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



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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

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

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

External Relations Officer, PDE: Ms L. D'Aniello tel.: 066513-2551

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).



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, the Joint Inspection Unit involves all the United Nations organizations in the preparation of its reports, asking for comments and inputs before issuing the reports in their final form.

The Board recommended that the Bureau review reports of the Joint Inspection Unit and present its observations in the form of a Board document. Four of the 11 reports issued since the last reporting period were found to be relevant to the work of WFP. Of these, “Oversight Lacunae in the United Nations System” (JIU/REP/2006/2) held the most significant implications for WFP. The recommendations in those reports and WFP’s responses, including follow-up actions taken, are given in Annex I.

As requested by the Board at its 2002 Annual Session, the Bureau has prepared a matrix to show the status of WFP’s implementation of previously approved or accepted recommendations. In preparing the matrix, WFP has taken into consideration only reports that contain recommendations with medium-term implications. This document therefore reports on follow-up actions taken on: JIU/REP/2005/2, JIU/REP/2004/2, JIU/REP/2004/5-8, JIU/REP/2004/9 and JIU/REP/2004/10.

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.1/2007/13).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (document WFP/EB.1/2007/16) issued at the end of the session.



1. The Joint Inspection Unit (JIU), established by United Nations General Assembly resolution 2150 (XXI) in 1966, is composed of 11 inspectors with broad powers of investigation in matters concerning the efficiency of services and the proper use of funds by the United Nations system. The JIU determines whether activities undertaken by participating organizations are carried out in the most economical manner and ensures that optimum use is made of resources.
2. The JIU's participating organizations are the United Nations, its affiliated bodies and specialized agencies. 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. By its decision 2002/EB.2/17, the Board recommended that the document submitted to it annually on JIU reports of relevance to the work of WFP comprise:
 - (i) WFP 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.
4. In accordance with the practice of the boards of other funds and programmes, the Secretariat presents to the Board each year at the First Regular Session, for consideration, a summary report containing the items listed above.
5. The JIU has issued 11 reports since the last submission to the Board. Copies of those relevant to WFP are available to representatives on request.
6. Annex I outlines the recommendations in the reports and WFP's responses, including follow-up and action taken on reports 2006/2, 2005/4 and 2005/8, and on Note 2005/2.
7. The following is a list of JIU reports received by WFP as of 1 October 2006:
 - (i) "Evaluation of Results-Based Budgeting in Peacekeeping Operations" (JIU/REP/2006/1):
 - not relevant to the work of WFP
 - (ii) "Oversight Lacunae in the United Nations System" (JIU/REP/2006/2)
 - (iii) "Follow-up to the Management Review of the Office of the United Nations High Commissioner for Human Rights" (JIU/REP/2006/3):
 - not relevant to the work of WFP
 - (iv) "Common Services in Vienna: Buildings Management Services" (JIU/REP/2005/9):
 - not relevant to the work of WFP
 - (v) "Further Measures to Strengthen United Nations System Support to the New Partnership for Africa's Development (NEPAD)" (JIU/REP/2005/8);
 - (vi) "Policies of United Nations System Organizations towards the use of Open Source Software (OSS) for Development (JIU/REP/2005/7):
 - not relevant to the work of WFP;



- (vii) “External Review of the Implementation of Strategic Budgeting within a Results-Based Management Framework in the International Labour Organization (ILO)” (JIU/REP/2005/6):
 - not relevant to the work of WFP;
 - (viii) “Review of the Management, Administration and Activities of the Secretariat of the United Nations Convention to Combat Desertification (UNCCD)” (JIU/REP/2005/5):
 - not relevant to the work of WFP;
 - (ix) “A Common Payroll for United Nations System Organizations” (JIU/REP/2005/4);
 - (x) “Policies of United Nations System Organizations towards the use of Open Source Software (OSS) in the Secretariats” (JIU/REP/2005/3) :
 - not relevant to the work of WFP;
 - (xi) “Review of the Management of the United Nations Laissez-Passer” (JIU/NOTE/2005/2).
8. In May 2002, the Board requested that a matrix be prepared each year showing the status of WFP’s implementation of previously approved or accepted recommendations. Annex II includes the status matrix for the 2004/2005 JIU reports relevant to WFP. Only reports with medium-term implications for WFP were considered for this part of the document. The matrix therefore covers the following reports:
- (i) “Some Measures to Improve Overall Performance of the United Nations System at the Country Level ” (JIU/REP/2005/2 [Parts I and II]);
 - (ii) “Review of the Headquarters Agreements Concluded by the Organizations of the United Nations System: Human Resources Issues Affecting Staff” (JIU/REP/2004/2);
 - (iii) “Overview of the Series of Reports on Managing for Results in the United Nations System” – Parts I, II and III (JIU/REP/2004/5-8);
 - (iv) “Procurement Practices within the United Nations System” (JIU/REP/2004/9); and
 - (v) “Harmonization of the Conditions of Travel Throughout the United Nations System” (JIU/REP/2004/10)
9. All reports can be found on the JIU website, in English, French and Spanish, at <http://www.unjiu.org/>



ANNEX I: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2005–2006

Title and purpose	Recommendations	WFP response, including follow-up
<p>JIU/REP/2006/2</p> <p>Oversight lacunae in the United Nations System</p> <p>How to improve the internal and external oversight in the United Nations system organizations.</p>	<p>Recommendation 1</p> <p>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.</p>	<p>The Board is responsible for the inter-governmental supervision and direction of WFP's management, including oversight. WFP does not have an independent external oversight board as proposed in the recommendation. An internal Audit Committee of five members is in place, with three external members and two internal; the chair is external. The Board is considering the composition and reporting lines of the Audit Committee.</p>
	<p>Recommendation 3</p> <p>(b) The legislative bodies should decide that the proposed fees and terms of engagement of the external auditors should be submitted to the respective governing body through the external oversight board of each organization.</p>	<p>The fees and terms of engagement of the WFP External Auditor are decided by the Board.</p>
	<p>Recommendation 4</p> <p>The legislative bodies should decide that the members of ACABQ, ICSC and JIU and other similar bodies within the United Nations system be subject to a uniform regime barring them from any appointment, including as a consultant, in the United Nations system organizations for which they have had oversight responsibilities both during their service and within three years of ceasing that service.</p>	<p>Currently there is no such bar in WFP on appointment of members of such bodies.</p>
	<p>Recommendation 5</p> <p>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.</p>	<p>The External Auditor is appointed for a four-year term and is eligible for only one further term. The Board is considering these conditions. There is no bar of the type described.</p>
	<p>Recommendation 6</p> <p>Executive heads should review the current structure of internal oversight in their respective organizations and ensure that:</p> <p>(a) Audit, inspection, investigation and evaluation functions are consolidated in a single unit under the head of internal oversight reporting directly to the executive head;</p> <p>(b) Any functions other than the four oversight functions should be positioned elsewhere in the secretariats and not in the internal oversight unit.</p>	<p>When Oversight Services Division (OSD) was created in 2001, the audit, inspection, investigation and evaluation functions were consolidated into a single division, the Director of which reported directly to the Executive Director. The evaluation function was transferred to the Results-Based Management (RBM) Division when it was created in 2003.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p>Recommendation 7</p> <p>The legislative bodies of each United Nations system organization should direct their respective executive heads to:</p> <ul style="list-style-type: none"> (a) Review the capacity of the organization to conduct investigations and put forward proposals for the establishment of a minimum in-house capacity for investigations; (b) Ensure that a minimum investigations capacity comprises qualified and experienced professional investigators who would not be subject to rotation within that organization; (c) Ensure that investigations entities are authorized to initiate investigations without interference from senior management in the respective organizations. 	<p>The investigation and inspection function of WFP has four professional investigators. There is no bar on their rotation, but they are not subject to the normal rotation cycle. The capacity of the investigation function is reviewed from time to time. This function operates under the charter of OSD with no interference from senior management.</p>
	<p>Recommendation 8</p> <p>The legislative bodies of each United Nations system organization should direct their respective executive heads to establish similar policies and procedures to those recently established by the United Nations to provide protection against retaliation for reporting misconduct, and these should be widely publicized.</p>	<p>WFP has issued and published on its internal website its <i>Whistleblower</i> protection policy.</p>
	<p>Recommendation 9</p> <p>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.</p>	<p>The budget of OSD is prepared and submitted under WFP routine procedures.</p>
	<p>Recommendation 10</p> <p>With respect to the appointment of the head of internal oversight, the legislative bodies in each organization should decide that:</p> <ul style="list-style-type: none"> (a) Qualified candidates should be identified on the basis of a vacancy announcement that should be widely publicized; (b) Appointment should be subject to consultation and prior consent of the governing body; (c) Termination should be for just cause, and should be subject to the review and consent of the governing body; (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>The head of oversight is appointed on the basis of a vacancy announcement. The Board is informed of the choice, but the appointment is neither in consultation with nor dependent on the prior consent of the governing body. The same applies to termination. There are no term limits for tenure.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p>Recommendation 11</p> <p>(a) Internal oversight reports to be submitted to the executive head;</p> <p>(b) An annual internal oversight summary report to be submitted independently to the oversight board for its review, with the comments of the executive head submitted separately;</p> <p>(c) Individual internal audit, inspection and evaluation reports to be provided to the oversight board, on request;</p>	<p>All these are done in WFP. Internal oversight reports are submitted to the Executive Director. Annual reports are also presented to the internal Audit Committee and the Executive Director; a biennial report is submitted to the Board. Individual audit reports are sent to the members of the internal Audit Committee.</p>
	<p>Recommendation 12</p> <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>Management maintains a database to track follow-up on recommendations made by the External Auditor. Internal audit, investigation and inspection, and evaluation track the implementation of those recommendations.</p>
	<p>Recommendation 13</p> <p>The legislative bodies in each organization should direct their respective executive heads to ensure independent quality assessment, for example through peer review, of the internal oversight entity, at least once every five years.</p>	<p>OSD is undertaking this, in line with the recommendation.</p>
	<p>Recommendation 14</p> <p>The legislative bodies in each organization should adopt the following standards in respect of internal oversight:</p> <p>(a) For those organizations that manage biennial resources of at least US\$250 million, an internal oversight unit is justified;</p> <p>(b) For those organizations that manage biennial resources of less than US\$250 million, internal oversight services should be in-sourced to any other organization in the United Nations system that has the capacity to respond</p>	<p>WFP meets this requirement and has its own internal OSD.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p>Recommendation 15</p> <p>The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the:</p> <ul style="list-style-type: none"> (a) Establishment of an ethics function with clear terms of reference which should be publicized through the organization’s website and other media; (b) Establishment of a post of ethics officer at the D-1/P-5 level, as appropriate, within the office of the executive head; (c) Mandatory integrity and ethics training for all staff, particularly newly recruited staff. 	<p>WFP does not have an ethics function.</p>
	<p>Recommendation 16</p> <ul style="list-style-type: none"> (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>WFP does not have requirements for financial disclosure by any staff other than those at Assistant Secretary-General (ASG) level and above, who file their disclosures to the Secretary-General. However, WFP has proposed a special rule for approval by the Secretary-General of the United Nations and the Director-General of FAO that would allow for the implementation of this recommendation.</p>
	<p>Recommendation 17</p> <p>The legislative bodies of each United Nations system organization should direct their respective oversight boards to establish an effective mechanism for coordination and cooperation among the external and internal oversight bodies on a system-wide basis.</p>	<p>Cooperation among internal oversight bodies in the United Nations occurs through meetings of representatives of the internal audit services, conference of investigators and the United Nations Evaluation Group (UNEG). Representatives of the external auditors are invited to the annual meetings of representatives of internal audit services. Cooperation between the External Auditor and internal audit is ensured through regular meetings.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
<p>JIU/REP/2005/8</p> <p>Further Measures to Strengthen United Nations System Support to the New Partnership for Africa's Development (NEPAD)</p> <p>To identify factors inhibiting regional collaboration of United Nations agencies in Africa through the regional consultations convened by the Economic Commission for Africa (ECA) and to propose specific measures to enhance collaboration in support of NEPAD.</p>	<p>Recommendation 1</p> <p>The General Assembly request the Secretary-General to invite, on a regular basis, the AU, including NEPAD secretariat, to attend the annual consultations meetings, with a view to ensuring effective coordination and collaboration between the United Nations system organizations and the African Union.</p>	<p>WFP attends the regional consultation meetings of United Nations agencies working in Africa, convened by ECA.</p> <p>One of the recommendations from the November 2006 regional consultation in Addis Ababa was for the African Union (AU) and the United Nations system to attend each other's statutory meetings to enhance coordination and collaboration. The cooperation agreement between WFP and the African Union Commission (AUC) provides for such reciprocal invitations. WFP received President Obasanjo in his capacity as Chairperson of the AU at EB.A/2005. Since 2005, AUC has been regularly invited to WFP Board sessions.</p> <p>WFP also participates in the AU summits and attends ministerial meetings of relevance to its work, such as the ministerial meetings on education (January 2006), refugees, internally displaced persons (IDPs) and returnees (June 2006), and food and nutrition security (December 2006).</p>
	<p>Recommendation 2</p> <p>The General Assembly request the Secretary-General to:</p> <p>(i) Conduct an independent study on the potential benefits of establishing regional and subregional hubs for United Nations system representation in Africa, taking into consideration different geographical configuration of the African regional and subregional institutions;</p>	<p>WFP has regional bureaux in: (i) Cairo, for North Africa; (ii) Dakar, for West Africa; (iii) Kampala, for East and Central Africa; and (iv) Johannesburg, for southern Africa. They work with other United Nations agencies.</p> <p>WFP opened a liaison office with AU/NEPAD and ECA to improve coordination with AU/NEPAD, regional economic communities (RECs) and ECA.</p>
	<p>Recommendation 3</p> <p>The Secretary-General should direct ECA to conduct, in consultation with the AU/NEPAD and as soon as possible, a review of the efficiency of the clustering arrangement as part of the annual consultations meetings stipulated in recommendation 1 and report back to him before the convening of the next annual consultations in 2006.</p>	<p>The Secretary-General set up a panel to study the effectiveness of the cluster support for NEPAD. The panel produced a report reaffirming the cluster arrangement as a mechanism of support.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
		<p>The cluster arrangement was further discussed at the last regional consultation. There are now nine clusters, for: (i) infrastructure development, convener ECA; (ii) governance, convener UNDP; (iii) peace and security, convener DPA; (iv) agriculture, food security and sustainable development, convener FAO; (v) industry, trade and market access, convener to be agreed by members of the cluster; (vi) environment, population and urbanization, convener Habitat; (vii) human resource development, employment and HIV/AIDS, convener United Nations Children's Fund (UNICEF); (viii) science and technology, conveners United Nations Educational, Scientific and Cultural Organization (UNESCO) and ECA; and (ix) advocacy and communications, convener Office of the Special Adviser on Africa (OSAA).</p> <p>AUC/NEPAD is to be involved in the cluster system as co-chair of all clusters, together with the conveners. WFP is active in clusters (ii) - sub-cluster humanitarian response and post-conflict recovery, (iv) and (vii); in addition, it follows the work of all clusters.</p>
	<p>Recommendation 4</p> <p>The Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination (CEB) should request the Executive Heads of the United Nations organizations concerned to ensure that only those officials responsible for regional consultations and coordination of activities related to NEPAD within their organizations are designated to attend the annual consultations meetings.</p>	<p>WFP Liaison Office to AU/NEPAD and ECA is responsible for continent-wide initiatives related to AU/NEPAD and will continue to participate in the United Nations Regional Consultative Meetings, convened by ECA.</p>





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Title and purpose	Recommendations	WFP response, including follow-up
	<p>Recommendation 5</p> <p>All the Executive Heads of the United Nations organizations concerned should ensure that the conveners of each cluster, in consultation and coordination with ECA and their concerned African institutional partners, establish a clear and predictable schedule of meetings for their clusters and sub-clusters and provide a follow-up mechanism for the implementation of the decisions taken.</p>	<p>The clusters are expected to meet at least twice a year; regional consultations are to be held once a year in Addis Ababa. WFP will participate in the work and meetings of relevant clusters and the regional consultations.</p>
	<p>Recommendation 6</p> <p>The Secretary-General, in his capacity as Chairman of CEB, should request the Executive Heads of the United Nations organizations concerned to ensure that each cluster give due focus to its work on a few joint United Nations regional and sub-regional programmes/projects, to be decided in consultation with the AU, NEPAD secretariat and other African institutional partners.</p>	<p>Joint United Nations-AU initiatives are under way at the cluster level in response to the priorities of NEPAD and/or AUC. WFP participates in the Comprehensive Africa Agriculture Development Programme (CAADP) and the Sirte Framework on Agriculture and Water. Future WFP activities will be defined by the work of the joint clusters.</p>
	<p>Recommendation 7</p> <p>The General Assembly and legislative bodies of all the United Nations organizations concerned should substantially increase their support for the clusters' agreed joint programmes/projects. CEB should provide a clear-cut policy directive to ensure consistency and effective implementation of this recommendation.</p>	<p>WFP supports NEPAD on Pillar 3 of the CAADP programme – (a) regional strategic food reserves and risk management system and (b) home-grown school feeding programmes. Two projects on early warning designed jointly by WFP and AUC are seeking donor funding. The home-grown school feeding programme is implemented on a pilot basis in ten countries in Africa.</p>
	<p>Recommendation 9</p> <p>The Secretary-General should ensure that all meetings convened by the ECA within the framework of clusters arrangement are co-chaired by the representatives from the AU Commission or NEPAD secretariat, and that a mechanism for follow-up and implementation of all the decisions taken in those meetings be established as soon as possible.</p>	<p>It was agreed that AUC/NEPAD would co-chair the regional consultations with the ECA and the cluster meetings together with the cluster conveners. ECA will be the secretariat for all clusters. Conveners are expected to rotate periodically among cluster members.</p>
	<p>Recommendation 10</p> <p>The General Assembly should request the Secretary-General to report to it no later than its sixty-first session on efforts and specific measures undertaken, including through support of other United Nations system organizations, to strengthen ECA's capacity in coordinating the work of the those agencies in Africa.</p>	<p>Cluster conveners are to submit reports on activities to ECA for forwarding to DPA and the Assembly of AU Heads of State and Government.</p> <p>United Nations agencies will submit reports to OSAA on their bilateral support for NEPAD.</p>

ANNEX I: REPORTS OF THE JOINT INSPECTION UNIT OF RELEVANCE TO WFP, 2005–2006

Title and purpose	Recommendations	WFP response, including follow-up
<p>JIU/REP/2005/4</p> <p>A Common Payroll for United Nations System Organizations</p> <p>How the establishment of a common payroll could lead to significant financial savings for United Nations organizations and Member States.</p>	<p>Recommendation 1</p> <p>The General Assembly should:</p> <p>(a) Endorse the development of a common payroll system as the first step towards common enterprise resource planning (ERP) for the United Nations system as a whole; and</p> <p>(b) Request the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination (CEB): to seek the highest-level commitment from the United Nations system organizations, by setting up a governance structure, which should speed up, coordinate and oversee the development and implementation of a common payroll system through the implementation of a phased approach and within the context of a common ERP system; and to report back to the General Assembly on the implementation status of this recommendation at its sixty-second session.</p>	<p>The Human Resources Division (ADH) confirms that WFP payroll follows United Nations common system salaries and benefits, which can therefore be supported by an integrated common system payroll.</p>
	<p>Recommendation 2</p> <p>The Secretary-General, in his capacity as Chairman of CEB, should invite CEB to:</p> <p>(a) Establish “leader” organizations or common service entities, which can provide payroll services, on a fee or other financial basis, to those agencies that have old and antiquated systems;</p> <p>(b) Harmonize, simplify and standardize the application across the United Nations system of the common staff rules and regulations relating to payroll and allowances; and,</p> <p>(c) Report back to the General Assembly on the implementation status of this recommendation at its sixty-second session.</p>	<p>ADH participates in inter-agency consultations on common system conditions of service, which include payroll-related entitlements. ADH is also in contact with United Nations common system agencies on payroll-related issues and systems.</p>
<p>JIU/NOTE/2005/2</p> <p>Review of the Management of the United Nations Laissez-Passer</p> <p>To assess the management of United Nations laissez-passers (UNLP) with the view to ensuring effective and consistent policies, procedures and practices regarding issuance, use, safe-keeping, renewal and retrieval of these documents.</p>	<p>Recommendation 3</p> <p>Heads of organizations must ensure that staff members responsible for handing out UNLPs do so only upon the signature and dating of the intended recipient.</p>	<p>Handover after signature by the recipient may need adjustments in remote field locations where the presence of the recipient is not always feasible.</p>



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Title and purpose	Recommendations	WFP response, including follow-up
	<p>Recommendation 6</p> <p>Heads of organizations should:</p> <p>a) discontinue the safe keeping of UNLPs by the organizations; and</p> <p>b) employ the practice of withholding at least 50 per cent of one month's salary of separating staff members until the UNLP is returned for cancellation.</p>	<p>In remote field locations and depending on the contractual status of recipients, safekeeping of UNLPs seems to be more practical and cost-effective.</p> <p>A lump sum of US\$3,000 is retained from international staff terminal emoluments, which is not consistently 50 percent of the final salary.</p>
	<p>Recommendation 8</p> <p>Heads of organizations may advise their internal audit units to undertake an audit on the administration of UNLPs within the next budget period.</p>	<p>The Office of Internal Audit assesses functional areas and processes using a risk-based approach. The information in this JIU report was shared with internal auditors for inclusion in their risk assessment. UNLP administration will then be considered for internal audit coverage on the basis of risk profile and cycle.</p>



ANNEX II: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005

Title and Purpose	Recommendations	Current Status
<p>JIU/REP/2005/2(Part I and Part II) Some Measures to Improve Overall Performance of the United Nations System at the Country Level How to define more clearly the respective roles of the United Nations funds, programmes and specialized agencies in development and technical assistance, in order to organize the working relations of all parts of the United Nations development system, including Bretton Woods Institutions (BWIs), to optimize efficiency in planning, programming and implementation to the benefit of partner countries, especially on the ground.</p>	<p>Recommendation 1 The General Assembly should request the Secretary-General to provide on the United Nations website (http://www.un.org) a full inventory of all the reform proposals of the United Nations system made to date. This could be part of the United Nations Intellectual History Project.</p>	<p>The Secretary-General has established a United Nations reform section on the United Nations website, which WFP consults in ensuring it is up to date on the status of reform proposals.</p>
	<p>Recommendation 2 The General Assembly should mandate the governing bodies of the United Nations system organizations (funds, programmes and specialized agencies) to consider measures aimed at fostering a culture of partnership.</p>	<p>The United Nations Development Group (UNDG), of which WFP is a member, is addressing the issues raised in this recommendation. The recommendation is addressed to the General Assembly, which will consider these matters in the 2007 Triennial Comprehensive Policy Review of Operational Activities for Development (TCPR).</p>
	<p>Recommendation 3 The Secretary-General should task the resident coordinators and/or sectoral lead agencies to ensure close and active involvement of all the members of the United Nations Development Group (UNDG), including those with little or no field presence in the work of the United Nations Country Teams (UNCTs).</p>	<p>This recommendation is being implemented in the annual work plan of UNDG, which WFP supports.</p>
	<p>Recommendation 4 The General Assembly should request the United Nations system organizations (as represented in the United Nations System Chief Executives Board for Coordination (CEB)) to consider ways to achieve over time a “single core country analysis” as well as a “single comprehensive implementation plan” with partner countries.</p>	<p>These issues were also addressed by the 2004 TCPR and will be revisited by the General Assembly in the 2007 TCPR and its consideration of the report of the Secretary-General’s High-Level Panel on System-wide Coherence. UNDG is working on them through programme simplification, with the WG addressing larger harmonization issues with the Organization for Economic Co-operation and Development (OECD) (Development Cooperation Directorate (DAC) and BWIs.</p>



ANNEX II: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005

Title and Purpose	Recommendations	Current Status
	<p>Recommendation 5</p> <p>All executive heads of United Nations system organizations (as represented in CEB) should issue a strong joint statement tasking their respective staff to enhance “cooperation, collaboration and coordination, including through the greater harmonization of strategic frameworks, instruments, modalities and partnership arrangements”, and stating their intention to reward them for this effort.</p>	<p>WFP issued a corporate message on United Nations reform to all staff in May 2006, emphasizing the importance of undg commitments to programme harmonization and increased joint programming. It has supported CEB leadership on the importance of programme coherence in the United Nations system. WFP reports annually on these subjects to its Board through the Annual Report to the Economic and Social Council of the United Nations (ECOSOC) and FAO Council.</p>
	<p>Recommendation 6</p> <p>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.</p>	<p>A preliminary visit to WFP was organized on 27 November 2006 for representatives of UNSSC in relation to the development of a senior leadership programme. WFP executive staff and ADH representatives exchanged views on this new UNSSC initiative. As a co-sponsor to the UNSSC, WFP is interested in this leadership programme as a continuation of the Management Development Centre, which is jointly managed by the three Rome-based agencies. WFP participation in UNSSC-managed programmes will probably increase in the near future, when the UNSSC will have developed its main activities under its new director.</p>
	<p>Recommendation 7</p> <p>Governing bodies of United Nations system organizations should task the respective secretariats to speed 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 A/RES/59/266, Part VIII, Mobility.</p>	<p>WFP supports the recommendation and is participating in inter-agency consultations on the subject. ADH is developing a comprehensive policy framework in this respect.</p>
	<p>Recommendation 8</p> <p>CEB, in cooperation with the International Civil Service Commission (ICSC), as appropriate, should formulate an appropriate incentive system for mobility which would build a basis for establishing a future United Nations system-wide career path, and report thereon to the substantive session of the Economic and Social Council and the General Assembly in 2007, also in the context of the Triennial comprehensive policy review of operational activities for development of the United Nations system (TCPR).</p>	<p>WFP is participating in inter-agency consultations on the subject. ADH is developing a comprehensive policy framework in this respect.</p>



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Title and Purpose	Recommendations	Current Status
	<p>Recommendation 9</p> <p>The executive heads of UNDG organizations should explore the feasibility of further delegating authority to their field representation, and improving simplification and harmonization within the system in the areas described in paras. 60-62.</p>	<p>CEB members note that the issue of country-level simplification and harmonization (S&H) has been the subject of CEB decisions, which has resulted in directives to UNCTs. The issue of delegation of authority to country representatives has been pursued by all organizations present at the country level, with a view to enhancing the flexibility of country programmes and the ability of the system to respond rapidly to emerging needs at the country level. CEB organizations already have the authority to engage local actors in partnerships. In 2006, UNDG significantly increased the role of regional directors in supporting and implementing the simplification and harmonization agenda.</p>
	<p>Recommendation 10</p> <p>The General Assembly should invite the executive heads of the United Nations system organizations working in development to strengthen and formalize their links with OECD/DAC, with the UNDG office (UNDGO) playing an appropriate role.</p>	<p>UNDG has approved an action plan as a follow-up to the Paris Declaration on Aid Effectiveness. A communication on the OECD/DAC process has been sent to UNCTs concerning the action plan, urging RCs and UNCTs to take action.</p>
	<p>Recommendation 11</p> <p>The executive heads of UNDG should report annually to their governing bodies on progress made in advancing the simplification, harmonization and alignment agenda.</p>	<p>WFP reports to ECOSOC and its EB on lessons learned and progress made in its activities in the Annual Report to ECOSOC and the FAO Council.</p>
	<p>Recommendation 12</p> <p>The General Assembly should de-link the functions of the resident coordinator and the resident representative of UNDP and change the designation process of the resident coordinator.</p>	<p>CEB members note that the General Assembly has emphasized that management of the RC system continues to be based in UNDP and requested that UNDP appoint a country director to run its core activities, including fund-raising, in countries with large programmes or with complex coordination situations to ensure that the RC is fully available (paragraph 60 of General Assembly Resolution 59/250).</p> <p>There is an agreement in CEB that the functions of RCs be separated from those of UNDP Resident Representatives. This expands the designation of RCs to a greater pool of candidates, especially important in situations where there is a large humanitarian assistance programme requiring the presence of a Humanitarian Coordinator (HC).</p>



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Title and Purpose	Recommendations	Current Status
		<p>The report of the Secretary-General's High Level Panel on United Nations System-Wide Coherence makes additional recommendations on the RC function that may be considered by the General Assembly in the 2007 TCPR discussion on the future of the RC system.</p>
	<p>Recommendation 13 UNDG organizations should include in the performance appraisal system for the resident coordinator and UNCT an assessment of teamwork and horizontal cooperation.</p>	<p>UNDG agencies are implementing in 2006–2007 a new comprehensive performance appraisal system for RCs and UNCT members.</p>
	<p>Recommendation 14 The governing bodies of UNDG organizations should invite the respective executive heads to undertake a review of the grade structure and skills profile of their field representatives and other staff, and report thereon also to the General Assembly and the Economic and Social Council.</p>	<p>CEB members doubt whether the proposed review by Executive Heads of grade structures and skills profiles of field representatives and other staff will lead to the alignment of grade structures envisaged in the report. It is thought that UNDG member organizations are unlikely to find their current staffing situation appropriate or needing only minor adjustments.</p> <p>CEB members note the proposal that RCs are graded at least as high as other agency representatives in the field. This may not always be feasible; CEB members are of the view that organizations should retain the right to grade representatives as they see fit.</p>
	<p>Recommendation 15 CEB should submit to the General Assembly and the Economic and Social Council the list of countries where it would be desirable, in programmatic and operational terms, to establish a joint United Nations office.</p>	<p>CEB members note that various potential factors could complicate implementation of this recommendation, depending on country situations and the types of offices concerned. The reduction of overall operating costs is likely to favour organizations with field programmes because of the diversity of core activities, programmes and mandates.</p>



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Title and Purpose	Recommendations	Current Status
	<p>Recommendation 16 The governing bodies of UNDG organizations should task the respective executive heads to examine ways to further rationalize their field presence.</p>	<p>UNDG agencies continue to discuss different ways to rationalize field presence. The Secretary-General's High Level Panel on United Nations System-Wide Coherence makes further recommendations on this subject that will be considered in 2007 by the new Secretary-General, the CEB, UNDG and the General Assembly.</p>
	<p>Recommendation 17 The General Assembly should establish at its 60th session a "task force on operational activities" to oversee, support and monitor developments in operational activities as identified by TCPRs.</p>	<p>This recommendation is addressed to the General Assembly, which did not take action on the item at its meeting. CEB members are concerned about the real impact of creating yet another coordination body: establishment of such a task force would weaken the role of ECOSOC and the Second Committee of the General Assembly in the governance of operational activities for development of the United Nations.</p>
	<p>Recommendation 18 The General Assembly should request UNDG organizations to instruct each resident coordinator to set up, in cooperation with the partner countries, an in-country public website with comprehensive information on donor support and United Nations system presence.</p>	<p>This recommendation is addressed to the General Assembly, which did not take action on the item at its meeting, but may consider the matter during the 2007 TCPR. CEB members agree that sharing information on the United Nations system at the field level is of the utmost importance and note that websites have been set up in many countries, with more to come. They point out the need for clarity regarding ownership, governance, sources, content, accuracy and validity and express concern that additional and dedicated human resources would be needed to maintain such a system.</p>



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Title and Purpose	Recommendations	Current Status
	<p>Recommendation 19</p> <p>CEB should set up an “inter-agency task force” to deal with the issue of fundraising for extra-budgetary/non-core funding.</p>	<p>The CEB has not yet set up such a task force, but WFP has contributed inputs in 2006 to several other inter-agency mechanisms looking at fundraising issues, including UNDG work on multi-donor trust funds and the High-Level Panel on System-Wide Coherence consultation on funding of United Nations development, humanitarian and environmental programmes. WFP has agreed with its donors on standardized project reports; it does not require an inter-agency task force to make progress on this issue.</p>
<p>JIU/REP/2004/2</p> <p>Review of the Headquarters Agreements Concluded by the Organizations of the United Nations System: Human Resources Issues Affecting Staff.</p> <p>To identify areas where adjustments in headquarters agreements might be advisable, with a particular emphasis on those areas that are essential to the reform of human resources management, and to contribute to the elaboration of model rules for future headquarters agreements and, wherever possible, the amendment of existing agreements.</p>	<p>Recommendation 1</p> <p>The legislative bodies of the organizations should bring to the attention of the host countries the desirability of adopting, as appropriate, more liberal policies as regards the granting of work permits or establishing of similar arrangements in favour of the spouses of staff members and officials of international organizations.</p>	<p>WFP has negotiated individual agreements with some member states and obtained agreements with host countries to recognize the possibility of obtaining work permits for expatriate spouses. WFP is willing to continue these negotiations with host countries.</p>
	<p>Recommendation 2</p> <p>The legislative bodies of the organizations should remind the host countries of the importance of fully implementing the provisions of the headquarters agreements, and ensuring the use of simplified procedures to facilitate the exercise of the privileges, immunities and benefits granted to the organizations and their staff members and officials, including in such areas as:</p> <ul style="list-style-type: none"> • Granting of work permits for children and visas for domestic helpers; • Acquisition and rental of real property; • Integration into the social security system; • Retirement in the host country; and • Tax exemption benefits, the issuance of special cards to be used in tax-free transactions, as well as the periodic review of the provisions on taxation, taking into account changes in domestic legislation as well as developments within the organizations. 	<p>The granting of work permits for children of United Nations staff is not easy. Visas for domestic helpers do not present a problem. There are no restrictions on acquisition and rental of real property. The Italian national social security system is accessible only to employees of an Italian organization. Retirement in Italy for United Nations staff is without restriction for European Union members, and dealt with on a case-by-case basis for non-Europeans. Tax exemption benefits are implemented directly through the Ministry of Foreign Affairs.</p>



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Title and Purpose	Recommendations	Current Status
	<p>Recommendation 3</p> <p>In order to better acquaint staff, particularly new recruits and new arrivals at a duty station, with the contents of the host country agreements, the executive heads of organizations are requested to issue comprehensive information circulars and publicize, by electronic and other appropriate means, the privileges, immunities and other benefits granted to staff members and officials, as well as their obligations.</p>	<p>This has been integrated into the standard briefing for newcomers, and the host country agreement is available on the intranet.</p>
	<p>Recommendation 4</p> <p>The legislative bodies of the organizations should bring to the attention of the host countries the significance of adequately informing the local administration, public services and business communities, especially those situated outside the capital or seat of the various organizations, about the privileges, immunities and benefits granted to United Nations system organizations, their staff members and officials, so as to facilitate the exercise of these privileges, immunities and benefits and to ensure that the staff and officials of the organizations receive adequate cooperation and understanding in the fulfilment of their obligations.</p>	<p>The identity card issued by the local authorities describes in full in the local language the privileges and immunities granted to each category of staff.</p>
	<p>Recommendation 5</p> <p>The legislative bodies of the organizations should remind host countries of the desirability of ensuring that any additional facilities granted to intergovernmental organizations within the host country are extended to all United Nations system organizations, their staff and officials located in that territory.</p>	<p>The lead agency at the location should ensure that the host country be advised to extend such facilities.</p>
	<p>Recommendation 7</p> <p>The legislative bodies of the organizations should remind host countries of the significance of simplified procedures that would ensure the speedy processing of visas for staff and officials travelling on mission for United Nations organizations, and prevent undue delays in the substantive work of the organization as well as limit possible financial losses.</p>	<p>WFP has faced several delays and occasional refusals to grant visas for staff members travelling to Rome on mission, including country representatives coming for Board sessions.</p>
<p>JIU/REP/2004/5</p> <p>Overview of the Series of Reports on Managing for Results in the United Nations System.</p> <p>To identify the factors that are critical for the successful implementation of results-based management, as a broad management strategy, in the organizations of the United Nations system and provide a benchmarking framework for such implementation</p>	<p>Recommendation 1</p> <p>Legislative organs of participating organizations may wish to endorse this benchmarking framework as a tool for them, the relevant oversight bodies and the secretariats to measure the progress towards an effective implementation of results-based management in their respective organizations, taking into account their specificities, and may wish to request their secretariats to submit a report thereon.</p>	<p>The benchmarking framework (the nine critical success factors set out in part 1 of the report) is used annually in WFP to assess progress towards implementation of RBM. These benchmarks were also used by WFP to structure its RBM Mainstreaming Plan, which is due to be fully implemented by the end of 2006.</p>



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Title and Purpose	Recommendations	Current Status
<p>JIU/REP/2004/6 Implementation of Results-Based Management in the United Nations Organization, Part I: Series on Managing for Results in the United Nations System.</p>	<p>Benchmark 1: A clear conceptual framework for RBM exists as a broad management strategy.</p> <p>Benchmark 2: The respective responsibilities of the organization's main parties are clearly defined.</p> <p>Benchmark 3: Long-term objectives have been clearly formulated for the organization.</p> <p>Benchmark 4: The organization's programmes are well aligned with its long-term objectives.</p> <p>Benchmark 5: The organization's resources are well aligned with its long-term objectives.</p> <p>Benchmark 6: An effective performance monitoring system is in place.</p> <p>Benchmark 7: Evaluation findings are used effectively.</p> <p>Benchmark 8: RBM is effectively internalized throughout the organization.</p> <p>Benchmark 9: A knowledge management strategy is developed to support RBM.</p>	<p>An RBM Fund was established in January 2004 to strengthen WFP's reporting of performance measurement and outcomes. It was recognized that mainstreaming RBM throughout WFP involves process and culture changes. For the fullest benefits of RBM, WFP's main governance and management processes need to be supported by results-based planning, performance measurement and reporting; WFP managers need the capacity and motivation to use these processes for transparency, accountability and continuous improvement.</p> <p>After two years of work by the Office of Performance Measurement and Reporting and colleagues in WFP, significant progress has been made. But there is room for improvement in planning, monitoring and reporting. The systems that should ultimately provide information to help managers to "manage for results" are not yet in place.</p>
<p>JIU/REP/2004/7 Delegation of Authority and Accountability, Part II: Series on Managing for Results in the United Nations System.</p>	<p>Delegation of authority</p> <p>Benchmark 1: The vertical chain of command is clear and unambiguous.</p> <p>Benchmark 2: Delegation of authority is clearly determined.</p> <p>Benchmark 3: Delegation of authority is clearly defined in general administrative instruments and/or individual delegation orders, and is consistent.</p> <p>Benchmark 4: Adequate management information systems support the delegation of authority.</p> <p>Benchmark 5: Managers are empowered through adequate access to information.</p> <p>Benchmark 6: Managers are empowered through adequate support services and help desks.</p> <p>Benchmark 7: Managers demonstrate required competencies.</p> <p>Benchmark 8: Managers are empowered through adequate training.</p>	<p>Delegations of authority</p> <p>WFP is upgrading its information systems to improve management information. Delegations of authority are reviewed and clarified as a part of the systems upgrade and as a result of ongoing organizational decentralization and strengthened oversight.</p> <p>Management Development Centre</p> <p>A Management Development Centre is being established with FAO and IFAD to strengthen management competencies.</p> <p>Management Training</p> <p>WFP provides annual training for country directors, including modules on oversight and RBM.</p>
	<p>Accountability</p> <p>Benchmark 1: A clear legal framework for the accountability system, including the system of administration of justice, is framed in relation to the results-based management system adopted.</p> <p>Benchmark 2: Performance-oriented systems of accountability replace traditional, compliance-based systems.</p>	<p>Leadership Commitment</p> <p>The RBM fund was replenished in the current biennium, reflecting ongoing commitment to managing for results. WFP's three main governance tools and its main accountability documents for donors have now been transformed into RBM tools.</p>



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Title and Purpose	Recommendations	Current Status
	<p>Benchmark 3: Accountability is applicable at all levels, from the top down. The executive heads and the heads of major organizational units are therefore the first to be held accountable for the results they are expected to deliver.</p> <p>Benchmark 4: Unflinching commitment of leadership.</p> <p>Benchmark 5: Accountability is based on the assessment not only of the degree of achievement of expected results, but also of the managerial competencies demonstrated in the achievement of these results, as measured for instance through a 360-degree feedback mechanism.</p> <p>Benchmark 6: Effective monitoring systems are in place.</p> <p>Benchmark 7: Strong oversight systems exist.</p> <p>Benchmark 8: A transparent, swift, independent and equitable system of administration of justice is in place.</p>	<p>360° Feedback A 360° feedback exercise is being rolled out.</p> <p>Improved Monitoring Systems The connection between performance and accountability will be strengthened with improved monitoring and information systems starting in 2008–2009.</p> <p>Oversight Systems Internal oversight systems are strengthened with the introduction of best practices such as an anti-fraud and corruption policy, the Audit Committee and awareness-raising tools.</p> <p>Due Process Efforts to ensure due process – “swift, independent and equitable system of administration of justice” – are ongoing, including the establishment of an Ombudsman and the issue of a <i>Whistleblower</i> protection policy.</p>
<p>JIU/REP/2004/8 Managing Performance and Contracts, Part III: Series on Managing for Results in the United Nations System.</p>	<p>Performance Management</p> <p>Benchmark 1: The main prerequisite for an effective performance management system is a change in the culture of organizations concerned.</p> <p>Benchmark 3: Performance management systems are seen as managerial tools that help the organizations run, direct and control their resources on a day-to-day basis.</p> <p>Benchmark 4: Performance management systems are simple and easy to administer.</p> <p>Benchmark 6: Performance management systems ensure consistency in assessment throughout a given organization.</p> <p>Benchmark 7: The results of performance appraisal are used as a basis for appropriate personnel actions, and in particular for career development.</p> <p>Benchmark 8: Performance management systems identify and address staff development needs. They also identify and address chronic underperformance.</p>	<p>Since 2004, WFP has had the Performance and Competency Enhancement (PACE) system to link each staff member’s activities, expected performance and competencies through their unit workplan to WFP’s objectives; it also sets out an improvement plan for each employee. Competencies can be assessed and managed corporately.</p> <p>PACE has an annual cycle, including mid and end-year performance reviews; it is integrated into the promotion system at WFP.</p> <p>As staff gain fluency in the use of PACE, the quality of information for performance management overall is increasing.</p>



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Title and Purpose	Recommendations	Current Status
	<p>Rewarding Performance</p> <p>Benchmark 1: Strong performance management and accountability systems are in place so that employees perceive that performance pay is reliable and awarded fairly and consistently.</p> <p>Benchmark 4: Funding is ensured and the pay for performance scheme financially viable.</p>	<p>The Broadbanding/Pay for Performance pilot is awaiting the resumption of technical support from the ICSC, which was suspended at the beginning of 2006.</p>
	<p>Contractual Arrangements</p> <p>Benchmark 1: Human resources are aligned with the strategic objectives of the organization.</p> <p>Benchmark 2: The specific needs of international public organizations are recognized and a balance is achieved between time-limited and indefinite contracts, which is conducive to performance.</p> <p>Benchmark 3: Transparent, effective and fair recruitment/placement systems are in place to support results-oriented contractual policies.</p> <p>Benchmark 4: The focus of contractual reforms is shifted to performance.</p> <p>Benchmark 5: The jurisprudence of the administrative tribunals is taken into account.</p>	<p>Development of Generic Job Profiles</p> <p>The development of GJPs and competencies will be supported by an HRM information system starting in 2008, ultimately facilitating the implementation of WFP's strategic staffing vision.</p> <p>GJPs were updated in 2006 with a view to improving support for position management requirements, organizational design review and the transparency and accountability of related actions.</p> <p>A GJP is a multi-grade job profile encompassing groups of related jobs that have common characteristics. GJPs detail the minimum established qualifications required for the position for expected performance at different grade levels.</p> <p>Global Staff Survey</p> <p>In 2004 and 2006, WFP carried out global staff surveys, the findings of which were used to identify areas where HRM could be strengthened.</p> <p>Committees with representation from all staff categories were established to study the findings and develop recommendations. Their work is ongoing, and has resulted in implementation of contractual reforms and HR policy development.</p>
<p>JIU/REP/2004/9</p> <p>Procurement Practices within the United Nations System.</p> <p>To identify opportunities for increasing procurement efficiency and effectiveness in the United Nations system, especially through productivity enhancement, improved cooperation and coordination and technological innovations.</p>	<p>Recommendation 1</p> <p>The Secretary-General of the United Nations should continue to evaluate the results achieved to date by the Procurement Working Group of the Task Force on Common Services at Headquarters and other locations, including findings on procurement performance benchmarks and other best practices resulting from procurement reforms at Headquarters and other locations; the evaluation report should be discussed by HLCM and IAPWG members, which in turn should adopt recommendations for its procurement community as appropriate.</p>	<p>WFP cooperated with the procurement offices of other organizations and offered its leadership through establishment of critical supply agreements in logistics, security equipment and mobile offices and accommodation. As a member of IAPWG, WFP shares its best practices and draws on the experience of others.</p>



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Title and Purpose	Recommendations	Current Status
	<p>Recommendation 2</p> <p>IAPWG should adopt, approve and implement the concept of lead agency and promote a division of labour among the organizations, aimed at further rationalization of procurement practices by its members. The emphasis as may be applicable on increased consolidation of procurement overhead costs and structures within the United Nations system, in order to enhance division of labour among its members, reduce duplication in the procurement of common user items, and maximize the use of organizational core competencies, including the lead agency concept.</p>	<p>WFP has been acting as lead agency for non-peacekeeping charter flights for several years and for telecommunications in certain crises. The Office for the Coordination of Humanitarian Affairs (OCHA) recently formalized this division of labour among humanitarian response agencies, with WFP taking the lead in food and logistics.</p> <p>The concept of consolidation of procurement operations may make sense for the United Nations itself, for example at its headquarters and regional commissions, but WFP approaches it more cautiously. Single, large procurers tend to monopolize markets, resulting in static pricing and the loss of benefits from asymmetrical market forces.</p>
	<p>Recommendation 4</p> <p>All executive heads should ensure that their respective procurement services have adequate and timely legal support, and that some of their existing staff receive training in the legal aspects of procurement.</p>	<p>WFP established the Legal Services Division (LEG). Timely legal support for the procurement function has been provided by lawyers specializing in commercial and business law.</p>
	<p>Recommendation 5</p> <p>Notwithstanding the agreement reached at the 29th IAPWG meeting to focus on the project proposal entitled “Common Procurement Training Initiative for the United Nations” on a certification system for procurement officers, active consideration should continue to be given to:</p> <ul style="list-style-type: none"> (a) where applicable, further increasing the procurement training budgets of the organizations; (b) integration, as far as practicable, of specialized procurement training initiatives and capacities available within the United Nations system; (c) expanded training in e-procurement methods in the context of recommendation 10 (e) below; and (d) development of a technical assistance strategy supporting capacity-building in public procurement agencies in the recipient countries coupled with mobilization of resources to this end. 	<p>WFP continued to support the United Nations procurement officers' certification initiative, which produced a competency framework and a procurement practitioners' handbook as the basis for implementing the scheme.</p>



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Title and Purpose	Recommendations	Current Status
	<p>Recommendation 6</p> <p>a) The executive heads of the organizations should ensure that procurement manuals exist in the working languages of the secretariats of the organizations in line with the relevant multilingual policies of the organizations concerned, in order to foster the integrity of the procurement process in all field offices.</p> <p>(b) IAPWG should arrange for the further development of its existing common procurement guidelines into a generic system-wide policy and procedures manual to serve as a benchmark which articulates common procurement principles and stages as well as standard quality outcomes, and significantly streamlines procurement procedures to be applied individually and collectively at all duty stations.</p>	<p>a) The WFP Non-Food Procurement Manual already exists in English, French and Spanish; the new edition in preparation will also be in these languages. The Food Procurement Manual is in preparation and will shortly be released, replacing the Food Procurement User Guidelines;</p> <p>b) As a member of IAPWG, WFP supports this proposal.</p>
	<p>Recommendation 7</p> <p>a) In view of the significant growth in procurement activities and the resultant need for more cost-effective arrangements and practices within the United Nations system, the General Assembly should request the Secretary-General, in his capacity as Chairman of CEB, to negotiate the formalization of the mandate of the inter-agency cooperation and coordination role of IAPWG and require it to report annually to the General Assembly through HLCM and to make action-oriented proposals on continuous improvements in the management, performance measurement and coordination of procurement services, in the light of the findings and recommendations of the present report.</p> <p>(b) IAPWG should interact more regularly with other entities in the public and private procurement sector as well as with relevant academic bodies in order to keep abreast of practices, innovations and trends outside the United Nations system.</p>	<p>a) WFP welcomes formalization of the governance mechanism whereby the output of the IAPWG process would be presented to HLCM for endorsement, as is the case with the Inter-Agency Security Management Network (IASMN) and the Inter-Agency Network of Facilities Managers (INFM). WFP is pleased at the evolution of the IAPWG from the working-group level towards a strategic network of procurement/supply chain managers;</p> <p>b) As a member of IAPWG, WFP supports this proposal.</p>
	<p>Recommendation 8</p> <p>In accordance with relevant General Assembly resolutions on common services within the United Nations system, the Secretary-General should undertake as soon as possible, with the assistance, if necessary, of an external consultant specializing in corporate mergers, a detailed review of the feasibility and efficiency benefits of the following measures:</p> <p>(a) Further strengthening of procurement reform at Headquarters by establishing a central procurement facility at Headquarters by 2010 with a view to providing energetic leadership and a frame of reference for similar streamlining of procurement activities at other duty stations, especially in the field</p>	<p>a) WFP will continue to maintain contact with United Nations headquarters procurement authorities for greater synergy;</p>



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Title and Purpose	Recommendations	Current Status
	<p>(b) As an intermediate stage to that goal, consolidation of the procurement overhead structures and costs of the funds and programmes based at Headquarters; [...]</p> <p>(e) Extending, as appropriate, the measures recommended under (a) above to other duty stations, especially the United Nations Office at Vienna, the United Nations Office at Nairobi and field duty stations.</p>	<p>b) Not applicable: WFP has no procurement officers in any of the United Nations headquarters cities; [...]</p> <p>e) As a member of the UNDG Common Services and Premises group, WFP will examine opportunities at field duty stations as they present themselves, especially in light of the joint office initiative.</p>
	<p>Recommendation 9</p> <p>The executive heads should ensure that the development of e-procurement solutions in their respective organizations is guided by the following basic principles, inter alia:</p> <p>(a) The existence of a legal and procedural framework;</p> <p>(b) Inter-agency cooperation and coordination;</p> <p>(c) The promotion of an incremental approach to the establishment of e-procurement; and</p> <p>(d) The development of a relevant new skill set through training and retraining programmes.</p>	<p>WFP implemented an electronic bidding system that transfers the bid issue and receipt process from a paper-based system to an electronic platform. This process change streamlined the procurement cycle and increased its transparency. Further improvements are scheduled for 2007–2008 through the upgrade of the WFP Information Network and Global System (WINGS) Enterprise Resource Planning application.</p>
	<p>Recommendation 10</p> <p>In view of the growing importance of the issue of government transparency in public procurement in the context of World Trade Organization agreements, as recently endorsed by General Assembly resolution 55/247 of 1 May 2001 on procurement reform, the executive heads of the organizations should, upon request, develop technical capacity-building support in their procurement portfolio programmes to support capacity-building in public procurement agencies in the recipient developing countries so that they can participate actively and strengthen their abilities to participate in procurement. The programmes in question should aim to complement ongoing activities in this area of the World Bank, OECD, ILO Turin Centre and Inter-Agency procurement services office (IAPSO), among others.</p>	<p>With over 65 percent of its food, goods and services procured locally, WFP understands the leverage such purchases have in local economies. Where procurement officers are deployed, WFP will continue to evaluate interaction with governments in developing countries to enhance the role of procurement in achieving Strategic Objective 5.</p>
<p>JIU/REP/2004/10</p> <p>Harmonization of the Conditions of Travel throughout the United Nations System.</p> <p>To conduct a comparative analysis of various elements of travel – categories, class and means of travel, stopovers, subsistence allowances, terminal expenses, lump sum option – of officials travelling at the expense of the United Nations, and propose measures aimed at harmonizing travel policies and practices throughout the organizations of the United Nations system.</p>	<p>Recommendation 1</p> <p>The General Assembly should mandate the Secretary-General to review, within the framework of the United Nations System Chief Executives Board for Coordination (CEB), the criteria used to determine the class of travel of staff members, with a view to adopting a common policy at the United Nations system level in particular with regard to the minimum travel time for entitlement to business class. CEB should take into account the recommendation of the International Civil Service Commission contained in its annual report of 1997.</p>	<p>WFP applies the nine-hour rule – business class only if the journey exceeds nine hours using the most direct route.</p> <p>First-class travel is not applicable at WFP. The Executive Director and Deputy Executive Directors travel in business class only.</p>



ANNEX II: REPORTS BY THE JOINT INSPECTION UNIT RELEVANT TO THE WORK OF WFP, 2004–2005

Title and Purpose	Recommendations	Current Status
	<p>Recommendation 2</p> <p>The Secretary-General, within the existing inter-agency coordination mechanisms, should examine the benefits of extending the lump sum approach to other categories of travel (on appointment, change of duty station, separation and interviews) taking into account the experience of other organizations already applying it. In this regard, the Inspector supports the recommendation of the Open-ended High-level Working Group on the Strengthening of the United Nations, Action 25(a), to apply the payment of a lump sum for repatriation travel.</p>	<p>WFP currently offers a lump sum option on shipment of personal effects upon appointment, change of duty station and separation. A lump sum is not an option for interview travel: WFP pays the lowest available airfare for interview travel irrespective of flying time.</p>
	<p>Recommendation 3</p> <p>The executive heads of the organizations of the United Nations system paying a lump sum amount for home leave, family visit and education travel should use as a benchmark 75 per cent of the full economy fare (the International Air Transport Association (IATA) published fare, by most direct route).</p>	<p>WFP's lump sum is based on 80 percent of the full IATA fare:</p> <ul style="list-style-type: none"> ➤ nine hours or longer, business class; ➤ less than nine hours, economy class.
	<p>Recommendation 5</p> <p>The General Assembly should request the Secretary-General to discontinue the practice of reporting exceptions to the approved class of travel. Existing related internal control mechanisms should remain in place. Clear criteria should be established for exceptions, particularly for upgrading travel to first class for reasons of eminency and on medical grounds. The General Assembly should legislate on the standard of accommodation applicable to the Deputy Secretary-General, the President of the General Assembly and the personal aides/security officers travelling with the Secretary-General so as to discontinue the repeated treatment of these cases as exceptions.</p>	<p>WFP has already adopted this method and has noticed a substantial drop in exceptions.</p> <p>WFP does not upgrade staff to first class and tracks and reports to management all waivers to business class.</p>
	<p>Recommendation 6</p> <p>The executive heads of the organizations of the United Nations common system should enforce the use of alternative modes of transportation when more cost-effective in the interest of the organizations. Relevant rules and provisions should be modified as applicable in each case.</p>	<p>WFP staff are encouraged to use other methods of communication such as audio and video conference calls. A large percentage of travel for training purposes has already been replaced with online learning.</p>
	<p>Recommendation 7</p> <p>The use of rented cars should be regulated.</p>	<p>WFP staff are authorized to use rental cars in exceptional circumstances only.</p>



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Title and Purpose	Recommendations	Current Status
	<p>Recommendation 8</p> <p>In the interest of streamlining procedures for reimbursement of travel by private car, the Secretary-General should review the current mileage system with a view to replacing it by a standard rate to be applied worldwide by the organizations of the United Nations system</p>	<p>WFP adopted the FAO standard mileage rates for reimbursement for travel by private automobile on WFP business.</p>
	<p>Recommendation 10</p> <p>The executive heads of the organizations of the United Nations system where staff members travel business class should increase the threshold for the granting of stopovers for rest purposes from 10 to 16 hours. Conversely, staff members not travelling in business class should be entitled to have a stopover after a 10-hour journey.</p>	<p>Analysis showed that 85 percent of staff do not avail themselves of the stopovers or rest entitlement.</p> <p>WFP will explore the idea of changing the threshold for granting stopovers and rest purposes from 10 to 16 hours for business class travellers.</p>
	<p>Recommendation 11</p> <p>The executive heads of the respective United Nations system organizations that have not yet done so, should adopt provisions based on best practices with regard to reverse education travel, travel of breastfeeding mothers, travel of single parents, possibility of choosing an alternative place of home leave taking into account the nationality of the spouse, and the minimum number of days to be spent in the country of home leave.</p>	<p>On the basis of best practices, WFP has adopted policies on reverse education travel, breastfeeding and alternate home leave. The minimum number of nights to be spent in the home country is now seven.</p>



ACRONYMS USED IN THE DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ADH	Human Resources Division
ASG	Assistant Secretary-General
AU	African Union
AUC	African Union Commission
BWI	Bretton Woods Institution
CAADP	Comprehensive Africa Agriculture Development Programme
CEB	United Nations System Chief Executives' Board
DAC	Development Cooperation Directorate of OECD
DPA	United Nations Department of Political Affairs
ECA	Economic Commission for Africa
ECOSOC	Economic and Social Council of the United Nations
ERP	Enterprise resource planning
FAO	Food and Agriculture Organization of the United Nations
GJP	Generic Job Profile
HC	Humanitarian Coordinator
HIV/AIDS	Human immunodeficiency virus/acquired immune deficiency syndrome
HLCM	High-Level Committee on Management
HRM	human resources management
IAPWG	Inter-Agency Procurement Working Group
IASMN	Inter-Agency Security Management Framework
IATA	International Air Transport Association
ICSC	International Civil Service Commission
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INFM	Inter-Agency Network of Facilities Managers
JIU	Joint Inspection Unit
LEG	Legal Services Division
MDG	Millennium Development Goal
NEPAD	New Partnership for Africa's Development
OCHA	United Nations Office for the Coordination of Humanitarian Affairs



OECD	Organization for Economic Co-operation and Development
OSAA	Office of the Special Adviser on Africa
OSD	Oversight Services Division
OSS	Open Source Software
PACE	Performance and Competency Enhancement
PDE	Division of External Relations
RBM	Results-Based Management
RC	Resident Coordinator
REC	regional economic community
S&H	simplification and harmonization
TCPR	Triennial Comprehensive Policy Review
ToR	terms of reference
UNCCD	United Nations Convention to Combat Desertification
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNLP	United Nations laissez-passer
UNOPS	United Nations Office for Project Services
UNSSC	United Nations System Staff College
WHO	World Health Organization
WINGS	WFP Information Network and Global System