch is actively involved in ICAO projects such as the global safety map, regional safety initiatives, sharing of safety information, and analysis of safety priorities and incidents.
2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	10	The Executive Director of the World Food Programme should establish human resources management policy in its aviation sector taking into account the specific needs of the sector and report on it to the Executive Board by the end of 2010.	Executive head	Accepted	The WFP Aviation Branch has increased the number of fixed-term positions in its structure. Specific transfer and rotation rules may be studied to take into account that air operations are normally short-lived.
2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	11	On the basis of improved performance information system and the collection of operational information in the field relevant to UNHAS operations, the Executive Director of the World Food Programme should formulate benchmarks and indicators for results-based budgeting and management in the aviation sector and make the management of UNHAS more accountable to its user community.	Executive head	Accepted	The WFP Aviation Branch has developed a flight management application with the aim of assisting in the management, reporting and accountability of operations. The system has been rolled out to 60 percent of field operations, with full implementation to be completed during the first quarter of 2009. Plans are in place for a second, more sophisticated version of the application to be available in 2011.



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2008/03 Note	Review of the United Nations Humanitarian Air Service (UNHAS)	12	The Executive Director of the World Food Programme should, in consultation with the competent authorities of ICAO, convert the current review by ICAO consultants of WFP air safety and transport operations based on AVSTADS into a formal aviation safety audit and ensure the regular and timely submission of such audit reports by the competent officials of ICAO to the Executive Board.	Executive head	Accepted	The final version of the report of the ICAO audit of WFP aviation services conducted in 2005 has still not been released. Nevertheless, the Aviation Branch has implemented all the recommendations made by ICAO auditors in their draft report released in early 2007.

The matrix is structured with the following information:

Column 1: Reference number of the report or note

Column 2: Title of the report or note

Column 3: Recommendation number

Column 4: Text of the recommendation

Column 5: Addressee; indicates if a recommendation is addressed to a legislative organ or the executive head

Column 6: Acceptance category: "Accepted", "Approved", "Not accepted", "Under consideration", "Not relevant" or "No reply yet".

Column 7: Remarks by WFP.



ANNEX II: PREVIOUS REPORTS BY THE JOINT INSPECTION UNIT ON THE WORK OF WFP: 2005, 2006 AND 2007

Report	Report Title	Rec. Number	Recommendation	Addressee	Intended Impact	Acceptance	Implementation	Impact Achieved	WFP Remarks
2005/2	Some measures to improve overall performance of the United Nations System at the country level	6	Executive heads of United Nations system organizations should identify and increase common training opportunities and make optimal use of the United Nations system Staff College.	Executive head	Enhanced coordination and cooperation between participating organizations	Accepted	In progress	Partially	The Development Operations Coordination Office is coordinating an inventory of leadership training for all organizations. WFP contributed to the design of United Nations System Staff College leadership development programmes, which are underway.
2005/2	Some measures to improve overall performance of the United Nations System at the country level	7	Governing bodies of United Nations system organizations should task the respective secretariats with speeding up the identification of obstacles to staff mobility within the United Nations system, and elaborate and report back on solutions, in response to General Assembly Resolution 59/266, part VIII, "Mobility".	Legislative organ	Other	Accepted	In progress	Partially	WFP continues to support this recommendation and participate in inter-agency consultations both through the undg and together with executive heads of UNDP and other United Nations agencies to discuss obstacles.
2005/2	Some measures to improve overall performance of the United Nations System at the country level	13	UNDG organizations should include in the performance appraisal system for the RC and UNCT an assessment of teamwork and horizontal cooperation.	Executive head	Enhanced coordination and cooperation between participating organizations	Accepted	Implemented	Yes	The new system that will start in 2009 will include RC performance appraisal as indicated.
2005/2	Some measures to improve overall performance of the United Nations System at the country level	14	The governing bodies of UNDG organizations should invite the respective executive heads to undertake a review of the grade structure and skills profile of their field representatives and other staff, and report thereon also to the General Assembly and ECOSOC.	Legislative organ	Other	Not Accepted			WFP's position remains the same as for last year, when it was reported that WFP supports the collective response of the United Nations System Chief Executives Board for Coordination (CEB) to this recommendation. CEB members doubt whether the proposed review by executive heads of grade structures and skills profiles of field representatives and other staff will lead to the alignment of grade structures envisaged in the report. It is thought that UNDG member



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									organizations are unlikely to find their current staffing situation appropriate or needing only minor adjustments. CEB members note that the proposal that RCs be graded at least as high as other agency representatives in the field may not always be feasible: CEB members are of the view that organizations should retain the right to grade RCs as they see fit.
2005/2	Some measures to improve overall performance of the United Nations System at the country level	16	The governing bodies of UNDG organizations should task the respective executive heads to examine ways to further rationalize their field presence.	Legislative organ	Management improvement through enhanced efficiency	Accepted	In progress	Partially achieved	UNDG agencies continue to discuss ways to rationalize field presence.
2005/8	Further measures to strengthen United Nations System support to the New Partnership for Africa's Development (NEPAD)	5	All the Executive Heads of the United Nations organizations concerned should ensure that the conveners of each cluster, in consultation and coordination with the United Nations Economic Commission for Africa and their concerned African institutional partners, establish a clear and predictable schedule of meetings for their clusters and sub-clusters and provide a follow-up mechanism for the implementation of the decisions taken.	Executive head	Management improvement through enhanced efficiency	Accepted	In progress	Partially achieved	Although meetings are still called on an ad hoc basis, WFP continues to remain engaged and has participated in the work and meetings of relevant clusters (agriculture, food security and rural development; human resources development, employment and HIV/AIDS; and peace and security) held during 2008. WFP contributed in the preparation of relevant cluster reports presented at the Regional Consultations Mechanism (RCM) in October 2008 in Addis Ababa. WFP participated in the review meeting of RCM held in September 2008; a high-level WFP delegation attended the RCM meeting in October 2008.



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2005/8	Further measures to strengthen United Nations System support to the New Partnership for Africa's Development (NEPAD)	7	The General Assembly and legislative bodies of all the United Nations organizations concerned should substantially increase their support for the clusters' agreed joint programmes/projects. CEB should provide a clear-cut policy directive to ensure a consistency and effective implementation of this recommendation.	Legislative organ	Management improvement through enhanced effectiveness	Accepted	In progress	Yes	<p>WFP continues to support NEPAD on Pillar 3 of the Comprehensive Africa Agriculture Development Programme (CAADP):</p> <p>(a) regional strategic food reserves and risk-management system; and</p> <p>(b) home-grown school feeding programmes.</p> <p>Two projects on early warning designed jointly by WFP and the African Union Commission are seeking donor funding. The home-grown school feeding programme is implemented on a pilot basis in ten countries in Africa. WFP believes that more coherent, synergistic and worthwhile support to NEPAD could be achieved through focusing on a more limited set of activities that are strategic and regional in nature.</p>
2006/2	Oversight Lacunae in the United Nations System	1	The legislative bodies of each United Nations system organization should establish an independent external oversight board composed of five to seven members, all of whom shall be elected by Member States to represent the governing bodies' collective interests. They should have prior experience in areas of oversight. In carrying out their functions, they should be assisted by at least one external adviser with recognized expertise in oversight matters to be chosen by them.	Legislative organ	Management improvement through enhanced oversight	Under consideration	Not started	No	WFP has an Audit Committee appointed by the Executive Director, and decided in 2007 that members would be external to WFP. The annual report of the WFP Audit Committee is provided to Board members on request. WFP has not established an external oversight board.



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2006/2	Oversight Lacunae in the United Nations System	5	The legislative bodies should direct that term limits be established for the external auditors of the United Nations system organizations, and that the staff that have worked as external auditors be barred from taking up executive functions for a period of three years in those organizations for which they have had oversight responsibilities.	Legislative organ	Management improvement through dissemination of best practices	Accepted	In progress	Partially	Until now the WFP Board has appointed WFP's External Auditors for a four-year period, with the possibility of renewal for one further four-year term. Discussions are underway concerning appointment and reappointment of the External Auditor, including term length. The Executive Director has approved a procedure to bar the hiring of former auditors for a certain length of time.
2006/2	Oversight Lacunae in the United Nations System	6	Executive heads should review the current structure of internal oversight in their respective organizations and ensure that: (a) audit, inspection, investigation and evaluation functions are consolidated in a single unit under the head of internal oversight reporting directly to the executive head; (b) any functions other than the four oversight functions should be positioned elsewhere in the secretariats and not in the internal oversight unit.	Executive head	Management improvement through enhanced controls and compliance	Accepted	In progress	Partially	As reported for last year, the audit, investigation and inspection functions in WFP are consolidated into a single Oversight Services Division. The Office of Evaluation is separate and reports directly to the Executive Director.
2006/2	Oversight Lacunae in the United Nations System	9	The legislative bodies of each organization should decide that the proposed budget of the internal oversight entity should be drawn up by the entity itself and submitted to the external oversight board, together with any comments of the executive head, for review and transmittal to the appropriate governing body.	Legislative organ	Management improvement through dissemination of best practices	Under consideration	In progress	Partially	The budget of the Oversight Services Division is prepared as part of the biennial budget and presented in a consolidated single WFP budget. The budget of the Office of Evaluation, also prepared as a part of the biennial budget, is provided in an Annex to the Management Plan.



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2006/2	Oversight Lacunae in the United Nations System	10	<p>With respect to the appointment of the head of internal oversight, the legislative bodies in each organization should decide that:</p> <p>(a) qualified candidates should be identified on the basis of a vacancy announcement that should be widely publicized;</p> <p>(b) appointment should be subject to consultation and prior consent of the governing body;</p> <p>(c) termination should be for just cause, and should be subject for review and consent of the governing body;</p> <p>(d) a non-renewable tenure of five to seven years should be established, with no expectation of any further employment within the same United Nations organization at the end of the term.</p>	Legislative organ	Management improvement through dissemination of best practices	Accepted	In progress	Partially	The Executive Director has instituted a term limit for the Director of the Oversight Services Division.
2006/2	Oversight Lacunae in the United Nations System	11	<p>The legislative bodies in each organization should direct their respective executive heads to ensure that the following minimum standards are in place for reporting on internal oversight:</p> <p>(a) internal oversight reports to be submitted to the external head;</p> <p>(b) an annual internal oversight summary report to be submitted independently to the oversight board for its</p>	Legislative organ	Management improvement through dissemination of best practices	Accepted	In progress	Partially	In WFP, all evaluation reports by the Office of Evaluation and its annual report are submitted formally to the Board. The biennial report of the Inspector General is also presented to the Board. Individual audit, inspection and investigation reports are shared with the Executive Director. WFP is considering a policy on sharing the internal audit reports with the membership.



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			<p>review, with the comments of the executive heads submitted separately;</p> <p>(c) individual internal audit, inspection and evaluation reports to be provided to the oversight board, on request;</p> <p>(d) individual investigation reports to be provided to the oversight board, on request, with due safeguards for confidentiality.</p>						
2006/2	Oversight Lacunae in the United Nations System	12	<p>With respect to the follow-up of oversight recommendations, the legislative bodies in each organization should direct their respective executive heads to ensure that:</p> <p>(a) a database is created to monitor the follow-up of all oversight recommendations, and pending recommendations are monitored and followed up on a timely basis;</p> <p>(b) the annual internal oversight summary report to the oversight board contains a summary of oversight recommendations not yet fully implemented.</p>	Legislative organ	Management improvement through dissemination of best practices	Accepted	In progress	Partially	WFP has established a database to monitor the follow-up of all oversight recommendations and pending recommendations.



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2006/2	Oversight Lacunae in the United Nations System	15	<p>The legislative bodies in each organization should direct their respective executive heads to put forward the proposals for the:</p> <p>(a) establishment of an ethics function with clear terms of reference which should be publicized through the organization's website and other media;</p> <p>(b) establishment of a post of ethics officer at the D-1/P-5 level, as appropriate, within the office of the executive head;</p> <p>(c) mandatory integrity and ethics training for all staff, particularly newly recruited staff.</p>	Legislative organ	Management improvement through dissemination of best practices	Accepted	In progress	Partially	WFP established an Ethics Office in January 2008 within the Office of the Executive Director. A Director of the Ethics Office at D1 level has been appointed by, and reports directly to, the Executive Director. The terms of reference for the Office have been established and circulated throughout WFP. Policies on protection against retaliation ("the whistleblower policy") and financial disclosure have been established and circulated to all staff. The Director of the Ethics Office is a member of the United Nations Ethics Committee and is working with the Committee to establish mandatory ethics training for all staff.
2006/2	Oversight Lacunae in the United Nations System	16	<p>The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the:</p> <p>(a) establishment of confidential financial disclosure requirements for all elected officials and all staff at the D-1 level and above, as well as those staff mentioned in paragraph 50 above;</p> <p>(b) annual filing of the financial disclosure statements to the ethics office(r) for review.</p>	Legislative organ	Enhanced accountability	Accepted	In progress	Partially	Preparations are underway to initiate a confidential financial disclosure programme with annual filing in 2009.



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2006/4	A Second Review of the Implementation of Headquarters Agreements concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	2	Legislative bodies of United Nations organizations should; (a) remind the host countries of their legal obligations concerning the headquarters agreements and the benefits of the presence of United Nations organizations in their respective countries, and that the full implementation of headquarters agreements is also to their benefit; and (b) request their respective executive heads to report back at appropriate intervals on the implementation of the headquarters agreements.	Legislative organ	Enhanced accountability	Under consideration			As reported for last year, the Secretariat has on various occasions addressed <i>notes verbales</i> to the Italian Ministry of Foreign Affairs, including in respect of VAT exemption for first-category staff members (P-5 and above), a privilege based on a Headquarters agreement. WFP has written <i>notes verbales</i> together with FAO and the International Fund for Agricultural Development (IFAD) concerning this matter, but VAT exemption is pending since March 2007. WFP is preparing a document to the Executive Board in compliance with this recommendation.
2006/4	A Second Review of the Implementation of Headquarters Agreements concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	5	Legislative bodies of United Nations organizations headquartered in the same host country should: (a) consider establishing a joint formal forum, similar to the Committee on Relations with the Host Country in New York, to enhance relations with the host country; and (b) ensure that adequate resources are allocated from their regular budget to support the establishment and proper functioning of this formal forum.	Legislative organ	Management improvement through dissemination of best practices	Under consideration			WFP is currently not part of such a joint formal forum.



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2006/4	A Second Review of the Implementation of Headquarters Agreements concluded by United Nations System Organizations: Provision of Headquarters Premises and other Facilities by Host Countries	7	<p>Executive heads of United Nations system organizations should:</p> <p>(a) remind the host countries of their obligations under the headquarters agreements to issue visas free of charge and in a timely fashion to staff and officials of United Nations organizations;</p> <p>(b) encourage host countries to establish a reasonable timeframe for the processing of visas, in collaboration with the organizations, so as to avoid delays and denials in the issuance of visas, especially to those officials and staff members who have been previously granted visas; and</p> <p>(c) report back to the legislative bodies on progress made in this regard.</p>	Executive head	Management improvement through enhanced efficiency	Accepted	In progress	Partially	WFP has been sending <i>notes verbales</i> and meeting with the Italian Ministry of Foreign Affairs to discuss, among other things, possible ways to expedite visa issuance procedures. While the Ministry indicated willingness to implement solutions, WFP is still experiencing delays or denials to the issuance of identity cards for staff members in cases where the applications are for relatively short stays in the country. The discussions are ongoing.
2006/6	Results-Based Management in the United Nations in the Context of the Reform Process	5	The Secretary-General, in his capacity as Chairman of CEB, should discuss the preparation of an institutional framework within the Board, proposing the operational doctrine, the rules of engagement, the guidelines and a road map for the United Nations system involvement in cooperation for development, to be submitted for consideration and approval by the respective legislative organs of the United Nations system organizations.	Legislative organ	Management improvement through enhanced effectiveness; management improvement through enhanced efficiency, and enhanced accountability	Accepted	In progress	Partially	A newly created Performance and Management Accountability Division will manage and guide the implementation of an RBM map in WFP; WFP's information management system (WFP Information Network and Global System II, or WINGS II) is being upgraded to support performance management.



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2006/6	Results-Based Management in the United Nations in the Context of the Reform Process	15	<p>The Secretary-General should take action to improve the Performance Appraisal System (PAS) for it to become an efficient management tool in line with RBM requirements. In particular, he should ensure that:</p> <p>(a) all staff members and managers, including at the Director level, are evaluated and their overall performance rated, taking into account a 360-degree feedback process;</p> <p>(b) the results of the PAS are at the basis of all personnel action and related reward incentives (promotions, step increases, recognitions, etc.) or sanctions;</p> <p>(c) a review panel is established to ensure the quality, consistency and fairness of the appraisal reports across the organization and to provide guidance to managers in harmonizing the use of ratings;</p> <p>(d) the performance management system is aligned with the programmatic work plans.</p>	Legislative organ	Enhanced accountability	Accepted	In progress	Partially	WFP is reviewing its PAS to address technical and organizational cultural issues. A multi-rater performance and feedback mechanism will be introduced later in the year as part of the Performance and Competency Enhancement (PACE) tool and the 360-degree feedback process to improve communication between managers and staff. The newly approved "Strategy for Managing and Developing Human Resources in the World Food Programme (2008-2011)" will enhance PACE as a results-oriented management tool.



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2006/6	Results-Based Management in the United Nations in the Context of the Reform Process	16	<p>As a way to support the United Nations RBM approach, the Secretary-General should develop an incentive and pay-for-performance scheme for the consideration of the General Assembly. It should be based on the following premises:</p> <ul style="list-style-type: none"> (a) strong and reliable performance management and accountability systems have to be in place as prerequisites; (b) the “rules of the game” regarding performance management and its consequence are made clear at the time of recruitment; (c) objective criteria are set out to ensure consistency across an organization; (d) an impartial panel is created to review the consistency and fairness of the distribution of awards; (e) a staff survey is conducted to identify the key motivational factors underlying the staff performance; (f) extensive consultations are held with all the interested parties. 	Legislative organ	Enhanced accountability	Accepted	Not started	No	Action on this recommendation has been put on hold due to the International Civil Service Commission (ICSC) decision to discontinue the pay-for-performance project.



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2006/6	Results-Based Management in the United Nations in the Context of the Reform Process	17	<p>The Secretary-General should review the current recruitment, placement and promotion process, through an independent evaluation, to make it more objective, measurable and acceptable, and should ensure the following:</p> <ul style="list-style-type: none"> (a) vacancy announcements better reflect the expected competencies, core values and skills for each post and the related relative weight of each skill; (b) selection criteria be based on the expected competencies, core values and skills; (c) selection criteria be easily verifiable and/or quantifiable; (d) central review bodies play a more active advisory role; (e) managers be properly supported and advised by human resources services; (f) the entire process is fully transparent; (g) the selection decision should be taken through a comparative evaluation that should be recorded and that should document which of the candidates is the best; (h) managers should be accountable for their decisions if, in case of appeals, the organs of administration of justice find 	Legislative organ	Enhanced accountability	Accepted	In progress	Yes	The "Strategy for Managing and Developing Human Resources in the World Food Programme (2008–2011)", approved by the WFP Executive Board in October 2008, recognizes the need to improve the transparency of the international recruitment process; it identifies actions such as the use of selection assessment instruments and improved monitoring of the process to achieve this objective.



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			wilful wrongdoing during the selection process; (i) selection procedures should be applied to all posts at all levels.						
2007/1	Voluntary Contributions in UN System Organizations	1	The legislative bodies of each United Nations fund and programme should establish an intergovernmental working group to develop proposals for a voluntary indicative scale of contributions for core resources, based on the model adopted by the United Nations Environment Programme (UNEP), for the consideration and approval of the legislative bodies.	Legislative organ	Management improvement through enhanced effectiveness	Under consideration	In progress	Partially	WFP is engaging with the Board membership in a review of its financial policy framework. The issue emphasized in Recommendation 1 will be discussed within that exercise, which is expected to be completed during 2009.
2007/1	Voluntary Contributions in UN System Organizations	2	Executive heads should develop, or continue to develop, flexible funding modalities, such as thematic funding and pooled funding, for the consideration and approval of the legislative bodies.	Executive head	Management improvement through enhanced effectiveness	Accepted	In progress	Partially	WFP continues to advocate for more flexible, predictable and timely contributions. The Programme has worked very closely with the Rome-based Good Humanitarian Donorship Working Group to increase the flexibility of donations to WFP. WFP participated and contributed in the Secretary-General's advocacy for more predictability and flexibility during the sixty-third General Assembly.



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2007/1	Voluntary Contributions in UN System Organizations	3	Executive heads should review the existing policies and procedures of their respective organizations that guide interactions with donor countries and revise them, as appropriate, to ensure that those interactions are conducted in a systematic and open manner.	Executive head	Management improvement through enhanced effectiveness	Accepted	In progress	Partially	Consultations with the Executive Board take place regularly throughout the year. WFP's Government Donor Relations Division engages with donors through annual bilateral consultations. The Programme of Work is an existing governance tool that WFP is aiming to use in a more strategic manner.
2007/1	Voluntary Contributions in UN System Organizations	4	The legislative bodies of United Nations system organizations should request their respective executive heads to expedite work on the harmonization of support cost recovery policies that is currently being carried out under the auspices of the United Nations System Chief Executives Board for Coordination (CEB).	Legislative organ	Management improvement through dissemination of best practices	Accepted	In progress	Partially	WFP participates in the inter-agency Finance and Budget Network, where discussions are ongoing on the harmonization of support cost recovery policies. WFP will chair for the coming two years the ongoing undg/ High-Level Committee on Management review and harmonization of cost recovery policies.
2007/1	Voluntary Contributions in UN System Organizations	5	The legislative bodies of United Nations system organizations should request their respective executive heads to ensure that agreements negotiated with individual donor countries for associate expert/junior professional officer programmes include a funding component for candidates from under- and unrepresented countries.	Legislative organ	Management improvement through enhanced effectiveness	Under consideration			The matter was discussed at the Second Regular Session of 2008, within the framework of the human resources strategy. The Board encouraged the Secretariat to discuss with donor countries the possibility of funding more junior professional officers (JPOs) from developing countries.



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2007/1	Voluntary Contributions in UN System Organizations	7	Executive heads should ensure that the resource mobilization strategy developed for their respective organizations include a centralized coordinating entity and that the roles, responsibilities and any delegated authorities for resource mobilization are clearly specified in appropriate administrative instruments.	Executive head	Management improvement through enhanced efficiency	Accepted	In progress	Partially	Following the adoption of the WFP Strategic Plan (2008–2011) in June 2008, resourcing efforts have been aligned with the approved strategy. Following the approval of the Management Plan (2008–2009), appropriate capacities in the resource mobilization area, liaison offices, Headquarters divisions and field offices have been ensured. The roles and responsibilities for fundraising are also updated and communicated accordingly.
2007/2	United Nations System Staff Medical Coverage	1	The legislative bodies of the United Nations system organizations should formally recognize staff health insurance as an important integral part of the common system. They should request ICSC to undertake periodic reviews with a view to making recommendations to the General Assembly.	Legislative organ	Management improvement through enhanced efficiency	Under consideration			As reported for last year, this issue has been debated in the inter-agency Human Resources Network forum, but no decisions have been taken.
2007/2	United Nations System Staff Medical Coverage	3	The legislative bodies of each United Nations system organization should request that their respective executive heads harmonize the existing health insurance schemes, initially at the level of the duty station, and in the longer term across the common system, relating to scope of coverage, contributions and benefits, and to establish periodic reporting on health insurance related information to the legislative bodies.	Legislative organ	Management improvement through enhanced efficiency	Partially accepted	In progress	Partially	The Rome-based agencies participate in a common health insurance plan managed by FAO under a contract with Vanbreda. The three agencies jointly offer the same insurance coverage and benefits under the Basic Medical Insurance Plan (BMIP) to all international and national staff members in their Headquarters, and international staff members in field offices, including pensioned staff members. Through the Joint Advisory Committee on Medical Coverage, the three agencies periodically discuss technical issues involving data analyses of experience with annual claims, actuarial studies, medical and legal aspects,



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									<p>cost/benefit evaluations and operational requirements. Recommendations on these issues, and on establishing annual premiums, using reserve funds and reviewing contractual terms in insurance tenders, are presented to the FAO Director-General for approval. As reported for last year, WFP is fully harmonized at the level of the duty station for both After-Service Health Insurance (ASHI) schemes – with FAO and IFAD for the BMIP and with the UNDP Medical Insurance Plan (MIP) in the field.</p> <p>As the MIP is under UNDP administration, WFP defers to UNDP to respond on this issue. At the moment, WFP has no plan to harmonize ASHI at the United Nations inter-agency level, although the JIU recommendation is noted.</p>
2007/2	United Nations System Staff Medical Coverage	4	The legislative bodies of each United Nations organization should request their respective executive heads to undertake periodic actuarial studies based on a uniform system-wide methodology to determine the extent of accrued ASHI liabilities in the financial statements.	Legislative organ	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	WFP conducts annual actuarial studies to determine all WFP's staff benefit liabilities including After-Service Medical Coverage Plan. The Staff Benefit Funds are pooled, placed in long-term investment portfolios and managed under specific investment mandates. WFP has adopted International Public-Sector Accounting Standards (IPSAS) in 2008, an accounting framework that requires the accrual and disclosure of such liabilities.



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2007/2	United Nations System Staff Medical Coverage	5	<p>The legislative bodies of each organization should:</p> <p>(a) request their respective executive heads to put forward proposals for funding ASHI liabilities;</p> <p>(b) provide adequate financing to meet those liabilities and establish a reserve for this purpose.</p>	Legislative organ	Management improvement through enhanced efficiency	Accepted	Partially	No	<p>(a) As at 31 December 2007, WFP's staff benefit liabilities were US\$219.2 million, of which US\$110.8 million were funded. Of these amounts US\$150.5 million were for ASHI, of which US\$90.6 million were funded. In the "Update on the WFP Management Plan (2008-2009)" that went to the Executive Board in May 2008, options for funding the shortfall were presented and it was agreed that more detailed recommendations would be submitted to the Board. This is likely to be presented in the Executive Board's Annual Session in June 2009, with a view to begin funding it through the Management Plan (2010-2011).</p> <p>(b) WFP does not have an established reserve for this purpose.</p>



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2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	2	The legislative body of each organization of the United Nations system should request its executive head to review the staffing structure of his or her organization in order to establish a balanced staff grade structure. To rejuvenate the staffing structure, more junior posts (at P-2 and P-3 levels) should be established to attract young professionals. To achieve this, adequate cooperation and coordination between the human resources/finance divisions and the substantive divisions should be ensured.	Legislative organ	Management improvement through enhanced efficiency	Accepted	In progress	Partially	For last year it was reported that WFP currently had a sufficient number of entry-level professional positions from which to rejuvenate its staffing structure; there is no change in this status. However, the percentage of entry-level positions in WFP remains sufficiently high to attract young professionals. Currently the percentage of junior posts (P-1 to P-3) is 48 percent of the entire international professional workforce (P-1 to D-1).
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	3	Executive heads of each United Nations system organization should review, in consultation with ICSC and the CEB Human Resources Network, the standards of eligibility requirements for posts at and below P-3 level, placing more emphasis on educational qualifications, technical skills and potential performance.	Executive head	Management improvement through enhanced efficiency	Accepted	In progress	No	WFP's generic job profiles place emphasis on the organization's competency framework, as well as educational qualifications, technical skills and potential.
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	4	Executive heads of each United Nations system organization should: (a) undertake special measures to ensure the influx of young professionals through special recruitment drives; (b) strengthen the career development prospects for young professionals through enhanced training and staff development; (c) allocate adequate resources	Executive head	Management improvement through enhanced efficiency	Accepted	(a): Implemented (b) and (c): In progress (d): Implemented	Partially	WFP continues to recruit most new entrants into junior-level positions. In addition to the existing career assistance programme available to all staff, WFP is developing a managerial development programme that includes a component for future leaders. Regarding (d), WFP has a number of policies related to work/life balance, including: telecommuting, flexible working hours, part-time employment, spouse employment, paternity leave, time off to breastfeed, travel and time off for rest and recuperation, special leave for a



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			<p>for training and staff development activities; and</p> <p>(d) adequately address the work/life issues of staff members with special attention to the family-related issues of young professionals.</p>						<p>maximum of 7 working days in any 12-month period in order to attend to family-related emergencies; special leave with full pay for adoption purposes; and other requests for special leave with full pay considered based on reasons provided. Special leave without pay may be requested for a maximum of 12 months; requests for extensions may be approved in exceptional cases.</p>
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	5	<p>Legislative bodies of the United Nations system organizations should request the executive management to:</p> <p>(a) submit regular reports showing retirement forecasts;</p> <p>(b) establish performance indicators to forecast replacement needs and monitor their implementation; and</p> <p>(c) take adequate measures to ensure proper knowledge transfer and safeguard institutional memory.</p>	Legislative organ	Management improvement through enhanced effectiveness	Accepted	Partially	No	<p>Implementing the capability to conduct workforce planning is one of the priorities identified in the human resources strategy approved by the WFP Executive Board in October 2008. WFP recognizes that forward planning is essential for forecasting the impact of recruitment and turnover on the workforce. This means having the ability to project staffing needs by regularly taking stock of staffing trends.</p>



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2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	6	Executive heads of the United Nations system organizations should request the CEB Secretariat, through its Human Resources Network, to assess the current status of succession planning in these organizations, and include succession planning on the agenda for in-depth discussion at its regular meetings, with a view to developing policies and a framework for succession planning, using the broad benchmarks provided in this report, for adoption by the United Nations system.	Executive head	Management improvement through dissemination of best practices	Accepted	Partially implemented	No	The WFP Human Resources Strategy includes succession planning as a mechanism for building managerial capacity. An approach and tools are being developed for capturing staff performance and potential profiles to be used in succession planning decisions. WFP participated in the discussion of the Human Resources Network (July 2008) on developing a framework for succession planning.
2007/4	Age Structure of Human Resources in the Organizations of the United Nations Systems	8	Executive heads of the United Nations system organizations, in coordination with CEB and ICSC, should review the existing regulations and financial limits relating to the employment of retirees, with a view to making them more flexible, and submit an appropriate proposal to their respective legislative bodies.	Executive head	Management improvement through enhanced efficiency	Accepted	Yes - policy issued	Partially	The General Assembly limitations in place apply to retirees in receipt of a pension benefit from the United Nations Joint Staff Pension Fund. Employment of retirees is considered by WFP to work against proper succession planning and to adversely affect the career development or redeployment opportunities of other staff members. The same JIU report notes that the inspectors believe that succession planning should be an integrated process. In January 2008 the CEB submitted to the General Assembly comments regarding the recommendation, noting that organizations generally welcome the recommendation and concur with the proposal, noting how retirees can facilitate knowledge transfer.



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2007/6	Knowledge Management in the United Nations System	2	<p>The executive heads of the United Nations system organizations should:</p> <p>(a) survey the knowledge needs of the clients (internal and external) of their organizations;</p> <p>(b) undertake an in-house knowledge inventory for each organization;</p> <p>(c) identify and address the potential knowledge gaps existing between the clients' needs and the knowledge available within each organization;</p> <p>(d) ensure that each organization develops, or revises, its own knowledge management strategy based on the above points and on guidelines to be developed by the CEB.</p>	Executive head	Management improvement through enhanced efficiency	Accepted	In progress	Partially	WFP supports the recommendation. WFP is building an information platform to support knowledge management that will serve to consolidate all business information in one place. A strategy on how to fill the information gaps will be devised after the information platform is established.
2007/6	Knowledge Management in the United Nations System	3	The General Assembly and the respective governing bodies of the United Nations system organizations should make the necessary provisions for the establishment of dedicated knowledge management units within each organization. The knowledge management units should be provided with the necessary financial and human resources, according to the dimension and specific needs of each organization.	Legislative organ	Management improvement through enhanced efficiency	Under consideration			Compliance with this recommendation is under discussion in WFP.



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2007/6	Knowledge Management in the United Nations System	5	The executive heads of the United Nations system organizations should establish knowledge-sharing competencies as one of the criteria to be assessed in the staff performance appraisal system.	Executive head	Management improvement through enhanced efficiency	Under consideration			Compliance to this recommendation is under discussion in WFP.
2005/2 (Note)	Review of the Management of the United Nations Laissez-Passer	8	Heads of organizations may advise their internal audit units to undertake an audit on the administration of United Nations laissez-passer (UNLPs) within the next budget.	Executive head	Management improvement through enhanced controls and compliance	Under consideration			The Office of Internal Audit assesses functional areas/processes using a risk-based approach. An audit of UNLP administration will therefore be considered based on an assessed profile.
2006/1 (Note)	Goodwill Ambassadors in the United Nations System	2	In order to improve the effectiveness of Goodwill Ambassadors programmes, executive heads should ensure that: <ul style="list-style-type: none"> (a) rationalize their number; (b) limit designations and renewal of services to only highly committed and available personalities of high calibre and renown; (c) stop the practice of systematically adding new nominations each year; (d) prior to renewing each two-year mandate, evaluate the job carried out by the Goodwill Ambassador, and its impact; (e) limit total services to a maximum of 10 years, with exceptions granted on a case-by-case basis, based on merit and operational needs. 	Executive head	Management improvement through enhanced efficiency	Accepted	Implemented	Yes	WFP has fully complied with this recommendation.



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2006/1 (Note)	Goodwill Ambassadors in the United Nations System	3	<p>To increase the impact and effectiveness of their communication strategy and avoid confusion within the targeted audience, executive heads should:</p> <p>(a) apply, system-wide, solely the title of Goodwill Ambassador to celebrities designated to work on behalf of the organization for a two-year period; other titles may be used exceptionally to designate royalty and celebrities working on ad hoc assignments;</p> <p>(b) reserve the titles of "Messenger of Peace" and "Special Envoy" exclusively for nominations by the Secretary-General and avoid the use of any similar title to preserve its exceptional character.</p>	Executive head	Management improvement through enhanced effectiveness	Accepted	In progress	Yes	WFP has kept the title of WFP Ambassador Against Hunger for those individuals appointed before the end of 2007. The titles of "Messenger of Peace" and "Special Envoy" are not used, in compliance with this recommendation.
2006/1 (Note)	Goodwill Ambassadors in the United Nations System	5	Executive heads should encourage self-financing by Goodwill Ambassadors of all travel-related expenditures whenever possible, and promote other no-cost arrangements in order to achieve recurrent savings that could be significant for some organizations.	Executive head	Significant financial savings	Accepted	Implemented	Yes	This recommendation is already reflected in the standard letter of designation used by WFP. Whenever appropriate ambassadors are encouraged to meet the costs and expenses associated with their travel.



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2006/1 (Note)	Goodwill Ambassadors in the United Nations System	7	<p>In order to improve the effectiveness of Goodwill Ambassadors programmes, executive heads should ensure that:</p> <p>(a) the role of these celebrities is clearly established within the communication strategy of the organization;</p> <p>(b) terms of reference, annual plan of activities and indicators of success are defined in line with programmatic priorities and agreed upon prior to the nomination/renewal of contracts, with the participation of substantive offices.</p>	Executive head	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	The WFP Goodwill Ambassador and Celebrity (GWAC) programme is an integral part of its communications strategy.
2006/1 (Note)	Goodwill Ambassadors in the United Nations System	8	<p>Executive heads should:</p> <p>(a) develop systems to track and report regularly on the impact of the activities of the Goodwill Ambassadors and Messengers of Peace;</p> <p>(b) conduct periodic evaluations of the programmes to improve their efficiency.</p>	Executive head	Management improvement through enhanced efficiency	Accepted	In progress	Partially achieved	WFP tracks the activities of its Goodwill Ambassadors and Celebrities. The absence of common United Nations performance indicators is being addressed at the Goodwill Ambassador coordinators level. Evaluations of the WFP GWAC programme are carried out periodically.



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2006/1 (Note)	Goodwill Ambassadors in the United Nations System	9	With the purpose of enhancing accountability among programme managers and increase cost-effectiveness, executive heads should:	Legislative organ	Enhanced accountability	Under consideration	In progress	No	The GWAC programme is not exactly a fundraising operation. Its ultimate goals are to promote favourable public perceptions of hunger/food assistance issues, to build a broad base of public support for WFP's work, to create a WFP brand and when appropriate to underpin the agency's fundraising efforts at all levels.
			(a) relate the funding of the Goodwill Ambassadors programmes to its measurable impact and return on investment, as a percentage of funds directly or indirectly generated by them;			No	Implemented	Yes	Partnerships with private-sector supporters are regulated by means of ad hoc legal agreements, at no cost to WFP.
			(b) regulate pro bono services, such as partnerships with the private sector, at no cost to the organizations, in consultation with the respective legal offices, under the modality of Memoranda of Understanding;			Accepted	Implemented	Yes	The GWAC programme is managed by a Coordinator based in the Communications and Public Policy Strategy Division, whose role is to provide guidance, support and advice to experienced professionals in WFP regional bureaux, country and liaison offices who share the managing of WFP Goodwill Ambassadors and Celebrities.
			(c) decentralize, as appropriate, the administration of the programmes to regional/country offices, whereas the headquarters should play a coordinating, advisory and monitoring role.						



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2006/1 (Note)	Goodwill Ambassadors in the United Nations System	11	Executive heads of organizations with common strategic goals and objectives should cooperate in organizing joint activities for Goodwill Ambassadors in order to target larger audiences and achieve greater impact at lower cost.	Executive head	Management improvement through enhanced effectiveness	Accepted	Implemented	Yes	WFP carried out joint awareness and fundraising activities featuring WFP Goodwill Ambassadors and Celebrities working together with sister agency colleagues (the United Nations Children's Fund (UNICEF), United Nations Messengers of Peace, the World Health Organization, FAO).
2007/2 (Note)	Use of Voice over Internet Protocol (VoIP)	3	The executive heads of those United Nations system organizations which have not yet done so, should make evaluations on an ongoing basis and prepare an implementation plan for the use of various voice technologies, including VoIP, which should include a detailed business case description, amount of investment required and expected returns, a risk management strategy and a contingency plan.	Executive heads	Management improvement through enhanced efficiency	Accepted	In progress	Yes	WFP has implemented VoIP in all country offices and in other field offices with satellite connectivity. VoIP is the current WFP standard for supporting country-to-country voice services. WFP has gained significant cost benefits in implementing this strategy, and will continue to exploit the opportunities it provides for making field operations more effective and efficient. The Information and Communications Technology Division is building a case for expanding the corporate network to cover all WFP field offices, including use of VoIP.



The table is structured as follows:

Column 1: Reference number of the report/note

Column 2: Title of report/note

Column 3: Recommendation number

Column 4: Text of the recommendation

Column 5: Addressee; indicates if a recommendation is addressed to a legislative organ or to the executive head.

Column 6: Intended impact; "Management improvement through enhanced effectiveness"; "Management improvement through enhanced efficiency"; "Management improvement through enhanced oversight"; "Significant, one-time or recurrent, financial savings"; "Management improvement through enhanced controls and compliance"; "Management improvement through dissemination of best practices"; "Enhanced coordination and cooperation between participating organizations"; "Enhanced accountability" or "Other".

Column 7: Acceptance: "Accepted", "Approved", "Not accepted", "Under consideration", "Not relevant" or "No reply yet".

Column 8: Implementation: "Not started", "In progress" or "Implemented".

Column 9: Impact achieved: "Yes", "Partially" or "No".

Column 10: Remarks by WFP.

ACRONYMS USED IN THE DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ADH	Human Resources Division
ART	anti-retroviral therapy
ASHI	After-Service Health Insurance
ATAG	Aviation Technical Advisory Group
AVSTADS	United Nations Common Aviation Safety Standards
BMIP	Basic Medical Insurance Plan
CAADP	Comprehensive Africa Agriculture Development Programme
CEB	United Nations System Chief Executives Board for Coordination
DFS	Department of Field Support
ECOSOC	Economic and Social Council of the United Nations
FAO	Food and Agriculture Organization of the United Nations
GWAC	Goodwill Ambassador and Celebrity (programme)
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ICT	information and communications technology
IFAD	International Fund for Agricultural Development
IPSAS	International Public Sector Accounting Standards
IRA	Immediate Response Account
JIU	Joint Inspection Unit
JPO	junior professional officer
MIP	Medical Insurance Plan
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
NSP	National Strategic Plan
OCHA	Office for the Coordination of Humanitarian Affairs
PACE	Performance and Competency Enhancement
PAS	Performance Appraisal System
RBA	Rome-based agency
RBM	results-based management
RC	Resident Coordinator
RCM	Regional Consultations Mechanism
TOR	Terms of Reference

UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations country team
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
UNLP	United Nations laissez-passer
UNOG	United Nations Office at Geneva
UNOPS	United Nations Office for Project Services
UNSSC	United Nations System Staff College
VoIP	Voice over Internet Protocol