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## **Management response to the recommendations in the summary report on the strategic evaluation of WFP's work on protection from sexual exploitation and abuse**

### **Background**

1. This document presents the WFP management response to the recommendations in the summary report on the strategic evaluation of WFP's work on protection from sexual exploitation and abuse (PSEA). The evaluation covered the period from March 2017 to October 2023 and assessed WFP's norms and standards, the effectiveness of its practices, coherence across partnerships and the enabling and hindering factors surrounding its activity on PSEA. It also explored WFP's readiness to adapt to medium-term challenges.
2. The evaluation made six recommendations. Sub-recommendations describe how each recommendation can be implemented. The response presented below sets out whether WFP management agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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#### **Focal point:**

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p><b>Priority: High</b></p> <p><b>Overall deadline: Q4 2024</b></p> <p><b>1. Urgently invigorate and strengthen commitment to, and accountability for, protection from sexual exploitation and abuse (PSEA) across WFP by appointing a cross-organizational task force to operationalize the 2023 Executive Director's circular through an implementation plan for 2024–2026.</b></p>	<p><b>Ethics Office</b></p>	<p>Accepted</p>				
<p>1.1 Develop terms of reference for a WFP-wide PSEA task force (e.g. based upon the terms of reference for the interdisciplinary task force that supported the delivery of Executive Director's circular OED2022/004).</p> <p><i>The task force should be representative of WFP divisions, including Risk Management, Programme Delivery and Emergency Coordination (all components of the Programme Operations Department) (including specialists on gender/gender-based violence and protection), Legal, Inspections and Investigations, Human Resources, Ombudsman, Communications and Media, Security and Ethics. It should include senior representation from regional bureaux and selected country offices.</i></p> <p>Priority: High (immediate (Q2 2024))</p>	<p>Ethics Office (Risk Management; Programme Delivery; Emergencies Coordination, Programme Operations Department; Legal; Office of Inspections and Investigations; Human Resources; Ombudsman; Communications and Media; Security; regional bureaux; country offices)</p>	<p>Accepted</p>	<p>1. Using a consultative approach, develop terms of reference, which will outline the roles, responsibilities and participants of the WFP-wide PSEA taskforce.</p>	<p>Ethics Office (in consultation with members of the PSEA taskforce)</p>	<p>December 2024</p>	<p>Not started</p>
			<p>2. Convene the taskforce and define a calendar of meetings.</p>	<p>Ethics Office (in consultation with members of the PSEA taskforce)</p>	<p>December 2024</p>	<p>Not started</p>
			<p>3. As the first responsibility of the taskforce, draft a road map (to address recommendation 1.2), including agreed deliverables, timeline and offices responsible for delivering on the Executive Director's circular on PSEA and for continuing to provide support and guidance to country offices and regional bureaux on how to operationalize the circular.</p>	<p>PSEA taskforce</p>	<p>December 2025</p>	<p>Not started</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>1.2 Using the logic model presented in the evaluation report as the starting point, develop a PSEA implementation plan for 2024–2026, which will require the following:</p> <ul style="list-style-type: none"> <li>consolidation of existing tools and guidance for PSEA that exist within WFP;</li> <li>mapping of the PSEA architecture (headquarters, regional bureaux, country offices) to fulfil the commitments in the 2023 Executive Director's circular;</li> <li>clarification of mandatory requirements for PSEA within divisions and offices across WFP;</li> <li>analysis of the sufficiency of existing materials and identification of gaps;</li> <li>identification of linkages with programmes and technical staff in critical delivery areas such as school meals and cash-based transfers;</li> <li>sequenced articulation of processes and protocols for PSEA;</li> <li>an internal communications strategy;</li> <li>assessment and prioritization of risks and capacity needs for cooperating partners to meet PSEA commitments;</li> </ul>	<p>Ethics Office (Gender, Protection and Inclusion; Risk Management; Programme Delivery; Emergencies Coordination, Programme Operations Department; Legal; Office of Inspections and Investigations; Human Resources; Ombudsman; Communications and Media; Security; regional bureaux; country offices)</p>	<p>Accepted. However, sequenced articulation of processes, protocols, and sequencing for PSEA and business continuity plan to be further explored.</p>	<p>4. Within the mandate of the Ethics Office, draft a strategy on PSEA for 2024–2026 that identifies, prioritizes and contextualizes the strategic and concrete technical actions and interventions of the Ethics Office aimed at providing global guidance and support across all operations in its capacity as WFP's organizational focal point on PSEA. The strategy will be accompanied by a phased implementation plan that addresses the components identified in the recommendation, including by giving priority to a desk review to consolidate existing tools and guidance, map the PSEA architecture at WFP, clarify mandatory requirements, and analyse gaps in and identify linkages with programmes and technical staff in critical delivery areas.</p>	<p>Ethics Office</p>	<p>December 2024</p>	<p>Ongoing</p>
			<p>5. In order to clarify and strengthen mandatory requirements, make the PSEA self-assessment checklist a mandatory part of the Executive Director's assurance exercise. Provide support to country offices in developing or updating PSEA-specific country office action plans following an analysis of insights and results from the PSEA self-assessment checklists.</p>	<p>Ethics Office (Risk Management, in collaboration with relevant stakeholders)</p>	<p>End of 2024 and beyond</p>	<p>Not started</p>
			<p>6. Define an internal communications strategy for strengthening PSEA.</p>	<p>Ethics Office (in collaboration with relevant stakeholders)</p>	<p>December 2025</p>	<p>Not started</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<ul style="list-style-type: none"> <li>establishment of mandatory minimum requirements for PSEA consideration within country strategic plans; and</li> <li>establishment of an agreed business continuity plan to ensure stakeholder confidence of vulnerable populations in the event of a spike in complaints.</li> </ul> <p><i>Priority: High (Q4 2024)</i></p>			<p>7. Make the United Nations Implementing Partner PSEA capacity assessment mandatory. WFP has been playing a lead role in the inter-agency roll-out of the assessment. Since June 2023, partner organizations registered in the United Nations Partner Portal are asked to complete a digitalized version of the PSEA capacity assessment. The introduction of this requirement represented a key step towards harmonizing and coordinating the efforts of United Nations entities to manage SEA risks with partners and protect communities.</p>	Ethics Office (Operational Partners Unit)	December 2024	Not started
			<p>8. Make PSEA a mandatory component of CSP design to be integrated following the CSP guidance and the annual country report manual.</p>	Ethics Office (Programme Monitoring and Reporting)	End of 2024	Not started
<p><b>Priority: High</b>  <b>Overall deadline: Q4 2024</b>  <b>2. In line with international obligations on PSEA and within available resources, commit sufficient capacity and resources at headquarters, regional bureaux and country offices for effective PSEA.</b></p>	Office of Chief of Staff	Partially accepted				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>2.1 Strengthen and elevate the formalized PSEA capacity and structure at the headquarters level by ensuring that the most senior PSEA post reports directly to the Chief of Staff or the Deputy Executive Director. This change in line management effectively requires the development of a PSEA Unit outside the Ethics Office but within the Office of the Executive Director with oversight of the cross-organizational PSEA task force. Allocate dedicated resourcing for PSEA, particularly at the country level, to bolster, accelerate and give visibility to ongoing commitments.</p> <p><i>Resourcing equivalent to at least 0.04 percent of every country budget, depending on operating environment, from the first quarter of 2024 through 2026. Prioritize immediate investment in technical support and related resourcing for high-risk contexts where significant retargeting exercises are taking place.</i></p> <p>Priority: High (Q4 2024)</p>	Ethics Office (Human Resources; Risk Management)	Partially accepted as the PSEA structure can be strengthened by developing a formal unit within Ethics utilizing existing knowledge instead of developing a unit outside the Ethics Office.	1. Provide guidance on priority areas for PSEA budgeting at the country office level.	Ethics Office (in collaboration with other relevant stakeholders)	December 2024	Not started
			2. Strengthen the PSEA structure by formalizing the PSEA Unit in the Ethics Office (which currently reports to the WFP Executive Director). The structure of the formalized PSEA Unit will be more closely in line with similar structures in comparable United Nations agencies, ensuring regular direct access to the Executive Director, regular direct reporting to the Executive Board and increased human resources capacity (with respect to seniority and fixed-term positions) in line with the unit's new and increasing responsibilities.	Ethics Office (Human Resources)	December 2025	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>2.2 Immediately update the Performance and Competency Enhancement (PACE) system to include PSEA responsibilities for all country directors, deputy country directors, regional directors, deputy regional directors, heads of programme, PSEA focal points and other relevant staff, as already called for in the 2023 Executive Director's circular, and include PSEA as a core competency in PACE for managers.</p> <p>Priority: High (Q4 2024)</p>	Human Resources (Ethics Office)	Accepted	3. Review and enhance the mandatory supervisory goal in PACE – applicable to all supervisors in WFP – to include reference to PSEA.	Human Resources (Ethics Office)	December 2024	Not started
			4. Share with PSEA focal points – through regional bureaux or country offices as appropriate – the list of suggested PSEA activities and responsibilities to be included in their PACE assessments.	Ethics Office (regional bureaux and country offices)	December 2024	Not started
			5. Review and include or enhance, as appropriate, a PSEA indicator in the PACE mandatory goals for country directors and in the compacts for regional directors.	Human Resources (Ethics Office; Office of the Deputy Executive Director and Chief Operating Officer)	December 2024	Not started
			6. Include PSEA responsibilities in the entrustment letter for regional and country directors.	Ethics Office (Human Resources in coordination with the Office of the Executive Director)	December 2024	Not started
<p>2.3 As part of the 2024 organizational restructuring process, carry out workforce planning to ensure sufficient capacity across WFP and include PSEA roles and responsibilities within all relevant job descriptions to clarify staff responsibilities for the prevention of and response to SEA in how they do their jobs.</p> <p>Priority: High (Q4 2024)</p>	Human Resources (Ethics Office)	Accepted	7. Identify, review and revise relevant job profiles to include PSEA roles and responsibilities as needed.	Human Resources (Ethics Office and relevant functional areas)	December 2024	Not started
			8. Facilitate deployable PSEA capacity across WFP through coordination with existing rosters.	Ethics Office (Human Resources)	December 2025	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.4 Further strengthen the PSEA focal points network, redouble training, reinvest in the community of practice and facilitate experience-sharing. Priority: High (Q4 2024)	Ethics Office	Accepted	9. Organize PSEA focal point network workshops (either online or in person) at the regional bureau level to offer more practical guidance and promote the use of already available PSEA-specific guidance, manuals and tools, including continuous training for PSEA focal points.	Ethics Office (in coordination with regional bureaux)	December 2024	Ongoing
			10. Draft, field test and issue guidance to clarify how PSEA focal points should refer allegations of SEA and facilitate victims' access to assistance services.	Ethics Office (Office of Inspections and Investigations in consultation with relevant stakeholders)	December 2024	Ongoing
<b>Priority: High</b> <b>Overall deadline: Q4 2024</b> <b>3. Build on the opportunity presented by the IASC championship on PSEA and sexual harassment to enhance the visibility, priority and clarity of PSEA for WFP.</b>	<b>Office of the Executive Director</b>	Accepted				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>3.1 Convene senior management at the headquarters, regional and country levels to engage in annual facilitated reflections on organizational culture, abuse and exploitation of power. This should be led by the Executive Director and should prioritize the implications for the leadership and management levels before considering the broader organizational shifts required and how staff and stakeholder trust can be enhanced.</p> <p>Priority: High (Q2 2024 continuing through annual reporting)</p>	Office of the Executive Director (Chief of Staff; Leadership Group; regional bureaux; country offices)	Accepted	<p>1. Ensure that members of the Senior Management Group will incorporate PSEA and the prevention of sexual harassment into headquarters, regional and country-level management engagements, focusing on awareness-raising and knowledge enhancement on organizational culture, abuse and the exploitation of power. The Executive Director will hold senior leaders accountable for these efforts.</p>	Office of the Executive Director (in coordination with the Senior Management Group)	December 2025	Ongoing
			<p>2. Coordinate among members of the Interdisciplinary Committee (as established under Executive Director's Circular OED2022/004) to provide annual facilitated reflections on organizational culture, abuse and exploitation of power.</p>	Ethics Office to lead coordination	December 2024	Not started
			<p>3. Building on the opportunity provided by the IASC Championship, include a dedicated PSEA session during the global management meeting and, to the extent possible, at regional meetings of country directors.</p>	Office of the Executive Director (Ethics Office and regional bureaux)	December 2024	Ongoing
			<p>4. Continue to deliver dedicated PSEA training for senior leaders.</p>	Ethics Office (in collaboration with country offices)	December 2024 and beyond	Ongoing



Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.2 Issue senior management advisories and guidance in the following areas: <ul style="list-style-type: none"> <li>clarification that prevalence of SEA reporting is indicative of a well-functioning system;</li> <li>operationalization of the victim/survivor-centred approach; and</li> <li>underlying causes of SEA, namely power imbalances and organizational culture.</li> </ul> <i>Priority: High</i> (Q2 2024 continuing through annual reporting)	Ethics Office (Office of the Executive Director; regional bureaux; country offices)	Accepted	5. Draft the relevant advisories on SEA reporting and underlying causes and have it issued by the Office of the Executive Director.	Ethics Office (Office of the Executive Director in collaboration with relevant stakeholders)	December 2024	Not started
			6. Draft and field test guidance on the victim and survivor-centred approach and roll it out to regional bureaux and country offices.	Ethics Office (Human Resources; regional bureaux; country offices; other relevant stakeholders)	December 2024	Ongoing
3.3 Lead IASC initiatives to operationalize a victim/survivor-centred approach. <i>Priority: High</i> (Q4 2024)	Ethics Office (Gender, Protection and Inclusion; Senior Management Group; Security; Human Resources)	Accepted	7. With the Executive Director holding the IASC Championship on PSEAH, one of WFP's three priorities is to operationalize a victim and survivor-centred approach. This will include leading efforts to strengthen inter-agency standards on PSEAH through evidence-based best practices and lessons learned as well as meaningful engagement with women, girls and other people at risk of SEAH across different operational contexts, through the establishment of an advisory group.	Ethics Office (in collaboration with Human Resources and other relevant stakeholders)	December 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>3.4 Require country offices to include an all-staff dialogue on PSEA in self-assessment processes as part of planning and regular and mid-year/end-year management reviews.</p> <p>Priority: High (Q4 2024)</p>	<p>Risk Management (Senior Management Group; Ethics Office)</p>	<p>Accepted</p>	<p>8. Ensure that messaging and guidance in corporate self-assessment exercises led by the Risk Management Division – such as the annual Executive Director’s assurance exercise and the annual and mid-year risk review exercises – state that all-staff dialogues are required on PSEA as part of those exercises.</p> <p>In line with past practice, continue to refine PSEA-related questions in the Executive Director’s assurance exercise and PSEA-related risk descriptions in the Risk Management Division’s risk catalogue to further enhance employee understanding of PSEA risk and control issues given that SEA is both an operational risk impacting beneficiaries and a fiduciary risk impacting compliance with United Nations and WFP standards and policies.</p>	<p>Risk Management (Ethics Office)</p>	<p>For the 2024 mid-year risk register review to be launched from July to September 2024 and for the 2024 Executive Director’s assurance exercise to be launched in the fourth quarter of 2024</p>	<p>Not started</p>
			<p>9. Make using the PSEA self-assessment checklist, which is included in the Executive Director’s assurance exercise, mandatory from 2024 onwards and track compliance with the checklist through Executive Director’s assurance exercise.</p>	<p>Risk Management (Ethics Office)</p>	<p>For the 2024 Executive Director’s assurance exercise to be launched in the fourth quarter of 2024</p>	<p>Not started</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p><b>Priority: Medium</b>  <b>Overall deadline: 2026</b>  <b>4. Develop a PSEA policy and accompanying strategy by 2026 to formally affirm and elevate WFP's commitment to PSEA and to ensure that PSEA considerations fully inform the next strategic plan.</b></p>	<p><b>Office of Chief of Staff</b></p>	<p>Accepted</p>				
<p>4.1 Develop a WFP policy on PSEA. Through a process of extensive consultation and reflection on what is needed to sustain and build trust among internal and external stakeholders and in terms of resources, guidance from the cross-organizational PSEA task force and oversight and approval from the Executive Board, the policy should:</p> <ul style="list-style-type: none"> <li>reflect on the underlying causes of PSEA, the cultural norms expected within WFP and the way leadership will engender and sustain this culture regarding sexual misconduct;</li> <li>reinforce that SEA is to be expected in all contexts in which WFP operates, in recognition that all interventions involve a power differential, and recognize that an absence of complaints should result in management attention to determine why there are no complaints;</li> </ul>	<p>Ethics Office (Programme Delivery; Gender, Inclusion and Protection)</p>	<p>Accepted. However, a consultative process will determine the appropriate instrument to address various components of this recommendation.</p>	<p>1. Through a thorough consultative process and reflection, the PSEA taskforce will explore the need to develop a policy on PSEA, including whether other tools are more efficient and cost-effective in providing guidance on matters identified in the PSEA strategic evaluation and/or whether other WFP policies might address some of the identified PSEA matters.</p>	<p>PSEA taskforce</p>	<p>December 2024</p>	<p>Not started</p>
			<p>2. Through various sensitization tools, continue to promote and strengthen employees' understanding of WFP's expectations for them with regard to their conduct and their individual roles and responsibilities in relation to PSEA.</p>	<p>Ethics Office</p>	<p>2024 and beyond</p>	<p>Ongoing</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<ul style="list-style-type: none"> <li>elaborate on the implications of delivering on a commitment to a victim-centred approach;</li> <li>articulate a detailed definition of zero tolerance on inaction on PSEA and what is therefore expected of all staff in terms of their own conduct as well as their individual roles and responsibilities;</li> <li>describe how WFP will fulfil the core IASC commitments for 2022–2026 on PSEA, emphasizing those on prevention; and</li> <li>formalize the minimum required PSEA architecture at the headquarters, regional and country levels.</li> </ul> <p>Priority: Medium (2026)</p>						
<p><b>Priority: Medium</b>  <b>Overall deadline: Q2 2025</b>  <b>5. Enhance the links between SEA risk assessment, programme design and implementation.</b></p>	<p><b>Programme Operations Department</b></p>	<p>Accepted</p>				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>5.1 Integrate SEA risk assessment into WFP's operational instruments and procedures so that it becomes an automatic part of WFP's work.</p> <p>Critical aspects include:</p> <ul style="list-style-type: none"> <li>integration of SEA risk in needs assessment, programme design and programme monitoring across all activity types;</li> <li>integration of SEA risk assessment across all delivery modalities (e.g. cash-based transfers);</li> <li>inclusion of PSEA within emergency preparedness and business continuity exercises and practice; and</li> <li>mandatory integration of PSEA into country strategic plan design and the strategic programme review process.</li> </ul> <p>Priority: Medium (Q2 2025)</p>	<p>Gender, Protection, and Inclusion (Ethics Office; Risk Management; Delivery Assurance Service; Programme Policy and Guidance; Analysis, Planning and Performance; Supply Chain and Delivery)</p>	<p>Accepted</p>	<p>1. Continue piloting the non-mandatory financial service provider PSEA assessment checklist, which includes a SEA risk assessment for country offices to use when assessing potential private sector partners such as financial service providers.</p>	<p>Delivery Assurance Service</p>	<p>Third quarter of 2024</p>	<p>Ongoing</p>
			<p>2. Raise awareness of the non-mandatory financial service provider PSEA assessment checklist throughout WFP, with a focus on country offices.</p>	<p>Delivery Assurance Service</p>	<p>Second quarter of 2025 and beyond</p>	<p>Not started</p>
			<p>3. Develop guidance for headquarters, regional bureaux and country offices on SEA risks and their mitigation to further embed PSEA throughout the programme cycle, across all activity types and transfer modalities.</p>	<p>Gender, Protection, and Inclusion (in collaboration with key stakeholders including Emergency Preparedness and Response, and Ethics Office)</p>	<p>Second quarter of 2025</p>	<p>Not started</p>
			<p>4. Support implementation of recommendation 1.2 on the integration of PSEA in CSPs and the strategic programme review process.</p>	<p>Gender, Protection, and Inclusion (in close collaboration with the Ethics Office)</p>	<p>End of 2024</p>	<p>Not started</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.2 Regularly review the appropriateness of community feedback mechanisms in response to operational or contextual barriers and to enhance their utility, safety and accessibility for SEA victims. Priority: Medium (Q2 2025)	Analysis, Planning and Performance (Programme Policy and Guidance; Risk Management; Supply Chain and Delivery)	Accepted	5. Issue an Executive Director's circular that mandates relevant community feedback mechanism (CFM) assurance standards (regarding the accessibility of CFM channels; the intake, centralization, escalation and actioning of CFM cases including allegations of SEA) and establish CFM baselines in relation to CFM assurance standards to help to identify and address gaps.	Analysis, Planning and Performance (in consultation with relevant stakeholders)	September 2024	Ongoing
			6. Issue a guidance note on the intake and management of allegations of misconduct (including SEA) through CFMs.	Community feedback mechanism team – Field Monitoring Unit/Analysis, Planning and Performance (in collaboration with the Office of Inspections and Investigations; Risk Management; Ethics Office)	June 2024	Ongoing
			7. Annually monitor the following: <ul style="list-style-type: none"> <li>• country office standard operating procedures for handling allegations of misconduct coming through CFMs;</li> <li>• country office training of people-facing CFM staff as part of annual learning exercises on CFMs.</li> </ul>	Community feedback mechanism team – Field Monitoring Unit/Analysis, Planning and Performance	April 2025	Ongoing (completed for 2023 data)

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			8. Generate a dashboard for country offices to monitor allegations of misconduct (including SEA) using a WFP standard digital solution for CFM. The dashboard will include an overview of the number and type of allegations, metadata on handling processes and timelines, and the status of cases (open/closed).	Community feedback mechanism team – Field Monitoring Unit/Analysis, Planning and Performance (in consultation with the Office of Inspections and Investigations; Risk Management; Ethics Office)	December 2024	Ongoing
5.3 Conduct an assessment of the risk profiles and capacity needs of current partnerships to understand how WFP should customize its approach at the country level and with different types of partners to better enable governments, community leaders, the private sector, financial service providers, third-party monitors, standby partners and others to ensure effective PSEA. Priority: Medium (Q2 2025)	Gender, Protection and Inclusion (Ethics Office; Risk Management; Delivery Assurance Service; Programme Policy and Guidance; Analysis, Planning and Performance; Supply Chain and Delivery)	Accepted	9. Continue piloting the non-mandatory PSEA assessment checklist for financial service providers. The checklist includes an assessment of SEA risk for country offices to use when assessing potential partners such as financial service providers, as a preventative measure. WFP standard operating procedures for financial service providers/agents also include provision for country offices to request that financial service provider staff receive protection training when necessary.	Delivery Assurance Service (with contribution from Programme Policy and Guidance; Analysis, Planning and Performance; Risk Management; Ethics Office)	2024	Ongoing
			10. Reinforce awareness of commitments in the code of conduct and WFP's zero tolerance for inaction on PSEA as a preventative measure with standby partners.	Delivery Assurance Service (in close collaboration with Supply Chain and Delivery; Human Resources; Ethics Office)	December 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			11. Develop, or adapt, and test a PSEA assessment tool for third-party monitors and private-sector partners to ensure their compliance with minimum standards for PSEA.	Gender, Protection and Inclusion (in close collaboration with Analysis, Planning and Performance - Programme monitoring and reporting; Ethics Office; Supply Chain and Delivery; Delivery Assurance Service)	Second quarter of 2025	Not started
			12. Review the programme cycle to identify key areas of collaboration with community leaders on needs analysis, design, implementation and monitoring and prepare guidance (see sub-recommendation 5.1, action 3) on SEA risks and related mitigation.	Gender, Protection and Inclusion (with Analysis, Planning and Performance; all Programme Policy and Guidance services; Ethics Office)	Second quarter of 2025	Not started
<p><b>Priority: Medium</b>  <b>Overall deadline: Q4 2025</b>  <b>6. Ensure that WFP's role and contributions to inter-agency efforts are commensurate with WFP's operational size and strength, to support the development of PSEA global goods.</b></p>	<p><b>Deputy Executive Director</b></p>	<p>Accepted</p>				



Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
6.1 Reinforce WFP's role in PSEA within inter-agency partnerships by seeking opportunities to support inter-agency networks and action plans at the country level and providing support to activities agreed by the United Nations country teams/humanitarian country teams in the annual action plans. Priority: Medium (Q4 2025)	Gender, Protection and Inclusion (Ethics Office; Emergency Preparedness and Response)	Accepted	1. Proactively engage in IASC meetings and taskforces (including the Emergency Directors' Group) on PSEA to increase advocacy on and visibility of the issues and ensure that they are taken into account across emergency operations and through engagement with PSEA coordinators in humanitarian country teams.	Gender, Protection and Inclusion (in collaboration with the Office of the Deputy Executive Director and Chief Operating Officer; Ethics Office)	December 2025	Ongoing
6.2 Leverage WFP's position and opportunity within global leadership platforms (e.g. the food security and livelihoods, logistics and emergency telecommunications clusters; the private sector partnership portfolio; and cash-based transfers) to ensure that PSEA is part of the approach and coordination efforts. Specifically, this will include: <ul style="list-style-type: none"> <li>advocacy by WFP-led clusters with cluster members on PSEA responsibilities;</li> <li>inclusion of PSEA in design and assessments; and</li> <li>coordination of cluster training on PSEA and PSEA awareness-raising.</li> </ul> Priority: Medium (Q4 2025)	Gender, Protection and Inclusion (Emergency Preparedness, and Response; Ethics Office)	Accepted	2. Incorporate PSEA as a cross-cutting thematic priority in the food security cluster strategic plan and into field-level training. Incorporate PSEA advocacy and awareness-raising of PSEA commitments and priorities into the role of the food security cluster coordinator.	Gender, Protection and Inclusion (in close collaboration with Emergency Preparedness and Response; Food Security Cluster; Ethics Office)	December 2025	Ongoing
			3. Mainstream PSEA and protection standards in cluster strategy implementation plans and roll out guidance and products to ensure full implementation of PSEA initiatives at all levels, including external advocacy among cluster partners and stakeholders.	Gender, Protection and Inclusion (in close collaboration with Programme Policy and Guidance – Logistics; Logistics Cluster; Ethics Office)	December 2025	Ongoing
			4. Consult cluster leads and develop PSEA guidelines and identify good practices for potential application across the cluster system as part of one of the key deliverables under the WFP IASC Championship on PSEAH.	Ethics Office (in consultation with relevant stakeholders)	December 2024	Ongoing