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Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board

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For decision

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Final report of the Executive Board working group on the governance review: Recommendations from other governance initiatives and next steps

Executive summary

Following the approval of its second interim report at the 2024 second regular session, the Executive Board working group on the governance review has completed its review of all remaining recommendations from other governance initiatives, namely the report of the Joint Inspection Unit entitled *Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women* (JIU/REP/2023/7) and Multilateral Organisation Performance Assessment Network assessment of WFP 2023/2024.

This final report provides a summary of the working group's assessment of each recommendation from the aforementioned reports and presents a final set of recommendations for the Board's approval. The report covers all remaining recommendations from Joint Inspection Unit report JIU/REP/2023/7, with a focus on three recommendations for which further action is advised by the working group: recommendation 6 on harmonized terms of reference for all Board secretariats, recommendation 7 on the rules of procedure and working methods of the Executive Boards and recommendation 8 on the reflection of the roles and responsibilities of the Boards in the charters, frameworks and terms of reference of independent and advisory functions and committees. Further to the working group's assessment, it was determined that no further action was necessary on other recommendations from the report of the Joint Inspection Unit. This report also summarizes the outcomes of the working group's review of relevant governance recommendations from the Multilateral Organisation Performance Assessment Network assessment of WFP 2023/2024.

The working group believes that this final set of recommendations, alongside the first two sets of recommendations approved by the Board at the 2024 annual and second regular sessions, will contribute to strengthening the Board's strategic governance role and improving governance

Focal point:

Mr P. Ward
Secretary to the Executive Board
Executive Board Secretariat Division
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efficiency at WFP for the years to come. The working group advises the Executive Board Secretariat to keep the Board apprised on the implementation of all Board-approved governance recommendations, including those set out in its first and second interim reports and this final report.

Moving forward, the working group recommends that an assessment be conducted upon the conclusion of the review of Joint Inspection Unit report JIU/REP/2023/7 by the Executive Boards of the United Nations Development Fund/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women in New York. The assessment will be an opportunity for the Board to review the progress of implementation of the governance recommendations from the working group's reports, consider the outcomes of the review of the recommendations from Joint Inspection Unit report JIU/REP/2023/7 by the Executive Boards of the New York-based funds and programmes, ensure alignment with the decisions taken by those Boards where appropriate, and revisit any outstanding Joint Inspection Unit recommendations.

Draft decision*

Having considered the final report of the Executive Board working group on the governance review set out in document WFP/EB.1/2025/11-A, the Executive Board:

- i) *approves* the costed implementation plan for the following recommendations from the report of the Joint Inspection Unit: *Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (JIU/REP/2023/7)* as set out in annex I of this document and *calls for* their immediate implementation, as follows:
 - 1) recommendation 6: the Board *decides* to revisit this recommendation following the completion of the review of report JIU/REP/2023/7 by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women to ensure alignment with decisions taken in New York. The Board *requests* the Executive Board Secretariat to inform the Executive Board Bureau when the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women have completed their review so that the Board may determine the next steps as it deems necessary.
 - 2) recommendation 7: the Board *recognizes* that its rules of procedures and working methods are robust and that proposals to support more engaged participation by all Board members and more efficient and effective discussions and decisions have been addressed in the independent consultant's report and presented in the working group's first and second interim reports (WFP/EB.A/2024/12-A/Rev.1 and WFP/EB.2/2024/11-A), under recommendations 1 (revisiting the format and agenda of Board sessions), 2 (rationalizing Board documents to facilitate strategic discussions and decisions), 8 (redesigning the induction session for new Board members), 11 (revisiting and improving the consensus building process and platforms), 12 (roles and responsibilities, tenure and the ways of working of the Bureau) and 13 (redesigning the induction session for new Bureau members). The Board further *advises* that informal Board meetings on items to be subsequently submitted to the Board for decision be chaired by Bureau members and that other informal meetings on matters that do not require a Board decision be facilitated by the Secretariat. If no

* 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.

Bureau member is available to chair informal meetings leading to Board decisions, the Board advises that the Bureau should designate another Board member or member of the Secretariat to facilitate the meeting.

- 3) recommendation 8: the Board *recognizes* that WFP largely meets the benchmarks set out by the Joint Inspection Unit on the reflection of the roles and responsibilities of the Boards in the charters, frameworks and terms of reference of the independent and advisory functions and committees, including in relation to reporting lines, access to the Board and consultations on human and financial resources to ensure independence. The Board further *advises* that the independence of the WFP Ethics Office and the Office of the Ombudsperson and Mediation Service be maintained and that their terms of reference be updated at the next opportunity to reflect current practice on Board reporting and engagement.
- ii) *notes* that no further action is necessary on recommendations 1, 2, 3, 5, 9 and 10 from report JIU/REP/2023/7, based on the working group's advice as follows:
- 4) recommendation 1: provisions already exist in WFP General Regulation VI 2(a)(v), which states that the Board should "recommend new policy initiatives to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations (FAO) and, through them, respectively, to the General Assembly and the FAO Conference as necessary."
 - 5) recommendation 2: the powers and functions of the WFP Executive Board are already set out in Article VI of WFP's General Regulations. The General Regulations are complemented by the Rules of Procedure of the Board, which provide the operational and functional framework for the activities of the Board. The development of a delegates' handbook under sub-recommendation 8.2 in the working group's first interim report (WFP/EB.A/2024/12-A/Rev.1) will also help to address this recommendation.
 - 6) recommendation 3: this recommendation has been addressed in the working group's first interim report (WFP/EB.A/2024/12-A/Rev.1) under sub-recommendation 8.2 on the development of a delegates' handbook and its second interim report (WFP/EB.2/2024/11-A) under sub-recommendation 12.4, on which the Board advised that the general roles and responsibilities of list convenors be included in the handbook for Bureau members to be developed under sub-recommendation 13.2 (WFP/EB.A/2024/12-A/Rev.1).
 - 7) recommendation 5: WFP aligns with the Joint Inspection Unit (JIU) benchmarks because its independent oversight bodies – including the Independent Oversight Advisory Committee – already have a dual reporting line to the Executive Board and the Executive Director, which was recognized as good governance practice by the JIU in its report. JIU benchmark V.B1(c) on unrestricted access to the independent oversight committee has been addressed under sub-recommendation 5.6 in the working group's second interim report (WFP/EB.2/2024/11-A), which recommended the introduction of regular, direct interactions between the Board and the Independent Oversight Advisory Committee by inviting Board members to attend the committee's regular debrief meetings.
 - 8) recommendation 9: WFP's risk management practices are robust and are in alignment with the JIU benchmarks on the reflection of the roles and responsibilities of the Board for risk management in the organizational policies on risk management.
 - 9) recommendation 10: this recommendation is not applicable to WFP.

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- iii) *recommends* that an assessment be conducted upon the conclusion of the review of report JIU/REP/2023/7 by the Executive Boards of the New York-based funds and programmes. The assessment will be an opportunity for the Board to review the progress of implementation of the Board-approved governance recommendations set out in the working group's first and second interim reports and final report. It will also be an opportunity for the Board to consider the outcomes of the review undertaken in New York and ensure alignment with decisions stemming from that review where appropriate, as well as revisiting any outstanding JIU recommendations (including recommendation 6).
 - iv) *requests* the Executive Board Secretariat to provide regular updates to the Board on the implementation of all governance review recommendations, including those set out in the working group's first and second interim reports and this final report.

Introduction

1. Following its establishment at the 2023 second regular session, the Executive Board working group on the governance review has submitted two interim reports to the Board. Its first interim report,¹ approved by the Board at the 2024 annual session, contained a first set of recommendations from the independent consultant's [governance review report](#) of May 2023 that were subsequently taken forward by the Secretariat. Its second interim report,² approved by the Board at the 2024 second regular session, presented all remaining recommendations from the independent consultant's report, including those relating to WFP's four governance frameworks: strategy, policy, oversight, accountability and the workings of the Board and the Bureau; recommendation 4 from the report of the Joint Inspection Unit (JIU) entitled *Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women* (JIU/REP/2023/7); and the way forward on proposed actions from the External Auditor's separate report on the specific examination of competencies transferred from the Executive Board to the Executive Director.
2. In line with its agreement with the Executive Board Bureau to conclude its work by the 2025 first regular session, the working group has completed its review of all remaining recommendations from other governance initiatives, namely those from report JIU/REP/2023/7³ and the Multilateral Organization Performance Assessment Network (MOPAN) assessment of WFP 2023/2024.⁴ This final report summarizes the work conducted by the working group between November 2024 and January 2025 with a focus on its assessment of each of the governance recommendations based on its engagement with relevant stakeholders, including WFP senior management and the oversight functions, and presents an implementation plan for the selected recommendations to be taken forward.

Meetings held since the adoption of the second interim report

3. Two additional meetings were conducted following the adoption of the working group's second interim report at the 2024 second regular session. These final meetings culminated in the conclusion of the working group's review of all remaining recommendations from the JIU and MOPAN reports. In total, the working group held fifteen meetings between December 2023 and November 2024.
4. An online written consultation with the membership was conducted in January 2025 to obtain feedback on the proposals set out in this final report, ahead of the 2025 first regular session.

¹ ["Interim report of the Executive Board working group on the governance review: Proposed recommendations for direct implementation by the Secretariat"](#) (WFP/EB.A/2024/12-A/Rev.1).

² ["Second interim report of the Executive Board working group on the governance review: Remaining recommendations from the independent consultant's report, recommendations from other governance initiatives and next steps"](#) (WFP/EB.2/2024/11-A).

³ ["Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women"](#) (JIU/REP/2023/7).

⁴ ["Multilateral Organization Performance Assessment Network \(MOPAN\) assessment of WFP 2023/2024"](#).

Remaining recommendations from the report of the Joint Inspection Unit

5. Following a thorough review of all remaining recommendations from report JIU/REP/2023/7, the working group has determined that three out of the ten formal recommendations require further action, namely recommendations 6, 7 and 8 as outlined below. A costed implementation plan for these recommendations is set out in annex I and outlines actions to be taken, an indicative timeline, a list of stakeholders and budgetary requirements, as applicable. It was determined that no further action was necessary on other recommendations (recommendations 1, 2, 3, 5, 9 and 10). A summary of the working group's assessment of each recommendation is outlined below.

Recommendation 1: The Executive Boards should request that the Economic and Social Council clarify the definition of new initiatives, as outlined in General Assembly resolution 48/162, and define a process by which such initiatives will be recommended for approval, through the Council, to the General Assembly, as necessary.

6. Upon its review of WFP arrangements on this matter, the working group determined that no further action was necessary on this recommendation as provisions already exist in WFP General Regulation VI 2(a)(v), which states that the Board should "recommend new policy initiatives to the Economic and Social Council and the Council of FAO and, through them, respectively, to the General Assembly and FAO Conference as necessary."⁵

Recommendation 2: The Executive Boards should develop terms of reference that fully describe their governance responsibilities and adhere to the best practices in relation to the JIU benchmark and submit them for approval by the Economic and Social Council and the General Assembly.

7. The working group notes that the powers and functions of the WFP Executive Board are already set forth in Article VI of WFP's General Regulations. The General Regulations are complemented by the Rules of Procedure of the Executive Board, which provide the operational and functional framework for the activities of the Board. The development of a delegates' handbook, as proposed under recommendation 8 of the independent consultant's report and endorsed by the working group under sub-recommendation 8.2 in its first interim report (WFP/EB.A/2024/12-A/Rev.1) will also further clarify the Board's governance responsibilities. As such, the working group has concluded that no further action is necessary on this recommendation.

Recommendation 3: Based on their own approved terms of reference, the Executive Boards should develop terms of reference for Board members that are aligned with the JIU benchmark, including for specialized positions, such as Bureau members.

8. The working group has determined that this recommendation on the development of terms of reference for Board and Bureau members has been addressed in its first interim report (WFP/EB.A/2024/12-A/Rev.1) under sub-recommendation 8.2 on the development of a delegates' handbook and its second interim report (WFP/EB.2/2024/11-A) under sub-recommendation 12.4, which advised that the general roles and responsibilities of list convenors be included in the handbook for Bureau members to be developed under sub-recommendation 13.2 (WFP/EB.A/2024/12-A/Rev.1). Therefore, no further action is necessary on this recommendation.

⁵ WFP General Regulations and General Rules.

Recommendation 5: The Executive Boards should implement the recommendations made by JIU in its 2019 report on audit and oversight committees, including on strengthening the independence of an oversight committee by having a direct reporting line to the Executive Board.

9. Further to its assessment, the working group has determined that WFP aligns with the JIU benchmarks because its independent oversight bodies – including the Independent Oversight Advisory Committee (IOAC) – already have a dual reporting line to the Executive Board and the Executive Director, which was recognized as good governance practice by the JIU in its report. JIU benchmark V.B1(c) on unrestricted access to the independent oversight committee has been addressed under sub-recommendation 5.6 in the working group's second interim report (WFP/EB.2/2024/11-A), which recommended the introduction of regular, direct interactions between the Board and the IOAC by inviting Board members to attend the regular IOAC debrief meetings. The working group has therefore concluded that no further action is necessary on this recommendation.

Recommendation 6: The Executive Boards should request that their secretariats collaborate on the preparation of harmonized terms of reference for all Board secretariats, aligned with the JIU benchmark and submitted to their respective Boards for approval.

10. During its review, two members of the working group had expressed support for the harmonization of the terms of reference for all Board secretariats, seeing it as a means of ensuring the independence of the Board secretariats and improving coherence across the United Nations system. Noting that the review of JIU recommendations by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women is ongoing, and considering that this recommendation calls for the harmonization of the terms of reference of Board secretariats across United Nations entities, the working group recommends that the Board await the outcome of the review by the Executive Boards of the New York-based United Nations funds and programmes before revisiting this recommendation.⁶
11. The working group advises the Executive Board Secretariat to inform the Executive Board Bureau as soon as the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women have completed their review of the JIU report so that the Board may determine the next steps on this recommendation as it deems appropriate. This will ensure alignment with decisions taken by the Executive Boards of the United Nations funds and programmes in New York.

Recommendation 7: The Executive Boards should assess their current rules of procedure and working methods to support more engaged participation by all Board members and more efficient and effective means for discussion and decision-making.

12. The working group recognizes that the Executive Board's rules of procedures and working methods are robust and are aligned with the JIU benchmarks, including those on the effectiveness of meetings, meeting support and attendance, quorum and decision-making. Proposals to support more engaged participation by all Board members and more efficient and effective discussions and decisions have been addressed in the independent consultant's report and presented in the working group's first and second interim reports (WFP/EB.A/2024/12-A/Rev.1 and WFP/EB.2/2024/11-A), under recommendations 1 (revisiting the format and agenda of Board sessions), 2 (rationalizing Board documents to

⁶ The working group notes that the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women took a decision at the respective 2024 annual sessions on the next steps of reviewing the JIU report on the review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN Women, which entails a two-track inclusive consultation process that includes an information gathering exercise and the establishment of a cross-Board, cross-regional working group at the 2025 first regular session to review the JIU recommendations.

facilitate strategic discussions and decisions), 8 (redesigning the induction session for new Board members), 11 (revisiting and improving the consensus building process and platforms), 12 (roles and responsibilities, tenure and the ways of working of the Bureau) and 13 (redesigning the induction session for new Bureau members).

13. The JIU also proposed that the utility of informal meetings be assessed to focus them clearly on informing decision-making in formal meetings, as outlined under one of its informal recommendations. This aspect has been addressed under recommendation 11 of the independent consultant's report and presented under sub-recommendation 11.1 in the working group's second interim report (WFP/EB.2/2024/11-A), which advises the Bureau to play a more active role in reviewing the schedule of informal meetings and the distribution of items in the biennial programme of work, alongside other proposals to strengthen the purpose, content and format of informal meetings to focus them on items requiring a Board decision and enforce documentation deadlines to enhance efficiency.
14. To further strengthen the utility and the Board's ownership of informal meetings, the working group also advises that informal Board meetings on items to be subsequently submitted to the Board for decision be chaired by Bureau members while other informal meetings on matters that do not require a Board decision be facilitated by the Secretariat. The working group believes that this arrangement, which originated as a proposal from the independent consultant's report, would encourage the Bureau to be more actively engaged in the selection of informal meetings in consultation with their lists and enhance the Board's engagement on key matters that would subsequently lead to a Board decision at a formal session. In the event that no Bureau member is available to chair informal meetings leading to Board decisions, the working group advises the Bureau to designate another Board member or member of the Secretariat to facilitate the meeting.

Recommendation 8: The Executive Boards should direct their respective organizations to ensure that the charters, frameworks and terms of reference of independent and advisory functions and committees reflect the roles and responsibilities of the Boards, including in relation to reporting lines, access to the Board and consultations on human and financial resources, to ensure independence.

15. Having reviewed an analysis compiled by the Executive Board Secretariat on the reflection of the roles and responsibilities of the Boards in the charters, frameworks and terms of reference of the independent and advisory functions and committees, including in relation to reporting lines, access to the Board and consultations on human and financial resources to ensure independence,⁷ the working group has determined that WFP largely meets the JIU benchmarks. The working group has noted, however, that while the WFP Ethics Office and the Office of the Ombudsperson and Mediation Service submit their annual reports to the Board and regularly engage with the Board (currently twice a year), these arrangements are not reflected in their current terms of reference. The working group therefore advises that the independence of the WFP Ethics Office and the Office of the Ombudsperson and Mediation Service be maintained and that their terms of reference be updated at the next opportunity to reflect current practice on Board reporting and engagement.

⁷ The analysis covered five independent and advisory functions: Office of Evaluation, Office of the Inspector General, Office of the Ombudsperson and Mediation Service, Ethics Office and the Independent Oversight Advisory Committee, based on the inputs provided by the five functions.

Recommendation 9: The Executive Boards should direct their respective organizations to ensure that the roles and responsibilities of the Boards for risk management are appropriately reflected in the organizational policies on risk management.

16. Having assessed WFP's risk management practices and having engaged with the WFP Risk Management Division on this recommendation, the working group acknowledges that WFP's risk management practices are robust and advanced and that WFP was frequently called on by other United Nations entities to share guidance and good practice – and are in alignment with JIU benchmarks on the reflection of the roles and responsibilities of the Board for risk management in the organizational policies on risk management. The working group therefore concluded that no further action is necessary on this recommendation.

Recommendation 10: By the end of 2024, each Executive Board should create an ad hoc committee to assess the recommendations (formal and informal) in the present review and prepare an action plan to address and implement them, including setting target dates and regular reporting on progress.

17. As this recommendation strictly applies to the process established by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women to review report JIU/REP/2023/7, it is not applicable to WFP.

Recommendations from the Multilateral Organisation Performance Assessment Network assessment of WFP 2023/2024

18. In line with its road map, the working group also conducted a brief review of the MOPAN assessment of WFP 2023/2024 to determine whether any of its recommendations could be relevant to the governance review and should therefore be considered by the working group. Upon further review of the MOPAN report, the working group has found that the only governance-related observations in the assessment were based on recommendations in the independent consultant's report, which had been thoroughly examined by the working group and presented in its first and second interim reports. Specifically, the report refers to the wish of Board members to "see the governance review fully implemented".⁸ The working group also notes that MOPAN will follow up on the implementation of its recommendations in accordance with its own established process.

Other matters

19. Further to discussions within the working group on the Board's decision at the 2024 second regular session to cease tabling regional overviews during Board sessions and to address regional operational matters as part of the oral global overview of humanitarian needs and operational concerns and priorities, members are interested in testing the decision made during the 2025 first regular session. It was recalled that the decision adopted by the Board did not eliminate regional overviews completely: key regional issues would be covered under an expanded oral global overview of humanitarian needs and operational concerns and priorities, with regional directors present during that item to address any comments or questions from Board members. It was also noted that regional directors could highlight regional issues whenever a country strategic plan for their region was being presented to the Board.

⁸ "Multilateral Organization Performance Assessment Network (MOPAN) assessment of WFP 2023/2024", pages 14 and 46.

Final reflections and next steps

20. The working group believes that this final set of recommendations, alongside the first two sets of recommendations approved by the Board in June and November 2024, will contribute to strengthening the Board's strategic governance role and improving governance efficiency at WFP for the years to come. It advises the Executive Board Secretariat to provide regular updates to the Bureau and to the Board on the implementation of all the Board-approved governance recommendations, including those set out in the working group's first and second interim reports and this present report.
21. The working group would like to commend the Chair, Mr Tomás Alberto Duncan Jurado, Counsellor and Permanent Representative of Panama, for his leadership of the group's work. The Chair's ability to facilitate consensus among members and observers and across lists has been instrumental in driving progress and ensuring the completion of the governance review within a short timeframe. The working group also appreciates the guidance and advice provided by the Bureau throughout this process and the contribution from all members and observers of the group, whose engagement and insights have enriched the discussions and outcomes of its work. A list of working group members is included in annex II.
22. Moving forward, the working group recommends that an assessment be conducted upon the conclusion of the review of report JIU/REP/2023/7 by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women in New York. The assessment will be an opportunity for the Board to review the progress of implementation of the governance recommendations set out in the working group's first and second interim reports and final report. It will also be an opportunity for the Board to consider the outcomes of the review of report JIU/REP/2023/7 by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women and ensure alignment with the decisions stemming from that review where appropriate, as well as revisiting any outstanding JIU recommendations (including recommendation 6).
23. Reflecting on its composition and working arrangements, the working group would advise that should the Board wish to establish similar working groups in the future, members should be designated in their Member State capacity as opposed to their personal capacity. Members have found the working group composition based on individual representation particularly challenging, as they could not designate others to represent them in their capacity as members when they were not able to attend certain meetings.

ANNEX I

TABLE A.1 – COSTED IMPLEMENTATION PLAN: RECOMMENDATIONS REQUIRING FURTHER ACTION FROM THE REPORT OF THE JOINT INSPECTION UNIT - REVIEW OF GOVERNANCE AND OVERSIGHT OF THE EXECUTIVE BOARDS OF UNDP/UNFPA/UNOPS, UNICEF AND UN-WOMEN					
Recommendations from the report of the Joint Inspection Unit	Proposed actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
6. The Executive Boards should request that their secretariats collaborate on the preparation of harmonized terms of reference for all Board secretariats, aligned with the JIU benchmark and submitted to their respective Boards for approval.	<p>The Board decides to revisit this recommendation following the completion of the review of report JIU/REP/2023/7 by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women to ensure alignment with decisions taken in New York.</p> <p>The Board requests the Executive Board Secretariat to inform the Executive Board Bureau when the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women have completed their review so that the Board may determine the next steps as it deems necessary.</p>	Upon the completion of the review of the JIU report by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women	Executive Board, Executive Board Bureau, Executive Board Secretariat	N/A	Ensuring the independence of the Board secretariats; improving coherence across the United Nations system
7. The Executive Boards should assess their current rules of procedure and working methods to support more engaged participation by all Board members and more efficient and effective means for discussion and decision-making.	<p>The Board recognizes that its rules of procedures and working methods are robust and that proposals to support more engaged participation by all Board members and more efficient and effective discussions and decisions have been addressed in the independent consultant's report and presented in the working group's first and second interim reports (WFP/EB.A/2024/12-A/Rev.1 and WFP/EB.2/2024/11-A), under recommendations 1 (revisiting the format and agenda of Board sessions), 2 (rationalizing Board documents to facilitate strategic discussions and decisions), 8 (redesigning the induction session for new Board members), 11 (revisiting and improving the consensus building process and platforms), 12 (roles and responsibilities, tenure and the ways of working of the Bureau) and 13 (redesigning the induction session for new Bureau members).</p>	From January 2025: New arrangement of chairing of informal meetings	Executive Board Bureau, Executive Board Secretariat	N/A	More active engagement of the Bureau in the selection of informal meetings and on key matters that would subsequently lead to a Board decision

TABLE A.1 – COSTED IMPLEMENTATION PLAN: RECOMMENDATIONS REQUIRING FURTHER ACTION FROM THE REPORT OF THE JOINT INSPECTION UNIT - REVIEW OF GOVERNANCE AND OVERSIGHT OF THE EXECUTIVE BOARDS OF UNDP/UNFPA/UNOPS, UNICEF AND UN-WOMEN					
	The Board further advises that informal Board meetings on items to be subsequently submitted to the Board for decision be chaired by Bureau members and that other informal meetings on matters that do not require a Board decision be facilitated by the Secretariat. If no Bureau member is available to chair informal meetings leading to Board decisions, the Board advises that the Bureau should designate another Board member or member of the Secretariat to facilitate the meeting.				
8. The Executive Boards should direct their respective organizations to ensure that the charters, frameworks and terms of reference of independent and advisory functions and committees reflect the roles and responsibilities of the Boards, including in relation to reporting lines, access to the Board and consultations on human and financial resources, to ensure independence.	<p>The Board recognizes that WFP largely meets the benchmarks set out by the Joint Inspection Unit on the reflection of the roles and responsibilities of the Boards in the charters, frameworks and terms of reference of the independent and advisory functions and committees, including in relation to reporting lines, access to the Board and consultations on human and financial resources to ensure independence.</p> <p>The Board further advises that the independence of the WFP Ethics Office and the Office of the Ombudsperson and Mediation Service be maintained and that their terms of reference be updated at the next opportunity to reflect current practice on Board reporting and engagement.</p>	During the next update of the terms of reference of the Ethics Office and the Office of the Ombudsperson and Mediation Service	WFP Ethics Office, Office of the Ombudsperson and Mediation Service, Executive Board Secretariat	N/A	Reinforcement of the independence of the Ethics and Ombuds functions and codified arrangements on Board reporting and engagement
Total estimated cost for the implementation of the above recommendations				N/A	

ANNEX II

TABLE A.2: EXECUTIVE BOARD WORKING GROUP ON THE GOVERNANCE REVIEW: MEMBERSHIP LIST

List A	<p>Ms Lamia Ben Redouane, Counsellor and Deputy Permanent Representative of <u>Algeria</u> (December 2023 – July 2024)</p> <p>Ms Yasmina Ayadat, Attachée and Alternate Permanent Representative of <u>Algeria</u> (July 2024 – October 2024)</p> <p>Mr. Oussama Achouri, Secretary of Foreign Affairs and Alternate Permanent Representative of <u>Algeria</u> (from October 2024)</p> <p>Mr. Abdellah Larhmaid, Minister-Counsellor and Deputy Permanent Representative of <u>Morocco</u></p> <p>Dr Médi MOUNGUI, Deuxième Conseiller and Alternate Permanent Representative of <u>Cameroon</u></p>
List B	<p>H.E. Mr Jean-Paul Carteron, Ambassador and Permanent Representative of <u>Solomon Islands</u> (December 2023 – June 2024)</p> <p>Mr Khalid Mehboob, Advisor and Alternative Permanent Representative of <u>Pakistan</u></p> <p>H.E. Ambassador Satya Rodrigo, Ambassador and Permanent Representative-designate of <u>Sri Lanka</u> (from July 2024)</p> <p>Ms Siti Normaznie Abdul Muttalib, First Secretary (Agricultural Affairs) and Alternate Permanent Representative of <u>Malaysia</u> (December 2023 – May 2024)</p>
List C	<p>S.E. Mr Miguel Garcia Winder, Ambassador and Permanent Representative of <u>Mexico</u></p> <p>S.E. Mr Carlos Bernardo Cherniak, Ambassador and Permanent Representative of <u>Argentina</u> (December 2023 – July 2024)</p> <p>Ms Alicia Silvana Barone, Ministra Plenipotenciaria and Deputy Permanent Representative of <u>Argentina</u> (July 2024 – October 2024)</p> <p>Mr. Vicente Almaral Bezerra, Counsellor and Alternate Permanent Representative of <u>Brazil</u> (from October 2024)</p> <p>Mr Tomás Alberto Duncan Jurado, Counsellor and Permanent Representative of <u>Panama</u> (Chair)</p>
List D	<p>Mr Alexander Ernst, First Secretary and Alternate Permanent Representative of <u>Germany</u></p> <p>Mr Yves Francis Guinand, Counsellor and Alternate Permanent Representative of <u>Switzerland</u></p> <p>Ms Elizabeth A. Petrovski, Finance and Oversight Specialist and Alternate Permanent Representative of the <u>United States of America</u> (Vice-Chair)</p>
List E	<p>H.E. Mr Zsolt Belánszky-Demkó, Ambassador and Permanent Representative of <u>Hungary</u></p> <p>Mr Roman Diatka, Counsellor and Permanent Representative of <u>Czechia</u> (Vice-Chair)</p> <p>H.E. Mr Artur Pollok, Ambassador and Permanent Representative of <u>Poland</u> (December 2023 – July 2024)</p> <p>Mr Marcin Rychły, Third Secretary and Alternative Permanent Representative of <u>Poland</u> (from July 2024)</p>