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Agenda item 8

Date: 2 February 2024

WFP/EB.1/2024/8-B*

Original: English

Administrative and managerial matters

* *Reissued for technical reasons on
5 February 2024*

For consideration

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

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

Draft decision*

The Board takes note of the information and recommendations in the document entitled Reports by the Joint Inspection Unit relevant to the work of WFP (WFP/EB.1/2024/8-B) and endorses the responses to the Joint Inspection Unit's recommendations to the legislative bodies included in the annexes to the document.

* 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.

Focal points:

Mr S. Dahan
Director and Chief Risk Officer
Risk Management Division
email: salvador.dahan@wfp.org

Ms H. Spanos
Deputy Director
Risk Management Division
email: harriet.spanos@wfp.org

The Joint Inspection Unit

1. The Joint Inspection Unit (JIU), established by United Nations General Assembly resolution 2150 (XXI) in 1966, is an independent external oversight body of the United Nations system mandated to conduct evaluations, inspections and investigations system-wide. The JIU is composed of 11 inspectors whose aim is to help improve management and methods, promote greater coordination among United Nations organizations and determine whether activities undertaken by participating organizations are carried out in the most economical manner.
2. The JIU's participating organizations are the United Nations and its affiliated bodies and specialized agencies. WFP is a participating organization through its constitutional ties to the United Nations and the Food and Agriculture Organization of the United Nations (FAO). Relevant JIU reports are addressed to the Executive Director for transmission to the WFP Executive Board.

JIU reports for WFP action

3. In the 2023 reporting period,¹ the JIU issued three reports and a note that require WFP action, which may be found on the JIU [website](#) in Arabic, Chinese, English, French, Russian and Spanish and via the hyperlinks in annex IV.
4. The following JIU reports and note include new recommendations for WFP action:
 - i) Review of mental health and well-being policies and practices in United Nations system organizations (JIU/REP/2023/4);
 - ii) Review of accountability frameworks in the United Nations system organizations (JIU/REP/2023/3);
 - iii) Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations (JIU/REP/2023/2); and
 - iv) Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness (JIU/NOTE/2022/1/Rev.1).
5. Annex I outlines 20 new recommendations from JIU reports with recommendations for WFP action issued since the last report to the Board, and WFP's responses and follow-up actions.² These include five recommendations for action by the legislative body received in the 2023 reporting cycle and responses suggested by the Secretariat. The alternates of the Executive Board Bureau reviewed these suggested responses, which were subsequently reviewed by the Bureau at its meeting on 31 January 2024.
6. Annex II updates the status of the two remaining recommendations from the JIU's report on the ethics function in the United Nations system previously submitted to the Board.
7. Annex III provides the status of six recommendations from a Note on measures and mechanisms for addressing racism and racial discrimination (see paragraph 4 iv). While reports are presented to the executive heads with recommendations for both management and legislative body action, notes are presented for management action only and do not require follow-up by the legislative body. In line with WFP's practice of sharing information with the Board, the responses to notes are also included.
8. Annex IV provides links to JIU reports discussed in this document and the associated comments of the United Nations System Chief Executives Board for Coordination (CEB).

¹ Reports received by 31 October 2023.

² "Reports by the Joint Inspection Unit relevant to the work of WFP" (WFP/EB.1/2023/8-B/Rev.1).

9. Follow-up has resulted in the closure of 19 recommendations (see table 1).

TABLE 1: STATUS OF JIU RECOMMENDATIONS AT THE 2024 FIRST REGULAR SESSION					
JIU programme of work year	Report subject	Outstanding at 2023 first regular session	New	Closed	Outstanding at 2024 first regular session
2020	Ethics function	2	0	1	1
2021	Preventing and addressing racism and racial discrimination	0	6	5	1
	Accountability frameworks	0	5	2	3
	Internal pre-tribunal stage appeal mechanisms	0	6	2	4
2022	Mental health and well-being	0	9	9	0
Total		2	26	19	9

ANNEX I

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2023/4 Rec 1	Review of mental health and well-being policies and practices in United Nations system organizations	The executive heads of those United Nations system organizations that do not already participate on the Implementation Board of the United Nations System Mental Health and Well-being Strategy should nominate a representative to serve on the Board by its first meeting in 2024.	Accepted	Implemented	Closed	Focal point: Staff Wellness Division (WEL) WFP supports the implementation of the United Nations System Workplace Mental Health and Well-Being Strategy and notes that WFP is represented in the Implementation Board by the Chief of Counselling Service – WEL.
2023/4 Rec 2	Review of mental health and well-being policies and practices in United Nations system organizations	Executive heads of United Nations system organizations, who have not already done so, should define an evidence-based and data-driven organizational approach to the mental health and well-being of their personnel and design, by the end of 2025, a workplace action plan and reflect its principles in their enterprise risk management process, their occupational health and safety framework and their human resources strategies.	Accepted	Implemented	Closed	Focal points: WEL, Workplace Culture Department (WP) The WFP wellness strategy (2020–2024) presents a blueprint on how WFP promotes and maintains employee physical, emotional, mental, and psychosocial wellness, fostering synergies and optimizing available resources. The wellness strategy, which emerged from the WFP Occupational Safety and Health policy and is anchored in the WFP people policy , aspires to the highest corporate occupational health standards by managing health risks, offering evidence-based, quality-controlled occupational health services, and nurturing trust in clients through professionalism with regard for confidentiality and privacy. In addition, mental health and well-being risks are monitored through the Corporate Risk Register and WFP participates in system-wide global health surveys that provide a global dataset on physical and mental health across the United Nations system to help strengthen employee well-being policies and measures.

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						The WFP Executive Board approved the WFP people policy at its annual session in June 2021 and took note that the implementation and investment plan set forth in annex V provided indicative estimates of the investments required to fully implement the policy, including the WFP wellness strategy on which the Board was briefed in detail on 10 May 2021.
2023/4 Rec 3	Review of mental health and well-being policies and practices in United Nations system organizations	Legislative and/or governing bodies of United Nations system organizations should request that executive heads provide, by the end of 2026, an update on the development and implementation of the mental health and well-being workplace action plan developed according to their evidence-based and data-driven organizational approach on the matter.	Accepted	Implemented	Closed	Focal points: WEL, WP Following the Executive Board briefing on the wellness strategy in May 2021, WP presented in April 2022 an update on the implementation of the WFP People Policy to the Executive Board, including an update on the wellness strategy for 2020-2024 from the Staff Wellness Division. WFP will continue to update the Executive Board annually on the wellness strategy, including updates on the implementation of the mental health and well-being workplace action plan, as part of the WFP People Policy implementation updates in the Annual Performance Report.
2023/4 Rec 4	Review of mental health and well-being policies and practices in United Nations system organizations	By the end of 2024, executive heads of United Nations system organizations should review the rules governing the return to work of personnel, including provisions for granting accommodations to facilitate the return process, in order to ensure the inclusiveness of mental health-related considerations, and develop standard operating procedures that clearly identify roles and responsibilities, including decision-making.	Accepted	Implemented	Closed	Focal points: WEL, WP, Human Resources Division (HRM) WFP issued Executive Director's circular (OED2022/006) on WFP Policy on Reasonable Accommodation for Persons with Disabilities in February 2022 to affirm commitments to ensuring an inclusive workplace culture which has been fully implemented. The policy applies to both visible and non-visible disabilities including mental health considerations and is available to individuals with temporary or long-term/permanent disabilities. The policy is underpinned by the United Nations Convention on the Rights of Persons with

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						<p>Disabilities which defines disability in Article 1 as: "Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others."</p> <p>To operationalize the policy, in June 2023 WFP issued the Guide for Reasonable Accommodation Requests at WFP, detailing the mechanisms and procedures including roles and responsibilities to ensure consistent application of the request for reasonable accommodation. As outlined in the policy and further specified in the guide, reasonable accommodation may be requested at any stage of the employee life cycle, including return to work of persons who acquire a disability in the course of their employment.</p>
2023/4 Rec 5	Review of mental health and well-being policies and practices in United Nations system organizations	By the end of 2024, executive heads of United Nations system organizations should assess and identify any gaps or areas to improve their counselling function in their organizational context, using the guidance on professional standards for counsellors prepared by the United Nations Staff/Stress Counsellors Group and endorsed by the Human Resources Network of the United Nations System Chief Executives Board for Coordination, as well as key elements highlighted by the Joint Inspection Unit in the present report.	Accepted	Implemented	Closed	<p>Focal point: WEL</p> <p>WFP applies the professional standards promulgated by the United Nations Staff/Stress Counsellors Group and continuously cross-checks the adequacy of its counselling support to the reported needs as well as the requirements of the United Nations System Workplace Mental Health and Well-Being Strategy through the relevant scorecard system, addressing assessed gaps accordingly.</p>

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2023/4 Rec 8	Review of mental health and well-being policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should ensure that their organizations collaborate on the mapping of psychosocial support capacity available in all locations and consider the system-wide capacity when designing their workplace action plans, capitalizing on shared services, cost-sharing and other models for cost effective and efficient delivery.	Accepted		Closed	<p>Focal point: WEL</p> <p>WFP welcomes this recommendation and will continue to contribute to any inter-agency initiative resulting from this recommendation.</p> <p>WFP notes that United Nations organizations often pool resources to meet surge capacity requirements, as needed. WFP continues to share human and digital resources including through the Wellbeing Platform developed by WFP and cost-shared by eight United Nations organizations³ currently. The platform is available to all employees and their families, providing practical advice and self-assessments which help tackle trauma and stress; and provides information about health and wellness support systems in various countries, which is vital particularly for employees who are being reassigned, taking temporary assignments, or moving offices within their own country.</p>
2023/4 Rec 9	Review of mental health and well-being policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should ensure that their workplace action plans on the mental health and well-being of their personnel, to be designed by the end of 2025, identify barriers to accessing psychosocial support services, including prioritizing stigma reduction through mental health literacy initiatives, outreach and health-promotion measures.	Accepted	Implemented	Closed	<p>Focal point: WEL</p> <p>The WFP wellness strategy aims at implementing the care and support element of the WFP people policy by: i) engaging managers and their teams in behavioural changes that promote individual and team health; ii) rolling out the Occupational Safety and Health policy in a multi-level and cross-functional way to support the organization as a whole; and iii) increasing access to medical and psychosocial services through counselling</p>

³ FAO, International Organization for Migration, United Nations Development Programme, Office of the United Nations High Commissioner for Refugees, United Nations Office for the Coordination of Humanitarian Affairs, World Bank, WFP and World Health Organization.

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						<p>seminars and sessions with groups and individuals, among others.</p> <p>In terms of psychosocial health, WFP focuses on prevention where wellness is geared towards building the psychological resilience of staff and their immediate family members given the challenging nature of some of the environments in which WFP operates and the stressors they cause for families. The approach has three layers, namely individual, team dynamics and general employee population. The Family Liaison Outreach Community (with or without kids), or FLOCK initiative which was established in August 2020 was added as a fourth line of support, addressing employee's families support needs. For example, in 2022, there were 4,960 counselling sessions with employees and their family members; 117 FLOCK events/meetings; and 477 workings and training facilitated by staff counsellors.</p>
2023/4 Rec 10	Review of mental health and well-being policies and practices in United Nations system organizations	To maximize return on investment, executive heads of United Nations system organizations should, by 2026, ensure that well-being programmes and activities are embedded in and complement the evidence-based and data-driven approach of the organization to mental health and well-being and are routinely monitored and assessed.	Accepted	Implemented	Closed	<p>Focal points: WEL, WP</p> <p>WFP reports details of mental health and well-being activities and related funding in a dedicated section of the WFP management plan and related budgets for 2023, as part of its commitment to exercising duty of care (refer to WFP management plan (2024-2026), paras. 191-193).</p>

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2023/4 Rec 11	Review of mental health and well-being policies and practices in United Nations system organizations	Executive heads of United Nations system organizations should explore integrating, by the end of 2024, mental health and well-being considerations into training programmes, in particular for managers, as a means to provide opportunities for facilitated discussions, enhanced learning and to support employees with mental health conditions.	Accepted	Implemented	Closed	<p>Focal points: WEL, HRM</p> <p>WFP welcomes this recommendation, recognizing the importance of integrating mental health and well-being considerations into training programmes. This consideration has been an integral element in two management programmes namely, the Country Director/Deputy Country Director Induction Programme offered annually to all incoming country directors and deputy country directors; and the Head of Field Office Programme offered annually to about 150 incumbents in all regions, including an interactive module entitled “Duty of Care”, facilitated by subject matter experts from WEL in English, Spanish and French. These programmes equip managers to provide support to employees with mental health and well-being considerations.</p>
2023/3 Rec 1	Review of accountability frameworks in the United Nations system organizations	The legislative organs and/or governing bodies of the United Nations system organizations should request their executive heads to assess their organization’s accountability framework against the updated JIU reference accountability framework and adjust it as necessary, by the end of 2024	Accepted		Open	<p>Focal point: Risk Management Division (RMD)</p> <p>WFP supports the recommendation and will reinforce its approach to holistic accountability through a stand-alone accountability and oversight framework introduced by the end of 2025, which will incorporate all elements found in other governance documentation such as the WFP Rules and Regulations. In addition, WFP will take into consideration the results of various oversight reviews, including the JIU accountability framework review, the ongoing governance review commissioned by the WFP Executive Board in 2023 and the External Auditor review of oversight by management. The stand-alone accountability and oversight framework will be submitted to the Executive Board for approval at its first regular session in February 2026.</p>

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						<p>Notwithstanding, WFP notes that the proposed accountability framework and benchmarks in this report are too detailed and may not facilitate a consistent application in organizations with highly decentralized operations such as WFP.</p> <p>WFP agrees with the United Nations system Chief Executives Board for Coordination (CEB) inter-agency comment in the Note by the Secretary-General in response to the JIU's report on the Review of accountability frameworks in the United Nations system organizations (A/78/595/Add.1) suggesting a longer time frame (e.g., end of 2026) to give participating organizations sufficient time to assess their existing frameworks, conduct consultations internally with relevant functions as well as externally with various governing and advisory bodies, update the frameworks and obtain the necessary approvals to implement them. Some organizations draw attention to the potential financial implications of the recommendation at a time of tightening resources. While a stand-alone framework can offer certain benefits, its absence does not imply that accountability is not present in the organization. There are alternative ways to ensure accountability without having a separate, dedicated framework. Instead of a stand-alone framework, an organization and its governing body might choose to embed accountability principles and practices within its existing policies, procedures, and governance mechanisms, as WFP had done after a thorough review under the Governance Project. This integration can be equally effective in promoting transparency, defining roles and responsibilities, setting performance expectations,</p>

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						and ensuring compliance with legal and regulatory requirements.
2023/3 Rec 2	Review of accountability frameworks in the United Nations system organizations	Beginning in 2025, the legislative organs and/or governing bodies of the United Nations system organizations should ensure that the oversight plans of internal oversight offices cover all elements of their respective accountability framework within a reasonable time frame and that, if coverage is incomplete, a rationale is provided.	Partially accepted		Closed	<p>Focal points: Office of the Inspector General, Office of Evaluation</p> <p>WFP recognizes that a comprehensive oversight plan is essential to maintaining transparency and accountability within the organization. While WFP supports the recommendation in principle, the coverage of the components of the accountability framework should follow a risk-based approach considering the outcome of the assessment mentioned in recommendation 1, focusing on the elements at higher risk.</p> <p>WFP notes that all elements of the accountability framework are part of WFP's audit universe under the oversight of the Office of the Inspector General which are assessed according to various risk factors and considered in light of the risk cycle provided by the WFP Executive Board. Moreover, the oversight plan of the Office of Evaluation may also consider elements of WFP's accountability framework within the purview of its evaluation policy.</p> <p>WFP's internal oversight functions will ensure that their workplans complement each other, ensuring coverage of the most important elements of the accountability framework assessed based on risks and priorities.</p>

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2023/3 Rec 3	Review of accountability frameworks in the United Nations system organizations	The executive heads of the United Nations system organizations should, starting from 2025, present to their legislative organs and/or governing bodies a regular report on the implementation of the accountability framework and on the costs of its key components.	Not accepted		Closed	<p>Focal point: RMD</p> <p>WFP recognizes the value of measuring operational efficiency based on reliable cost data and notes that such cost analysis and reporting are embedded in various reports to the WFP Executive Board (e.g., WFP management plan, annual performance report, audited annual accounts, annual evaluation report, annual report of the Independent Oversight Advisory Committee (IOAC), annual report of the Inspector General, annual report of the Ethics Office (ETO), annual report of the Office of the Ombudsman and Mediation Services, compendium of policies relating to the strategic plan, etc.). WFP notes that the addition of another governing body report is deemed ineffective and could be overwhelming with little added value; in essence, “more is not necessarily better”.</p> <p>Further, WFP observed that the report does not provide clear guidelines on how costing the individual elements of the accountability framework in addition to the existing Executive Board reports would provide additional value.</p>

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2023/3 Rec 4	Review of accountability frameworks in the United Nations system organizations	The executive heads of the United Nations system organizations should prepare, by the end of 2024, through consultations held in the appropriate inter-agency mechanisms, a common United Nations system reference accountability framework maturity model, taking into consideration the updated JIU reference accountability framework.	Partially accepted		Open	Focal point: RMD WFP will actively participate and contribute to the development of a United Nations accountability framework maturity assessment model through inter-agency engagement and will tailor to WFP structure by the end of the first quarter of 2027. ⁴
2023/3 Rec 5	Review of accountability frameworks in the United Nations system organizations	The executive heads of the United Nations system organizations should prepare, by the end of 2025, an assessment of the maturity of their own accountability frameworks against the common United Nations system reference accountability framework maturity model and share the results with their respective legislative organs and/or governing bodies for information.	Partially accepted		Open	Focal point: RMD WFP recognizes the value of assessing the maturity of the organization's accountability framework, with a sufficient degree of flexibility to develop its own benchmarks and maturity level definitions, taking into consideration the benchmarks and maturity model proposed by the JIU. However, WFP notes that measuring accountability based on the framework's effectiveness to support the organization's performance in terms of achieving its goal and objectives might provide more tangible and value-adding results. Notwithstanding, WFP will undertake an assessment of its accountability framework's maturity after at least a year of implementation. It will ascertain the suitable method for the assessment (e.g., self versus independent assessment) and engage with the Executive Board for advice, as deemed necessary, by the first quarter of 2028.

⁴ The estimated timeframe may change depending on the results of related inter-agency initiatives.

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2023/2 Rec 1	Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations	The executive heads of United Nations system organizations who have not yet done so should, by the end of 2025, harmonize the time limits for their administrations' response to requests for management evaluation or administrative review to a minimum of 45 calendar days and a maximum of 60 calendar days, irrespective of whether the request originates from a staff member at headquarters or in a field location; or propose this harmonization for decision by their legislative organs or governing bodies.	Accepted		Closed	Focal points: HRM, Legal Office (LEG) WFP applies FAO Staff Regulations and Rules and notes that the harmonization of a time limit for requests irrespective of whether they originate from staff members at headquarters or a field office to 60 calendar days has been introduced within the FAO appeals process reform.
2023/2 Rec 2	Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations	The executive heads of United Nations system organizations who have not yet done so should, by the end of 2025, introduce into their regulatory frameworks a provision for suspension of action of contested decisions at the pre-tribunal stage, ex officio or upon the appellant's request, in cases of prima facie unlawfulness of the decision, error of fact, particular urgency or when implementation of the decision could cause irreparable damage; or propose the introduction of this provision for decision to their legislative organs or governing bodies.	Accepted		Open	Focal points: HRM, LEG WFP notes that suspension of implementation of the decision challenged has been introduced at the administrative review stage within the FAO appeals process reform, limited to separation decisions. Given that WFP applies the FAO Staff Regulations and Rules, WFP will engage and collaborate with FAO, in line with the timeline set in the recommendation, to explore the possibility of extending the current provision on suspension of implementation of separation decisions to other types of challengeable administrative decisions.

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2023/2 Rec 4	Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations	The legislative organs and governing bodies of the United Nations system organizations should request their respective executive heads who have not yet done so to undertake a thorough review of their regulatory frameworks and practices concerning internal specialized recourse mechanisms, with a view to assessing their continued utility and adequate functioning within the broader framework of internal appeal mechanisms, including eliminating duplicative or ambiguous process paths in the interest of procedural efficiency, and to report to them thereon, no later than 2025.	Accepted		Open	Focal points: HRM, LEG WFP reiterates that it applies the internal specialized recourse framework of FAO and participates in this system. WFP will continue to coordinate efforts with FAO, in line with the timeline set in the recommendation, for a thorough review of the regulatory frameworks and practices concerning internal specialized recourse mechanisms.
2023/2 Rec 5	Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations	The legislative organs and governing bodies of the United Nations system organizations should request their respective executive heads who have not yet done so to report to them annually, starting in 2025, on the functioning of their formal internal appeal mechanisms, including the specialized recourse mechanisms. The reports should include details on the number, subject matter and outcome of appeals, including cases deemed irreceivable, information on the demographics of applicants and information on whether the appealed decisions were upheld or revised,	Accepted		Open	Focal points: HRM, LEG WFP notes the recommendation and will ensure annual reporting on formal internal appeal mechanisms matters to the Executive Board, in line with the timeline set in the recommendation. The most appropriate report in which these matters will be addressed is still to be determined and reporting on these matters will require coordination with FAO, given that WFP comes under its internal appeals framework and participates in its system.

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		disaggregated by type of procedure, as applicable.				
2023/2 Rec 6	Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations	The executive heads of United Nations system organizations who have not yet done so should, by the end of 2025, review the procedural rules governing formal internal appeal mechanisms regarding the time limits applicable to the administrations' responses at different stages of the internal appeal processes, and specify the conditions for extending the time limits, with a view to reducing associated delays and fostering legal certainty and accountability.	Accepted	Implemented	Closed	Focal points: HRM, LEG WFP notes that certain time limits are specified in the FAO Staff Regulations and Rules, which WFP applies as well given WFP is under the FAO framework, with a view to reducing delays and enhancing certainty and accountability, such as the submission of the Appeals Committee report within 60 days from the conclusion of the hearing and the transmission of the Director-General's decision within 60 days from receiving the Appeals Committee report. In both instances, there are clear provisions for escalating to the next stage in the absence of a response.
2023/2 Rec 7	Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations	The executive heads of the United Nations system organizations who have not yet done so should, by the end of 2025, adjust the regulatory frameworks of their organizations and remove all restrictions regarding legal representation of their staff in internal justice processes, with the aim of allowing staff to choose their legal counsel freely and without restriction.	Accepted		Open	Focal points: HRM, LEG WFP reiterates that it applies the internal specialized recourse framework of FAO and notes that some changes have already been made within the FAO appeals process reform to enable representation by external counsel as well as by a current or former staff member of a United Nations system organization. WFP will engage and collaborate with FAO on this matter in line with the timeline set in the recommendation.

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

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

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

ANNEX II

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2021/5 Rec. 2	Review of the ethics function in the United Nations system	The legislative organs and governing bodies of the United Nations system organizations that have not yet done so should request that organizations update the terms of reference of their respective audit and oversight committees by the end of 2023 to include, where necessary, provisions for ethics, and ethics as a desirable area of expertise for new committee members.	Partially accepted	In progress	Open	<p>Focal point: Executive Board Secretariat</p> <p>The IOAC has a long history advising on ethics matters. In 2009, when the IOAC reporting line was revised to also include reporting to the Executive Board in addition to the Executive Director, the terms of reference (TOR) included for the first time advice on the code of ethics. In 2011, the TOR were revised further to include advising the Executive Board and the Executive Director on the systems established by WFP to maintain, promote and ensure adherence to WFP values and ethics, compliance with applicable United Nations norms and policies and high standards of integrity and ethical conduct, including in preventing conflicts of interest and misconduct. In November 2017, the Executive Board approved revised TOR allowing the ETO and the Chief Ethics Officer unrestricted and confidential access to the IOAC. In addition, WFP notes that the revised TOR of the IOAC, approved by the Executive Board at its second regular session in November 2021, lay out additional responsibilities of the Committee which include, among others, advising on the adequacy of management response and follow-up to audit, ethics, ombudsman and evaluation recommendations. However, the WFP IOAC noted its preference that the final clause of the recommendation should read "ethics is a possible area of expertise", recognizing that most candidates have a professional designation such as a Chartered Accountant, Certified Public Accountant or other accreditation and their</p>

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						professional institutes require members to undertake ethics education and ensure their behaviour meets professional standards. It is the view of the WFP IOAC, as noted in the CEB inter-agency response to this recommendation in the note by the Secretary-General – which was taken up by the Fifth Committee of the General Assembly during its first resumed session in March 2023 (A/77/258/Add.1) – that clarification regarding the kind of “expertise” envisioned for new committee members is necessary to determine what level of expertise is appropriate. WFP will re-evaluate the need to further revise the TOR based on the JIU’s recommendation by the end of 2024, in consultation with both the WFP IOAC and the Executive Board.
2021/5 Rec. 3	Review of the ethics function in the United Nations system	The executive heads of the United Nations system organizations who have not yet done so should ensure that periodic refresher courses in ethics are introduced as mandatory for all staff and non-staff of their respective organization, irrespective of seniority, category and level, every three years, from 2023 onwards.	Accepted	Implemented	Closed	Focal point: ETO WFP requires all employees, regardless of contract type, to complete mandatory online courses on ethics and standards of conduct. The mandatory ethics online courses are integrated in the individual performance and competency enhancement assessments of all employees and the probation process of relevant employees. WFP monitors the completion of mandatory training courses centrally at headquarters. In addition, WFP’s ETO hired an external service provider to update the existing three modules of the mandatory e-learning course on ethics and standards of conduct. The updated mandatory course was launched on 8 November 2023 and all WFP employees are required to re-take the course every three years. Additionally, ETO has been developing refresher courses focused on specific

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
						ethics-related matters which will be rolled out periodically. The first refresher course was launched in December 2022 as part of the annual WFP-wide awareness raising campaign on WFP's policy and practice on gifts, and an additional refresher will be rolled out before the end of 2023 with others planned for 2024.

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

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

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

ANNEX III

ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2022/1/ Rev.1 Rec 1	Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness	The executive heads of United Nations system organizations should collaborate, in the framework of the CEB, to establish a common set of categories for voluntary self-identification by personnel by June 2024, for the purposes of monitoring, analysing, evaluating and reporting on progress and success in achieving the goals of equality, equity, diversity, and inclusion in addressing racism and racial discrimination.	Accepted		Closed	<p>Focal point: WP</p> <p>WFP welcomes the establishment of a common set of categories for voluntary self-identification in the United Nations system and will contribute to any inter-agency initiative resulting from this recommendation.</p> <p>Meanwhile, WFP's WP, Diversity, Equity, and Inclusion Branch presented a proposal to implement a voluntary employee self-identification process and practice to the Human Capital Management⁵ project team for approval and implementation (see recommendation 6).</p>
2022/1/ Rev.1 Rec 2	Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness	The executive heads of United Nations system organizations should direct their respective training and learning units to develop and implement a high-impact and integrated curriculum to improve awareness, learning and performance that responds to the needs of personnel of various functions, categories, and levels in order to address all forms and configurations of racism and racial discrimination in the workplace.	Accepted		Closed	<p>Focal point: WP</p> <p>WFP commits to the development of policies and practices to eliminate racism and other forms of discrimination, creating a more equal workplace as enshrined in the WFP people policy. In addition to the Executive Director's circular on prevention and response to abusive conduct (harassment, sexual harassment, abuse of authority, and discrimination) (OED2022/004) which reaffirms WFP's position on an inclusive and respectful workplace culture, WFP has launched several learning campaigns such as "Speak Up" to promote a healthy workplace culture, and "Respect+" which is built on the pillars of awareness, inclusion, fairness and humanity, both aiming to increase awareness on issues and challenges such as discrimination and racism and to</p>

⁵ The Human Capital Management is an end-to-end technology solution (Workday) that integrates all people management processes and data that will help WFP manage the entire employee life cycle. The platform should be fully launched by April 2024.

ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
						<p>identify solutions to foster a collaborative and healthy working environment.</p> <p>Also, WFP launched the Global Executive Inclusive Leadership Programme for its top leadership (Director level 2 grade and above and all country directors), aimed at ensuring that WFP's values – integrity, collaboration, commitment, humanity, and inclusion – are embedded into the leaders' DNA, so that they can serve as role models. The programme is spread over 18 weeks and consists of virtual and in-person learning and an individual 360-Inclusive Leadership Index assessment, designed to generate the insights for sustainable behaviour change. The programme is intended to investigate challenges faced by diverse individuals in WFP's workplace, gain insight into systemic barriers that may exist at the organization, increase leaders' awareness of the advantages that some social identity groups have over others, and reflect on actions leaders can take to create a more inclusive environment for all. The programme delves into anti-racism, discrimination based on race and ethnicity, and overall inclusivity.</p> <p>To strengthen efforts to address all forms and configurations of racism and racial discrimination, WFP included mandatory awareness and learning modules for all employees on anti-racism, the legacy of racism and how it manifests in the workplace. The training also includes guidance on what each employee in WFP can do to act as active allies in embedding racial equity for all. Also, accelerating racial/ethnic inclusion in the proposed WFP anti-racism action plan is key to ensuring that anti-racist behaviour is reinforced and racism and discrimination are not tolerated (see recommendation 3 below).</p>

ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2022/1/ Rev.1 Rec 3	Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness	The executive heads of United Nations system organizations who have not done so should provide sufficient resources to support the achievement of defined results for the implementation of action plans for addressing racism and racial discrimination.	Accepted	Implemented	Closed	<p>Focal point: WP</p> <p>WFP notes that the implementation of the people policy, and the proposed anti-racism action plan, among others, remains a corporate priority. WFP allocated about USD 27 million for people management activities, of which USD 7.7 million is for development of respectful and inclusive workplaces through the “Investing in WFP people” critical corporate initiative approved by the Executive Board in the WFP management plan (2024–2026) (paras. 191–193).</p> <p>Also, WFP created and is currently recruiting for the role of Director of Diversity, Equity, and Inclusion to lead the organization’s diversity, equity and inclusion strategy, including anti-racism, gender equality, disability inclusion, and other related activities to uphold WFP’s commitment of ensuring an inclusive and respectful workplace and culture.</p>
2022/1/ Rev.1 Rec 4	Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness	The executive heads of United Nations system organizations, as members of the CEB, should jointly develop and provide resources to a high-level, inter-agency standing mechanism intended to unite organizations, leverage their existing capacities and comparative added value to collaborate and work together to respond to both immediate and longer-term needs for addressing racism and racial discrimination across the United Nations system, and address the transformative changes needed to enhance the continued relevance and value of the various efforts at	Accepted		Closed	<p>Focal point: WP</p> <p>WFP welcomes this recommendation and will contribute to inter-agency initiatives through the High-Level Committee on Management working group on diversity, equity and inclusion and other fora aimed at enhancing system-wide collaboration for effective and collective impact in addressing racism and racial discrimination.</p> <p>Also, WFP will continue to collaborate with the United Nations Secretary-General's Special Adviser for Addressing Racism in the Workplace on the implementation of the Strategic Action Plan adopted by the United Nations in 2022 to address racism in the workplace.</p>

ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
		both the organizational and the system-wide levels.				
2022/1/ Rev.1 Rec 5	Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness	The executive heads of United Nations system organizations should establish, by 2024, an accountability framework that sets out the expected results, outcomes, and key performance indicators for addressing racism and racial discrimination, and report periodically to their legislative organs and/or governing bodies on progress made in achieving the predefined results.	Accepted		Closed	<p>Focal point: WP</p> <p>The WFP anti-racism action plan sets out a clear and attainable accountability framework with outcomes in the areas of evidence-based data analysis; review of policies, procedures, and practices – regulatory framework; engagement, awareness, and education; communication; and accountability (see recommendations 3 and 6). In addition, WFP is considering to establish an executive committee on diversity, equity and inclusion led by the Executive Director and composed of members from various functions and levels of the organization to provide strategic guidance, leadership and oversight and drive the implementation of the anti-racism action plan and overall workplace culture initiatives, including the institution of a comprehensive reporting mechanism to monitor and measure progress of these initiatives.</p> <p>WFP will continue to report progress on the action plan through the annual performance report and monitor the implementation of the anti-racism action plan under recommendation 6.</p>

ANNEX III: RECOMMENDATIONS FROM JIU NOTES

Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2022/1/ Rev.1 Rec 6	Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness	The executive heads of United Nations system organizations should strengthen the equal distribution of opportunities in human resources management for all personnel.	Accepted	In progress	Open	Focal point: WP WFP commits to ensuring equal opportunities towards the management of its human resources as articulated in the WFP people policy , including opportunities for individual performance management, career advancement and promotion, career management and personnel development, management of risks associated with human resource management and reasonable accommodation for people with disabilities. The WFP anti-racism action plan, expected to be launched by the end of 2024 and monitored over three years, will enhance existing efforts and recommend several measures to strengthen and accelerate the equal distribution and access to opportunities for all employees during the employee life cycle, namely: i) implement unbiased hiring practices, equal access to growth opportunities, such as training, mentorship, sponsorship, promotions, and high-visibility projects; ii) access to regular diversity, equity and inclusion training and awareness programmes which help in challenging biases, promote equitable treatment and improve the employee experience and workplace culture; iii) reinforce zero tolerance for racial microaggressions and strengthen reporting mechanisms; iv) continuously monitor and assess the effectiveness of the WFP anti-racism action plan and initiatives; and v) develop and implement a solid diversity, equity and inclusion policy that demonstrates the commitment to equal opportunity and anti-racism.

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

ANNEX IV**Hyperlinks to JIU reports and comments of the Chief Executives Board for Coordination**

Report reference	Report name and hyperlink	CEB comments
JIU/REP/2023/4	Review of mental health and well-being policies and practices in United Nations system organizations	A/78/695/Add.1
JIU/REP/2023/3	Review of accountability frameworks in the United Nations system organizations	A/78/595/Add.1
JIU/REP/2023/2	Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations	Not available
JIU/REP/2021/5	Review of the ethics function in the United Nations system	A/77/258/Add.1
JIU/NOTE/2022/1/Rev.1	Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness	Not applicable

Acronyms

CEB	United Nations System Chief Executives Board for Coordination
ETO	Ethics Office
FAO	Food and Agriculture Organization of the United Nations
HRM	Human Resources Division
IOAC	Independent Oversight Advisory Committee
JIU	Joint Inspection Unit
LEG	Legal Office
RMD	Risk Management Division
TOR	terms of reference
WEL	Staff Wellness Division
WP	Workplace Culture Department