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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

Executive summary

At its 2024 annual session, the Executive Board approved the first interim report of the Executive Board working group on the governance review, which contained a first set of recommendations that were subsequently taken forward by the Secretariat upon the Board's approval. Further to the submission of its interim report, the working group has now completed its review of all remaining recommendations from the independent consultant's report of May 2023, recommendations from the External Auditor's separate report on the specific examination of competencies transferred from the Executive Board to the Executive Director and some recommendations from the report of the Joint Inspection Unit entitled *Review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN Women*. The working group will continue to review recommendations from the Joint Inspection Unit report and, in line with its terms of reference, is considering outstanding recommendations from the Multilateral Organisation Performance Assessment Network assessment of WFP 2023/2024.

This report provides a summary of the work conducted by the working group since the adoption of its first interim report with a focus on its assessment of each of the governance recommendations and presents a second set of recommendations for the Board's approval. These include all remaining recommendations from the independent consultant's report: recommendations 3 and 4 on policy formulation, recommendation 5 on oversight matters, recommendations 6 and 7 on accountability, recommendation 11 on informal Board meetings and recommendation 12 on the roles and responsibilities and ways of working of the Bureau, as well as sub-recommendation 2.2 on the rationalization of Board documents and sub-recommendation 10.2 on the introduction of a code of conduct for Board members. This report also presents the proposed way forward on the External Auditor's separate report on the specific examination of

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competencies transferred from the Executive Board to the Executive Director and recommendation 4 from the Joint Inspection Unit's *Review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN Women*.

Moving forward, the working group plans to continue its assessment of all remaining recommendations from other governance initiatives, namely those from the Multilateral Organisation Performance Assessment Network assessment of WFP 2023/2024 and remaining recommendations from the *Review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN Women* and plans to present a final report to the Board at the 2025 first regular session.

Draft decision*

Having considered the report of the Executive Board working group on the governance review set out in document WFP/EB.2/2024/11-A, the Executive Board:

- i) *approves* the costed implementation plan for all remaining recommendations from the independent consultant's report as set out in annex I of this document and *calls for* their immediate implementation, as follows:
 - 1) sub-recommendation 2.2: the Board *commends* the efforts already made to rationalize and streamline Board documents under each of the governance frameworks; *endorses* the Secretariat's proposal to introduce more strategic, concise and timely policy documents within the word limits of the 2004 guidelines and a revised, simplified narrative template for country strategic plans (noting that the Board *advises* the Secretariat to share the revised template with the membership); *requests* the oversight functions to strengthen the key messages in oversight documents in line with the proposals outlined under sub-recommendation 5.3; and *requests* the Secretariat to improve the presentation of accountability documents as outlined under recommendation 6;
 - 2) recommendation 3: the Board *requests* the Secretariat to update the WFP policy formulation framework to enable a more streamlined, efficient and predictable process and more effective and strategic guidance by the membership, as set out under sub-recommendations 3.1, 3.2, 3.3, 3.4 and 3.5;
 - 3) sub-recommendation 3.1: the Board *endorses* the Secretariat's proposal to conduct a policy analysis with each strategic plan every four years and a gap analysis as part of the annual policy compendium and *advises* the Secretariat to draw on the outcomes of policy evaluations conducted by WFP's Office of Evaluation to inform the identification of policy gaps and the assessment of the need for formulating new policies or updating an existing policy. The Board further *requests* the Secretariat to review the mechanisms in place for decommissioning outdated policies as part of its update of the WFP policy formulation framework;
 - 4) sub-recommendations 3.2 and 3.3: the Board *endorses* a three-phased approach for streamlining Board engagement on policy formulation, which entails: (i) conducting a strategic informal discussion between WFP management and the Board during the policy conception phase (including by exploring the use of workshops or other meeting modalities), informed by a policy brief; (ii) convening two informal consultations for the membership to review the advanced policy draft: an online

* 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.

written consultation where the policy draft will be shared on the virtual consultation platform for the membership to provide comments in writing, and an in-person consultation, noting that additional informal consultations may be called by the Board as necessary; and (iii) submission of the final policy for the Board's approval at a formal session. The Board further *requests* the Secretariat to highlight the main revisions made to the policy drafts following each informal consultation with the Board;

- 5) sub-recommendation 3.4: the Board *advises* the Secretariat to conduct broad internal and external consultations with stakeholders in a transparent and inclusive manner to inform the policy formulation process;
- 6) sub-recommendation 3.5: at the time of Board approval of new or updated policies, the Board *advises* that relevant plans for implementation and indicative budgets be provided as supplementary notes to policies;
- 7) recommendation 5: the Board *requests* the Secretariat to update the 2018 WFP oversight framework in line with its current workplan for transitioning to an oversight and accountability framework to implement recommendations from the Joint Inspection Unit report *Review of accountability frameworks of the United Nations system organizations* (JIU/REP/2023/3, paragraph 22) and submit the updated framework for the Board's approval;
- 8) sub-recommendation 5.3: the Board *endorses* the efforts already made to rationalize and streamline Board documents on oversight and *requests* the oversight functions to further strengthen the key messages in these documents. The Board further requests the oversight functions to adhere to existing Board documentation submission deadlines for both formal sessions and informal meetings;
- 9) sub-recommendation 5.4: the Board *requests* the Secretariat to propose a list of Board session agenda items on which the Board needs to draw on the advice of the Advisory Committee on Administrative and Budgetary Questions and the Finance Committee of the Food and Agriculture Organization of the United Nations for all matters related to WFP financial administration in accordance with Article XIV.6 of the General Regulations, in consultation with the two advisory bodies, and to submit this list to the Board for its review and approval;
- 10) sub-recommendation 5.5: the Board *requests* the Secretariat to (i) centralize the follow-up actions and processes for all recommendations from all the oversight bodies to reduce the risk of overlaps and gaps, (ii) grant the membership access to WFP's oversight recommendations dashboard and (iii) ensure that the new WFP oversight and accountability framework encompasses mechanisms for following up comprehensively on recommendations from the oversight bodies;
- 11) sub-recommendation 5.6: the Board *requests* the oversight and advisory bodies to strengthen the coordination of informal Board meetings to increase efficiency. It recommends holding a minimum of three informal meetings per year with the Inspector General, the External Auditor and the WFP Risk Management Division. It also recommends maintaining its current engagement with the Office of the Ombudsman and Mediation Services and the Ethics Office (twice a year) and the Office of Evaluation (through the annual consultation on evaluation and the evaluation roundtables), noting that ad-hoc meetings may be called by the Board as necessary. The Board *recognizes* the mandate of the Independent Oversight Advisory Committee to provide independent expert advice in fulfilling its governance responsibilities with regard to oversight matters and *recommends* the introduction of regular, direct interactions between the Board and the Independent Oversight Advisory Committee by inviting

- Board members to attend the regular Independent Oversight Advisory Committee debrief meetings. The Board *recommends* that the relevance of these informal meetings be periodically assessed, and adjustments made to their format, frequency or content, as necessary;
- 12) recommendation 6: the Board *recognizes* that the annual performance report and management plan are core accountability documents and *appreciates* efforts already made to rationalize these documents to facilitate strategic discussions and decisions. The Board *advises* the Secretariat to enhance document presentation by (i) introducing key findings as bullet points at the start of each part of the annual performance report; and (ii) focusing the management plan on sections that require Board advice, reducing the length of narrative or contextual sections, and exploring ways to present complex information in a reader-friendly manner (such as through the use of graphic summaries and bullet points for explanations);
 - 13) recommendation 7: the Board *requests* the Secretariat to include the definition of key concepts such as “strategy”, “policy” and “enablers” in the forthcoming policy formulation framework document and specify the linkages between these concepts. The Board also *advises* the Secretariat to increase the visibility of WFP’s strategies for the Board by publishing a comprehensive repository of strategies on the Executive Board website;
 - 14) sub-recommendation 10.2: the Board *underscores* that the code of conduct to prevent harassment, including sexual harassment, within United Nations systems applies to all events of the Executive Board and *recommends* that the Executive Board follow United Nations best practices for codes of conduct concerning their governing bodies;
 - 15) sub-recommendation 11.1: concerning the frequency, purpose, content, format and documentation of informal meetings, the Board:
 - frequency: *advises* the Bureau to actively review the schedule of informal meetings in the Board calendar and the distribution of items in the Biennial Programme of Work of the Executive Board, and assess the strategic value and relevance of the planned meetings, in line with Rule V on the Functions of the Bureau in the Rules of Procedure of the Executive Board, recognizing that the Board reserves the right to request informal consultations as needed;
 - purpose: *advises* that each informal meeting be accompanied by a clear definition of the expected objectives and guidance being sought from the Board;
 - content and format: *advises* that informal meetings be clearly focused on strategic, policy, oversight and financial matters and that other modalities such as workshops, brown bags or online written consultations be explored to facilitate dialogue on more technical issues or other matters that do not lead up to a Board decision;
 - documentation: *requests* that a formal deadline for the submission of documentation for informal meetings be introduced to increase the strategic value of the feedback of the Board, namely two weeks before the meetings on documents to be subsequently submitted to the Board for decision and one week for other meetings on matters that do not require a Board decision;
 - 16) sub-recommendation 11.2: the Board *requests* the Secretariat to implement a streamlined country strategic plan consultation process that begins with a four-week online consultation for the membership to provide written technical comments on draft country strategic plans, followed by an informal consultation focused on

strategic issues, after the conclusion of the online review and the provision of management responses. The Board *advises* that the format for the presentation of country strategic plans during formal sessions remains as per current practice;

For the presentation of operational matters, the Board also *advises* that regional overviews are no longer tabled during Board sessions and that regional operational matters be addressed as part of the oral global overview of humanitarian needs and operational concerns and priorities;

- 17) sub-recommendation 12.2: the Board *decides* to hold the first regular session in two parts in January and February: a brief session will take place in January and be solely dedicated to the election of the Bureau; following the election, the session will be suspended to resume in February to cover the standard business of current first regular sessions. Both parts will take place in person at WFP headquarters. The Board *decides* to maintain the current documentation posting deadlines for items to be discussed in February and notes that Rule III.6 of the Rules of Procedure of the Executive Board should be revised accordingly;
 - 18) sub-recommendation 12.3: the Board *decides* not to introduce any change to the current Bureau membership term, whereby Bureau members are appointed for a tenure of one year;
 - 19) sub-recommendation 12.4: the Board *advises* that the general roles and responsibilities of the List convenors be included in the handbook that will be developed under sub-recommendation 13.2 as described in the interim report of the working group (WFP/EB.A/2024/12-A/Rev.1); and
 - 20) sub-recommendation 12.5: the Board *advises* that the use of digital tools be explored to support the work of List convenors.
- ii) *notes* that no further action is necessary on recommendation 4 and sub-recommendations 5.1, 5.2, 9.3 and 12.1, based on the working group's advice as follows:
- 1) recommendation 4: the working group has provided its recommendations to the Secretariat on the ongoing policy framework review, which is informing the finalization of WFP's forthcoming policy on policy formulation;
 - 2) sub-recommendation 5.1: an adequate level of coordination among the oversight bodies to prevent overlaps has been reached and synergies or similarities between oversight recommendations could be helpful in reinforcing or corroborating recommendations;
 - 3) sub-recommendation 5.2: coordination among the oversight functions on their workplans has improved, minimizing the impact on WFP teams;
 - 4) sub-recommendation 9.3: the proposal to leverage and expand the current online virtual consultation platform for policy matters has been addressed under sub-recommendations 3.2 and 3.3; and
 - 5) sub-recommendation 12.1: the proposal to facilitate a clear understanding of the role and responsibilities of the Bureau was addressed under sub-recommendations 13.1 (conduct a half-day introductory session for Bureau members) and 13.2 (develop a handbook for Bureau members) in the interim report of the working group (WFP/EB.A/2024/12-A/Rev.1).

- iii) further to sub-recommendation 12.2, which concerns holding the first regular session in two parts in January and February, the Executive Board *approves* the revision of Rule III.6 of the Rules of Procedure of the Executive Board as follows: "The Executive Director shall submit documentation relating to items on the provisional agenda, in the languages of the Board in accordance with Rule XIV, to the members of the Board and observers representing Members of the United Nations or Members or Associate Members of the Food and Agriculture Organization of the United Nations, normally four weeks before the agenda item is considered at a session. The documentation shall clearly present the issues proposed for decision by the Board."
- iv) *notes* that no further action is necessary on recommendation 4 from the report of the Joint Inspection Unit entitled *Review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN Women* on sub-committees, especially with regard to oversight.
- v) *requests* the Secretariat to review, prepare responses and take action, as appropriate, on points outlined in the External Auditor's separate report on the specific examination of competencies transferred from the Executive Board to the Executive Director as laid out in annex II, taking note that action points 3 and 4 on budgetary matters have been issued as formal recommendations in the External Auditor's report on the audited annual accounts 2023 (WFP/EB.A/2024/6-A/1) and have been accepted by the Secretariat.
- vi) *requests* the Executive Board Secretariat to provide regular updates to the Board on the implementation of the above recommendations.

Introduction

1. The Executive Board working group on the governance review formally commenced work in January 2024 following its establishment by the Board at the 2023 second regular session. At the 2024 annual session, the working group submitted a first interim report to the Board, which contained a first set of recommendations that were subsequently taken forward for action by the Secretariat following the Board's approval.¹ These include recommendations on the format and agenda of formal Board sessions, the reinforcement of word limits for Board documentation, the design of induction sessions and handbooks for Board and Bureau members, and digital transformation.
2. In line with its terms of reference, the working group has completed its review of all remaining recommendations from the independent consultant's [governance review report](#) of May 2023, considered possible action points from the External Auditor's separate report on the specific examination of competencies transferred from the Executive Board to the Executive Director, considered recommendation 4 from the report of the Joint Inspection Unit (JIU) entitled *Review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN Women* and will pursue its work to consider the remaining open recommendations from other governance initiatives, in line with the terms of reference of the working group. This second interim report summarizes the work conducted by the working group until 4 October 2024 with a focus on its assessment of each of the governance recommendations considered, based on its engagement with WFP senior management, the oversight functions and other stakeholders, and presents an implementation plan for all the recommendations to be taken forward.

Meetings held since the adoption of the last interim report

3. The working group, constituted by fifteen members (as outlined in annex III), conducted a total of six meetings since the adoption of its first interim report at the 2024 annual session of the Executive Board, culminating its review of all remaining recommendations from the independent consultant's report and consideration of other governance initiatives. Extensive engagements were held with WFP senior management, the oversight functions and other relevant stakeholders on the respective governance recommendations.
4. In addition to the independent consultant's report, the working group also considered recommendations from other governance initiatives, including those from the External Auditor's separate report on the specific examination of competencies transferred from the Executive Board to the Executive Director. The working group also began reviewing recommendations from the JIU report on the review of governance and oversight of the Executive Boards of the New York-based United Nations funds and programmes,² many of which were discussed in tandem with related recommendations from the independent consultant's report.
5. An online written consultation and an in-person informal consultation with the membership were conducted in October 2024 to update the membership on the outcomes of the working group's review and seek feedback on the proposals ahead of the 2024 second 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 "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).

Remaining recommendations from the independent consultant's report

6. Following a thorough review of all remaining recommendations from the independent consultant's report, the working group has prepared a costed implementation plan for the recommendations to be taken forward, as provided in annex I. The implementation plan outlines key actions to be taken, an indicative timeline, a list of key stakeholders and budgetary requirements, as applicable.

Recommendation 2: Rationalize and simplify Board documents to facilitate strategic discussions and decisions, including formats, word limits and information provided to achieve smart reporting: "strategic input for strategic output".

7. *Sub-recommendation 2.2: Formats and content of Board documents:* Further to the Board's approval of sub-recommendation 2.1 on the reinforcement of word limits at the 2024 annual session, the working group has assessed ways to rationalize the format and content of Board documents under each governance framework. Overall, there was broad recognition that considerable efforts had already been made to rationalize and streamline Board documents. While there could be opportunities for further rationalization, for example in the area of policies or country strategic plans (CSPs) (by implementing a revised, simplified CSP narrative template), the working group recognizes that information provided in core oversight and accountability documents is necessary to ensure that the Board can perform its governance role effectively and would therefore propose to strengthen the key messages and improve the presentation of these documents to facilitate more strategic discussions and decisions by the Board rather than simplifying these documents. The proposed ways for rationalizing documents under each category (policy – including CSPs; oversight; and accountability) is outlined in annex I, under sub-recommendation 2.2, sub-recommendation 5.6 and recommendation 6.

Recommendation 3: Update the policy formulation framework, define roles and responsibilities, as well as clear processes and criteria

8. The working group notes that the Secretariat has already begun to review and update the 2011 policy formulation paper as part of efforts to strengthen its portfolio of policies and that two informal consultations with the membership on policy formulation were held in March 2022 and September 2023. Having reviewed management's proposals on the way forward, the working group advises the Secretariat to update the WFP policy formulation framework to enable a more streamlined, efficient and predictable policy formulation process and more effective and strategic contributions from the membership. The updated policy formulation framework, which needs to be approved by the Executive Board and will be preceded by informal consultations with the Board, should clearly define the Board's role and involvement throughout the policy process and set out clear processes and criteria in the following areas:
9. *Sub-recommendation 3.1: Steps and timeframes for formulating, updating or decommissioning a policy:* the working group endorses management's proposal to conduct a policy analysis with each strategic plan every four years and a gap analysis as part of the annual policy compendium and advises the Secretariat to also draw on the outcomes of policy evaluations to identify policy gaps and assess the need for formulating new policies or updating an existing policy. This analysis would include decisions on the use of the exact normative tool, i.e. a policy versus a strategy. The working group would also advise the Secretariat to review the mechanisms in place for decommissioning outdated policies, as this is often overlooked in current processes.

10. *Sub-recommendations 3.2 and 3.3: Strategic and efficient consultive process with the Executive Board, including the use of digital tools:* the working group endorses a three-phased approach for streamlining Board engagement on policy formulation, which entails i) a strategic informal discussion between WFP management and the Board during the policy conception phase (including by exploring the use of workshops or other meeting modalities), informed by a policy brief; ii) two informal consultations for the membership to review the advanced policy draft: an online written consultation where the policy draft would be shared on the virtual consultation platform for the membership to provide comments in writing, and an in-person consultation, noting that additional informal consultations may be called by the Board as necessary; and iii) submission of the final policy for the Board's approval at a formal session. The working group further advises the Secretariat to highlight the main revisions made to the policy drafts following each informal consultation.
11. *Sub-recommendation 3.4: Stakeholder engagement:* the working group endorses the Secretariat's plan of conducting broad internal and external consultations with stakeholders, which should be conducted in a transparent and inclusive manner to inform the policy formulation process.
12. *Sub-recommendation 3.5: Implementation plans and indicative budgets:* at the time of Board approval of new or updated policies, the working group advises that relevant plans for implementation and indicative budgets be provided as supplementary notes to policies.

Recommendation 4: Conduct the planned policy framework review as a part of the current governance initiative rather than a standalone exercise to identify the potential gaps and the steps necessary to address identified issues

13. The working group has provided its recommendations to WFP management on the ongoing policy formulation framework review, which is informing the finalization of WFP's forthcoming policy on policy formulation.

Recommendation 5: Revisit and update the oversight framework to address the identified issues

14. The working group notes that WFP management already plans to update the WFP oversight framework and has begun engaging with the oversight functions on its workplan. The working group therefore advises the Secretariat to update the 2018 WFP oversight framework in line with its current workplan for transitioning to an oversight and accountability framework to implement recommendations from the JIU report entitled *Review of accountability frameworks of the United Nations system organizations* (JIU/REP/2023/3, paragraph 22) and submit the updated framework for the Board's approval.
15. *Sub-recommendation 5.1: Potential overlaps and risk of contradicting or disconnected recommendations from the oversight bodies reporting on the same or related risks and issues.* The working group has determined that no further action is necessary, recognizing that an adequate level of coordination among the oversight bodies to prevent overlaps has been reached and that synergies or similarities between oversight recommendations could help to reinforce or corroborate recommendations.
16. *Sub-recommendation 5.2: Data collection, assessment and reporting cycles of the different oversight bodies and their impact on the capacity and resources of WFP teams.* The working group has determined that no further action is necessary, recognizing that the coordination among the oversight functions on their workplans has improved, minimizing the impact on WFP teams.

17. *Sub-recommendation 5.3: Complexity, length and late submission of the Board documents and the impact of the strategic governance role of the Executive Board.* The working group endorses the efforts already made to rationalize and streamline Board documents on oversight and advises the oversight functions to further strengthen the key messages in these documents. The working group advises the oversight functions to adhere to documentation submission deadlines and submit all background documentation four weeks before formal sessions and two weeks before informal meetings.
18. *Sub-recommendation 5.4: Rationalization and simplification of the Board documents reviewed by the ACABQ and FAO Finance Committee.* Following a review of the list of documents currently submitted to the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the Finance Committee of the Food and Agriculture Organization of the United Nations (FAO), the working group advises the Secretariat to propose a list of items of Board session agenda on which the Board needs to draw on the advice from the ACABQ and the FAO Finance Committee for all matters related to WFP financial administration in accordance with Article XIV.6 of the General Regulations, in consultation with the two advisory bodies, and to submit this list to the Board for its review and approval.
19. *Sub-recommendation 5.5: Existing follow-up mechanism and the potential gaps concerning the recommendations of the oversight bodies.* The working group advises the Secretariat to centralize the follow-up actions and processes for all recommendations from all the oversight bodies to reduce the risk of overlaps and gaps; grant the membership access to WFP's oversight recommendations dashboard; and ensure that the new WFP oversight and accountability framework encompasses mechanisms for following up comprehensively on recommendations from the oversight bodies.
20. *Sub-recommendation 5.6: Frequency and content of the informal Board meetings and assessment of their relevance.* The working group advises the oversight and advisory bodies to strengthen the coordination of informal Board meetings to increase efficiency. The working group recommends holding a minimum of three informal meetings per year with the Inspector General, the External Auditor and the WFP Risk Management Division. The working group also recommends maintaining the Board's current engagement with the Office of the Ombudsman and Mediation Services and the Ethics Office (twice a year) and the Office of Evaluation (through the annual consultation on evaluation and the evaluation roundtables), noting that ad hoc meetings may be called by the Board as necessary.
21. The working group recognizes the mandate of the Independent Oversight Advisory Committee (IOAC) in providing independent expert advice to the Board as it exercises its governance responsibilities with regard to oversight matters and advises the Board to conduct regular and direct interactions with the IOAC by inviting Board members to attend the regular IOAC debrief meetings. The working group recommends that the relevance of these informal meetings be periodically assessed, and adjustments made to their format, frequency or content as necessary.

Recommendation 6: Rationalize and simplify reporting to make it suitable for strategic discussions and decisions related to accountability

22. The working group recognizes that the annual performance report and the management plan are core accountability documents and acknowledges efforts already made by the Secretariat to rationalize these documents. The working group advises that document presentation could be enhanced by i) presenting key findings as bullet points at the start of each part of the annual performance report; and ii) focusing the management plan on sections that require Board advice, reducing the length of narrative or background information sections, and exploring ways to present complex information in a

reader-friendly manner (e.g. through the use of graphic summaries and bullet points for explanations).

Recommendation 7: Define the links between key concepts like “strategy”, “policy” and “enablers” to ensure a good understanding by Board members when executing their governance role

23. Noting a lack of clarity surrounding WFP’s various normative instruments, especially with regard to the substantive difference between a “strategy” and a “policy”, the working group advises the Secretariat to define key concepts such as “strategy”, “policy” and “enablers” in the forthcoming policy formulation framework document, specify the links between these concepts and define the process for when which normative instrument is used in order to ensure a good understanding by the Board when executing its governance role. The working group also advises the Secretariat to increase the visibility of WFP’s strategies for the Board by publishing a comprehensive repository of strategies on the Executive Board website.

Sub-recommendation 9.3: Leverage and expand the current online virtual consultations platform for policy matters

24. The working group mentioned this sub-recommendation in its interim report in connection with the independent consultant’s recommendation on digital transformation, which encouraged the use of online consultations. Upon further review, the working group has determined that no further action is necessary as this proposal has already been addressed under sub-recommendations 3.2 and 3.3, where the Secretariat proposed to adopt the current virtual consultation platform for the policy consultation process.

Sub-recommendation 10.2: Introduce a code of conduct for Executive Board members

25. The working group underscores that the code of conduct to prevent harassment, including sexual harassment, within United Nations systems applies to all events of the Executive Board and recommends that the Executive Board follow United Nations best practices for codes of conduct concerning their governing bodies.

Recommendation 11: Revisit and improve the consensus building processes and platforms

26. *Sub-recommendation 11.1: Format, content, purpose, frequency, and documentation of the informal meetings.* The working group reviewed the various informal meetings in the Board calendar. The working group recognizes that the number of informal meetings represents a considerable burden on both the membership and WFP management. However, it also acknowledges the value of these consultations in building consensus, ensuring efficiency during formal sessions, sharing information and receiving updates on matters of operational concern. The working group made specific recommendations with regard to informal meetings leading to the approval or update of a policy or CSP³ as well as informal meetings with the oversight bodies in recommendations 3 and 5 and sub-recommendation 11.2. With regard to informal meetings in general, the working group proposes the following:
- *frequency of informal meetings:* the working group advises the Bureau to actively review the schedule of informal meetings and the distribution of items in the biennial programme of work of the Executive Board and assess the strategic value and relevance of the planned meetings, in line with Rule V on the Functions of the Bureau in the Rules of Procedure of the Executive Board. The working group recognizes that the Board reserves the right to request informal meetings as needed;

³ In this report, the term “country strategic plan (CSP)” refers to all types of plan under the CSP framework, including CSPs, interim CSPs, multi-country strategic plans, limited emergency operations and transitional interim CSPs.

- *purpose of informal meetings*: the working group advises that each informal meeting be accompanied by a clear definition of the expected objectives and guidance being sought from the Board;
 - *content and format of informal meetings*: the working group advises that informal meetings be clearly focused on strategic, policy, oversight and financial matters and that other modalities such as workshops, brown bags or online written consultations be explored to facilitate dialogue on more technical issues or other matters that do not lead up to a Board decision, e.g. on policy-related implementation updates. The working group recognizes that other modalities could lead to greater efficiency and save cost, e.g. if interpretation was offered on request; and
 - *documentation for informal meetings*: the working group requests that a formal deadline for the submission of documentation for informal meetings be introduced to increase the strategic value of the feedback of the Board, namely two weeks before the meetings on documents to be subsequently submitted to the Board for decision and one week for other meetings on matters that do not require a Board decision.
27. *Sub-recommendation 11.2: CSP consultations and approval at formal Board sessions.* The working group advises the Secretariat to implement a streamlined CSP consultation process that begins with a four-week online written consultation for the membership to provide written technical comments on draft CSPs, followed by an informal consultation focused on strategic issues, after the conclusion of the online review and the provision of management responses. This would help focus the in-person informal consultation on strategic issues, compared to the current approach where many technical comments are often raised during the in-person informal consultation, which takes place three weeks into the four-week online written consultation. The working group advises the Secretariat to continue the current practice of presenting CSP evaluation findings alongside new CSPs during the consultation process as well as during CSP approvals at formal sessions, as these serve as an important evidence base to inform discussions.
28. The working group also considered options for streamlining the presentation of CSPs during formal sessions. While some members were in favour of a more streamlined process that would see the ceremonial gaveling of CSPs at formal sessions without presentations by management or the opportunity for Member States to provide statements, others favoured retaining the current approach, underscoring the governance role of the Board in approving WFP programmes and the importance for all Member States to continue to have the opportunity to provide statements during the approval of CSPs, especially for smaller delegations who are often unable to attend informal consultations, and for WFP management to hear the reaction of the membership to a CSP in a formal arena. The working group therefore advises that the format for the presentation of CSPs during formal sessions remain as per current practice, including the presentation of the main evaluation findings.
29. For the presentation of operational matters, the working group also advises that regional overviews are no longer tabled during Board sessions and that regional operational matters be addressed as part of the oral global overview of humanitarian needs and operational concerns and priorities.

Recommendation 12: Revisit the roles and responsibilities, tenure and the ways of working of the Executive Board Bureau

30. *Sub-recommendation 12.1: Clear understanding of the role and responsibilities of the Bureau.* The working group has determined that this sub-recommendation has already been addressed under sub-recommendations 13.1 (conduct a half-day introductory session for Bureau members) and 13.2 (develop a handbook for Bureau members), which were presented in its interim report.
31. *Sub-recommendation 12.2: Alignment of the term of the Executive Board and Bureau membership by holding the elections in January.* Having reviewed the current arrangement whereby Bureau elections are conducted at the first regular session in February, the working group has determined that there is value in aligning the term of the Board and Bureau membership. The working group therefore proposes to hold the first regular session across two periods in January and February: the first part in January would be a brief session solely dedicated to the election of the Bureau; following the election, the session would be suspended to resume in February to cover the standard business of current first regular sessions including the Executive Director's opening remarks. Both parts would be held in person at WFP headquarters.
32. The working group also proposes to maintain the current documentation posting deadlines for items to be discussed in February, which would require the Board to revise Rule III.6 of the Rules of Procedure of the Executive Board. The process for setting the agenda would not necessitate revisions of the Rules of Procedure. The agenda for the first session would be circulated to the Board six weeks in advance of the start of the session in accordance with Rule III.3 of the Rules of Procedure of the Executive Board, indicating the agenda items for the first and the second part of the session. On the first day of the first half of the first session, the Board would adopt the provisional agenda for the first part only. The agenda for the second part of the first session would remain provisional until the first day of the second part of the first session, when the agenda for the second half would be adopted.
33. *Sub-recommendation 12.3: Bureau membership term is long enough for the new Bureau members to understand the role and execute optimally.* The Board can agree on ways of working for the Bureau, including the appointment of conveners for two years instead of one. The working group proposes not to introduce any change to the current Bureau membership term, whereby Bureau members are appointed for a tenure of one year.
34. *Sub-recommendation 12.4: All Lists employ a harmonized approach to information dissemination and input collection by drafting the terms of reference of the List conveners and their ways of working.* Instead of introducing formal terms of reference for List conveners, the working group proposes to include the general roles and responsibilities of List conveners in the handbook for Bureau members to be developed under sub-recommendation 13.2, as set out in its first interim report.
35. *Sub-recommendation 12.5: Allocating an administrative support officer from the Executive Board Secretariat to each electoral List.* This additional administrative support would encourage more Member States to become List conveners. The working group proposes that the use of digital tools be explored to support the work of List conveners.

Recommendations from other governance initiatives

36. Following the working group's engagement with the External Auditor on the External Auditor's separate report on the specific examination of competencies transferred from the Executive Board to the Executive Director, the working group advises the Board to direct the Secretariat to prepare responses and take action in response to the points set out in the External Auditor's separate report on the specific examination of competencies transferred from the Executive Board to the Executive Director, in line with the proposed action document presented by the External Auditor to the working group, the contents of which are outlined in annex II, taking note that action points 3 and 4 on budgetary matters have been issued as formal recommendations in the External Auditor's report on the audited annual accounts, 2023 (WFP/EB.A/2024/6-A/1) and have been accepted by the Secretariat.
37. In line with recommendation 4 from the JIU report on the review of governance and oversight of the Executive Boards of the New York-based United Nations funds and programmes, the working group discussed establishing a sub-committee on oversight by having a smaller, more focused group of Board members engaging in depth on oversight-related matters instead of the current practice of conducting informal meetings as referenced in sub-recommendation 5.6 in the independent consultant's report to achieve greater efficiency and possibly strengthen the Board's oversight. However, given the lack of consensus among working group members on this subject and considering the working group's proposal to strengthen the interactions between the Board and the External Auditor, Risk Management Division and the IOAC under sub-recommendation 5.6 of the independent consultant's report, the idea of creating a sub-committee on oversight was not further pursued.

Next steps

38. Having concluded the review of all recommendations from the independent consultant's governance review report of May 2023, having determined the way forward on the External Auditor's separate report on the specific examination of competencies transferred from the Executive Board to the Executive Director and having taken a decision on recommendation 4 in the JIU report, *Review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN Women*, the working group plans to continue its assessment of remaining recommendations from other governance initiatives – namely those from the Multilateral Organisation Performance Assessment Network assessment of WFP 2023/2024 and remaining recommendations from the aforementioned JIU report – and plans to conclude its work and present a final report to the Board at the 2025 first regular session.

ANNEX I

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT

Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
<p>2. Rationalize and simplify Board documents to facilitate strategic discussions and decisions including formats, word limits and information provided to achieve smart reporting: “strategic input for strategic output”.</p>	<p>2.2 Rationalize the format and content of Board documents to facilitate strategic discussions and decisions.</p> <ul style="list-style-type: none"> • Policy documents: The Board endorses the Secretariat’s proposal to introduce more strategic and timely policy documents and welcomes the Secretariat’s commitment to producing more concise policy drafts (within the limits of the 2004 guidelines: 6000 words for policies and 4000 words for policy updates). • Country strategic plans (CSPs): The Board endorses the Secretariat’s proposal to introduce a revised, simplified CSP narrative template that would tell a more coherent story of WFP’s contribution, priorities and comparative advantage in supporting the country’s 2030 Agenda trajectory and reduce the document to 5,000-6,000 words (down from the current 9,000 words). The Board advises the Secretariat to share the revised template with the membership. • Oversight documents: The Board requests the oversight functions to strengthen the key messages in oversight documents in line with the proposals outlined under sub-recommendation 5.3. • Accountability documents: The Board requests the Secretariat to improve the presentation of accountability documents as outlined under recommendation 6. 	<p>Policy documents: From 2025</p> <p>Revised CSP template: To be applied to countries that will submit their CSPs at EB.2/2025</p> <p>Oversight documents: See sub-recommendation 5.3</p> <p>Accountability documents: See recommendation 6</p>	<p>WFP management (policy and accountability documents) in close consultation with Executive Board members</p> <p>Oversight functions (oversight documents)</p>	<p>N/A</p>	<p>Significant time and cost savings on the part of the membership and WFP management</p> <p>More streamlined and strategic exchanges between the Board and WFP management</p>

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT

Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
<p>3. Update the policy formulation framework, define roles and responsibilities, as well as clear processes and criteria for:</p> <ul style="list-style-type: none"> • Required steps and timeframe to formulate or update a policy and follow up the implementation • Maximum number, format and frequency of informal consultations and other informal meetings for the formulation or update of each policy • Use of new technologies and existing digital tools to increase efficiency and engagement with the Board members when collecting input and feedback (e.g. online consultation), as well as follow-up of the implementation • Stakeholder engagement • Planning of implementation and budgeting processes when adopting or updating new policies • Board reporting and engagement to enable the necessary strategic discussions at the required stages of policy formulation 	<p>3. Update the WFP policy formulation framework.</p> <p>The Board requests the WFP Secretariat to update the WFP policy formulation framework to enable a more streamlined, efficient and predictable process and more effective and strategic guidance by the membership. The updated framework should clearly define the following:</p> <ul style="list-style-type: none"> • 3.1 Steps and timeframes for formulating, updating or decommissioning a policy: The Board endorses the Secretariat’s proposal to conduct a policy analysis with each strategic plan every four years and a gap analysis as part of the annual policy compendium and advises the Secretariat to draw on the outcomes of policy evaluations conducted by WFP’s Office of Evaluation to inform the identification of policy gaps and the assessment of the need for formulating new policies or updating existing policies. The Board further requests the Secretariat to review the mechanisms in place for decommissioning outdated policies as part of its update to the WFP policy formulation framework. • 3.2 Strategic and efficient consultative process with the Executive Board, including (3.3) the use of digital tools: The Board endorses a three-phased approach for streamlining Board engagement on policy formulation, which entails: i) conducting a strategic informal discussion between WFP management and the Board during the policy conception phase (including by 	<p>From January 2025: Informal consultations with the Executive Board on the updated policy formulation framework</p> <p>EB.1/2025: Updated “Policy on policies” submitted to the Board for approval</p> <p>EB.2/2025: policy gap analysis</p>	<p>WFP management in close consultation with the Executive Board membership and other stakeholders, Executive Board Secretariat (implementation of the policy online consultation platform)</p>	<p>USD 30,000– USD 50,000 (implementation of the virtual consultations platform for policy matters – sub-recommendation 3.3)</p> <p>No additional cost is foreseen for the implementation of other sub-recommendations</p>	<p>More streamlined, efficient and predictable policy formulation process contributing to time and cost savings on the part of the membership and WFP management</p> <p>More defined understanding of the Board’s role and involvement throughout the policy process, contributing to more effective and strategic contributions from the membership</p>

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT

Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
	<p>exploring the use of workshops or other meeting modalities), informed by a policy brief;</p> <p>ii) convening two informal consultations for the membership to review the advanced policy draft: an online written consultation where the policy draft will be shared on the virtual consultation platform for the membership to provide comments in writing, and an in-person consultation, noting that additional informal consultations may be called by the Board as necessary; and iii) submission of the final policy for the Board’s approval at an formal session. The Board further requests the Secretariat to highlight the main revisions made to the policy drafts following each informal consultation with the Board.</p> <ul style="list-style-type: none"> • 3.4 Stakeholder engagement: The Board advises the Secretariat to conduct broad internal and external consultations with stakeholders in a transparent and inclusive manner to inform the policy formulation process. • 3.5 Implementation plans and indicative budgets: At the time of Board approval of new or updated policies, the Board advises that relevant plans for implementation and indicative budgets be provided as supplementary notes to policies. 				

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT					
Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
4. Conduct the planned policy framework review as a part of the current governance initiative rather than a standalone exercise to identify the potential gaps and the steps necessary to address identified issues.	4. No further action is necessary. The working group has provided its recommendations to WFP management on the ongoing policy framework review, which is now informing the finalization of WFP’s forthcoming policy on policy formulation. The Secretariat has shifted the timeline on the finalization of the “policy on policies” to ensure full coordination with the work of the governance review working group and to ensure coherence with the governance review’s recommendations on policy.	N/A	N/A	N/A	N/A
5. Revisit and update the oversight framework to address the identified issues concerning:	5. Update the WFP oversight framework in line with the Secretariat’s existing workplan of transitioning to an oversight and accountability framework. The Board requests the Secretariat to update the 2018 WFP oversight framework in line with its current workplan for transitioning to an oversight and accountability framework to implement recommendations from the JIU report <i>Review of accountability frameworks of the United Nations system organizations</i> (JIU/REP/2023/3, para 22) and submit the updated framework for the Board’s approval.	Q2 2025: First informal consultation Q3 2025: Second informal consultation EB.2/2025: Submission of the updated framework for Board approval	WFP management in close consultation with the Executive Board and the oversight functions	N/A	Strengthened oversight and accountability framework to better guide WFP’s oversight and accountability activities and enable the Board to better perform its oversight role
<ul style="list-style-type: none"> Potential overlaps and risk of contradicting or disconnected recommendations from the oversight bodies reporting on the same or related risks and issues 	5.1 No further action is necessary. Further to the working group’s engagement with the WFP oversight functions, the Board recognizes that an adequate level of coordination among the oversight bodies to prevent overlaps has been reached and that synergies or similarities across the oversight recommendations could be conducive for reinforcing or corroborating recommendations.	N/A	N/A	N/A	N/A

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT					
Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
<ul style="list-style-type: none"> Data collection, assessment and reporting cycles of the different oversight bodies and their impact on the capacity and resources of the WFP teams 	<p>5.2 No further action is necessary.</p> <p>Further to the working group’s engagement with the WFP oversight functions, the Board recognizes that the coordination among the oversight functions on their workplans has improved, mitigating the impact on WFP teams.</p>	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> Complexity, length and late submission of the Board documents and the impact of the strategic governance role of the Executive Board 	<p>5.3 Further strengthen the key messages in oversight documents and enforce Board documentation submission deadlines.</p> <p>The Board endorses the efforts already made to rationalize and streamline Board documents on oversight and requests the oversight functions to further strengthen the key messages in these documents to enable the Executive Board to better perform its strategic governance role. The Board further requests the oversight functions to adhere to existing Board documentation submission deadlines for both formal sessions (four weeks before the session) and informal meetings (two weeks before the meeting).</p>	<p>EB.A/2025: Updated Board documents on oversight with strengthened key messages</p> <p>From January 2025: Enforcement of existing Board documentation submission deadlines</p>	WFP oversight functions, Executive Board Secretariat	N/A	Strengthened strategic governance role of the Board on oversight matters

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT

Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
<ul style="list-style-type: none"> Rationalization and simplification of the Board documents reviewed by the Advisory Committee on Administrative and Budgetary Questions (ACABQ), the Finance Committee of the Food and Agriculture Organization of the United Nations (FAO) 	<p>5.4 Determine the items of Board session agenda on which the Board needs to draw on the advice from the ACABQ and FAO Finance Committee.</p> <p>The WFP General Regulations provide a broad indication of what documents should be submitted to the ACABQ and the FAO Finance Committee: Article XIV.4 states that the Board shall draw on the advice of the ACABQ and the FAO Finance Committee in all matters relating to the financial administration of WFP. Following the working group’s review of the list of WFP documents currently being submitted to these two bodies, the Board requests the Secretariat to propose a list of Board session agenda items on which the Board needs to draw on the advice of the ACABQ and the FAO Finance Committee for all matters related to WFP financial administration in accordance with Article XIV.6 of the General Regulations, in consultation with the two advisory bodies, and to submit this list to the Board for its review and approval.</p>	<p>EB.A/2025: Submission of a proposed list of items of Board session agenda on which the Board needs to draw on the advice from the ACABQ and FAO Finance Committee for Executive Board approval</p>	<p>Executive Board members</p>	<p>N/A</p>	<p>More streamlined and focused advice from the ACABQ and FAO Finance Committee on financial administration matters</p> <p>Strengthened strategic governance role of the Executive Board on financial matters</p>

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT

Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
<ul style="list-style-type: none"> Existing follow-up mechanisms and the potential gaps concerning the recommendations of the oversight bodies (e.g. Advisory Committee on Administrative and Budgetary Questions (ACABQ), the Finance Committee of the Food and Agriculture Organization of the United Nations (FAO), the Independent Oversight Advisory Committee (IOAC), the Office of the Inspector General, evaluations, the Office of the Ombudsman and Mediation Services, etc.). 	<p>5.5 Strengthen follow-up mechanisms for all recommendations from all the oversight bodies.</p> <p>The Board requests the Secretariat to i) centralize the follow-up actions and processes for all recommendations from all the oversight bodies to reduce the risk of overlaps and gaps, ii) grant the membership access to WFP’s oversight recommendations dashboard and iii) ensure that the new WFP oversight and accountability framework encompass mechanisms for following up comprehensively on recommendations from the oversight bodies.</p>	From January 2025	Executive Board members, Executive Board Bureau, WFP management	N/A	Strengthened strategic governance role of the Executive Board on oversight matters
<ul style="list-style-type: none"> Frequency and content of the informal Board meetings and assessment of their relevance (e.g. to eliminate the risk of repetition or lack of efficiency) 	<p>5.6 Strengthen the coordination of informal Board meetings on oversight, streamline the number of meetings according to their relevance and implement direct interactions between the Board and the IOAC.</p> <p>The Board requests the oversight and advisory bodies to strengthen the coordination of informal Board meetings to increase efficiency. It recommends holding a minimum of three informal meetings per year with the Inspector General, the External Auditor and the WFP Risk Management Division. It also recommends maintaining its current engagement with the Office of the Ombudsman and Mediation Services and the Ethics Office (twice a year) and the Office of Evaluation (through the annual consultation on evaluation and the evaluation roundtables), noting that ad hoc meetings may be called by the Board as necessary.</p>	From January 2025	Executive Board members, Executive Board Bureau, oversight functions, IOAC, Executive Board Secretariat	N/A (Cost for additional meetings between the Board and the IOAC to be covered under the Executive Board Secretariat’s regular budget)	Strengthened strategic governance role of the Executive Board on oversight matters

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT					
Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
	The Board recognizes the mandate of the IOAC to provide independent expert advice in fulfilling its governance responsibilities with regard to oversight matters and recommends the introduction of regular, direct interactions between the Board and the IOAC by inviting Board members to attend the regular IOAC debrief meetings. The Board recommends that the relevance of these informal meetings be periodically assessed, and adjustments made to their format, frequency or content, as necessary.				
6. Rationalize and simplify reporting to make it suitable for strategic discussions and decisions related to accountability.	<p>6. Enhance the presentation of the annual performance report and management plan to facilitate strategic discussions and decisions on accountability.</p> <p>The Board recognizes that the annual performance report and management plan are core accountability documents and appreciates efforts already made to rationalize these documents to facilitate strategic discussions and decisions. The Board advises the Secretariat to enhance document presentation by i) introducing key findings as bullet points at the start of each part of the annual performance report; and ii) focusing the management plan on sections that require Board advice, reducing the length of narrative or contextual sections, and exploring ways to present complex information in a reader-friendly manner (e.g. through the use of graphic summaries and explanations in bullet points).</p>	<p>EB.A/2025: Enhanced annual performance report submitted to the Board for approval</p> <p>EB.2/2025: Enhanced management plan submitted to the Board for approval</p>	WFP management in close consultation with the Executive Board	N/A	<p>More strategic exchanges between the Board and WFP management on accountability matters</p> <p>More strategic decisions by the Board on accountability</p>

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT					
Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
7. Define the links between key concepts like “strategy”, “policy” and “enablers” to ensure a good understanding by Board members when executing their governance role.	<p>7. Clearly define the terms “strategy”, “policy” and “enablers” and increase visibility on WFP’s strategies.</p> <p>The Board requests the Secretariat to include the definition of key concepts such as “strategy”, “policy” and “enablers” in the forthcoming policy formulation framework document, specify the linkages between these concepts and define the process for when which normative instrument is used. The Board also advises the Secretariat to increase the visibility of WFP’s strategies for the Board by publishing a comprehensive repository of strategies on the Executive Board website.</p>	Definition of terms to be included in forthcoming “Policy on policies” Board document to be submitted to the Board for approval at EB.1/2025	WFP management in close consultation with the Executive Board	N/A	Strengthened understanding of the key concepts “strategy”, “policy” and “enablers” contributing to strengthened strategic governance role of the Executive Board on strategy and policy matters
9.3 Leverage and expand the current Online Virtual Consultations Platform for policy matters.	<p>9.3 No further action is necessary.</p> <p>Already addressed under sub-recommendations 3.2 and 3.3, where the Secretariat proposed to adopt the current virtual consultations platform for the policy consultation process.</p>	N/A – see sub-recommendations 3.2 and 3.3	N/A – see sub-recommendations 3.2 and 3.3	N/A – see sub-recommendations 3.2 and 3.3	N/A – see sub-recommendations 3.2 and 3.3
10. Introduce global ethics and integrity benchmarks, including a code of conduct for Executive Board members including a cooling off period for Board member representatives when joining WFP as staff members.	<p>10.2 Introduce a code of conduct for Executive Board members.</p> <p>The Board underscores that the code of conduct to prevent harassment, including sexual harassment, within United Nations systems applies to all events of the Executive Board and recommends that the Executive Board follow United Nations best practices for codes of conduct concerning their governing bodies.</p>	From January 2025	Executive Board	N/A	Greater adherence to global ethics and integrity benchmarks

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Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
<p>11. Revisit and improve the consensus building processes and platforms including:</p> <ul style="list-style-type: none"> Format, content, purpose, frequency, and reporting of the informal meetings to ensure for the Board to have the required discussions and provide strategic direction for WFP. All written documentation and statements should be submitted electronically in advance, and meetings should focus on discussion. The various types of meetings should be assessed to see if some could be replaced by written processes using the existing online platform. 	<p>11.1 Format, content, purpose, frequency and reporting of the informal meetings.</p> <p>Concerning the frequency, purpose, content, format and documentation of informal meetings, the Board:</p> <ul style="list-style-type: none"> <i>frequency of informal meetings:</i> advises the Bureau to actively review the schedule of informal meetings and the distribution of items in the Biennial Programme of Work of the Executive Board, and assess the strategic value and relevance of the planned meetings, in line with Rule V on the Functions of the Bureau in the Rules of Procedure of the Executive Board, recognizing that the Board reserves the right to request informal consultations as needed; <i>purpose of informal meetings:</i> advises that each informal meeting be accompanied by a clear definition of the expected objectives and guidance being sought from the Board; <i>content and format of informal meetings:</i> advises that informal meetings be clearly focused on strategic, policy, oversight and financial matters and that other modalities such as workshops, brown bags or online written consultations be explored to facilitate dialogue on more technical issues or other matters that do not lead up to a Board decision; and 	<p>From January 2025: Bureau to actively review the schedule of informal meetings on the Board calendar and the distribution of items in the biennial programme of work</p> <p>Early 2025: Clear definition of objectives for each meeting, alternative formats, enforcement of strict documentation deadlines for informal meetings</p>	<p>Executive Board Bureau, WFP management, Executive Board Secretariat</p>	<p>N/A</p>	<p>Significant time and cost savings on the part of the membership and WFP management</p> <p>More streamlined and strategic exchanges between the Board and WFP management</p>

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT

Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
	<ul style="list-style-type: none"> <i>documentation for informal meetings:</i> requests that a formal deadline for the submission of documentation for informal meetings be introduced to increase the strategic value of the feedback of the Board, namely two weeks before the meetings on documents to be subsequently submitted to the Board for decision and one week for other meetings on matters that do not require a Board decision. 				
<ul style="list-style-type: none"> CSPs: Written online consultations should take place before the informal consultation meetings to ensure that all technical questions have been raised and addressed. The meetings should focus on discussion, with very short presentations at the beginning. Consideration of CSPs at formal Board sessions should be limited to the reading of the relevant draft decisions and ceremonial gavelling to mark their adoption. 	<p>11.2 CSP consultation and Board approval process.</p> <p>The Board requests the Secretariat to implement a streamlined CSP consultation process that begins with a four-week online consultation for the membership to provide written technical comments on draft CSPs, followed by an informal consultation focused on strategic issues, after the conclusion of the online review and the provision of management responses. The Board advises the Secretariat to continue the current practice of presenting CSP evaluation findings alongside new CSPs during the consultation process as well as during CSP approvals at formal sessions, as these serve as an important evidence base to inform discussions.</p> <p>The Board advises that the format for the presentation of CSPs during formal sessions remain as per current practice, including the presentation of the main evaluation findings.</p>	Streamlined CSP consultation process: To be applied to CSPs due to be submitted from EB.2/2025	WFP management, Executive Board, Executive Board Secretariat	N/A	<p>More efficient use of the Board’s time during formal sessions</p> <p>More streamlined and strategic exchanges between the Board and WFP management</p>

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT					
Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
	For the presentation of operational matters, the Board also advises that regional overviews are no longer tabled during Board sessions and that regional operational matters be addressed as part of the oral global overview of humanitarian needs and operational concerns and priorities.				
<p>12. Revisit the roles and responsibilities, tenure, and the ways of working of the Executive Board Bureau to ensure:</p> <ul style="list-style-type: none"> • Clear understanding of the role and the responsibilities of the Bureau 	<p>12.1 No further action is necessary.</p> <p>This sub-recommendation was addressed under sub-recommendations 13.1 (conduct a half-day introductory session for Bureau members) and 13.2 (develop a handbook for Bureau members) in the working group’s interim report.</p>	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> • Alignment of the term of the Executive Board and Bureau membership by holding the elections in January. The new Bureau members elected in January would also have enough time to prepare for the Board’s annual session. 	<p>12.2 Hold the first regular session across two periods in January and February, with the first part solely dedicated to the election of the Bureau, and revise Rule III.6 of the Rules of Procedure of the Executive Board to maintain current documentation posting deadlines for items to be discussed in February.</p> <p>The Board decides to hold the first regular session in two parts in January and February: a brief session will take place in January and be solely dedicated to the election of the Bureau; following the election, the session will be suspended to resume in February to cover the standard business of current first regular sessions. Both parts will take place in person at WFP headquarters. The Board decides to maintain the current documentation posting deadlines for items to be discussed in February and notes that Rule III.6 of the Rules of Procedure of the Executive Board should be revised accordingly.</p>	<p>EB.2/2024: Board approval of the split first regular session and revised Rule III.6</p> <p>January 2025: Implementation of the split first regular session with Bureau elections held in January</p>	Executive Board members, Executive Board Bureau, Executive Board Secretariat	N/A (The cost of the additional Bureau election session is minimal and could be covered under the Executive Board Secretariat’s regular budget)	Alignment of the term of the Executive Board and Bureau membership contributing to more effective functioning of the Bureau

TABLE A.1 – COSTED IMPLEMENTATION PLAN: REMAINING RECOMMENDATIONS FROM THE INDEPENDENT CONSULTANT’S REPORT					
Recommendations from the independent consultant’s report	Sub-recommendations and actions	Timeline	Key stakeholders	Budgetary requirements	Long-term results/ efficiency gains
<ul style="list-style-type: none"> Bureau membership term is long enough for the new Bureau members to understand the role and execute optimally. The Board can agree on ways of working for the Bureau, including the appointment of convenors for two years instead of one. 	<p>12.3 No further action is necessary.</p> <p>The Board decides not to introduce any change to the current Bureau membership term, whereby Bureau members are appointed for a tenure of one year.</p>	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> All Lists employ a harmonized approach to information dissemination and input collection by: Drafting the Terms of Reference of the List convenors and their ways of working 	<p>12.4 Include the general roles and responsibilities of list convenors in the forthcoming handbook for Bureau members.</p> <p>The Board advises that the general roles and responsibilities of the List convenors be included in the handbook for Bureau members that will be developed under sub-recommendation 13.2 in the interim report of the working group (WFP/EB.A/2024/12-A/Rev.1).</p>	Early 2025: Launch of Bureau handbook with the inclusion of the general roles and responsibilities of List convenors	Executive Board Bureau, Executive Board Secretariat	N/A	Strengthened understanding of the roles and responsibilities of List convenors leading to increased efficiency in the workings of the Bureau
<ul style="list-style-type: none"> All Lists employ a harmonized approach to information dissemination and input collection by: Allocating an administrative support officer from the Executive Board Secretariat to each electoral List. This additional administrative support would encourage more Member States to become List convenors. 	<p>12.5 Explore the use of digital tools to support the work of list convenors.</p> <p>The Board advises that the use of digital tools be explored to support the work of List convenors.</p>	From 2025	List convenors, Executive Board Secretariat	N/A	List convenors better supported to carry out their work leading to increased efficiency
Total estimated cost for the implementation of the above recommendations				USD 30,000 – USD 50,000	

ANNEX II

TABLE A.2: PROPOSED ACTIONS ON THE POINTS FROM THE EXTERNAL AUDITOR'S SEPARATE REPORT ON THE SPECIFIC EXAMINATION OF COMPETENCIES TRANSFERRED FROM THE EXECUTIVE BOARD TO THE EXECUTIVE DIRECTOR, AS PRESENTED BY THE EXTERNAL AUDITOR TO THE WORKING GROUP

	Possible action points	Area	Proposed action	Source
1	Establishing a transparent system and trail of authority related Executive Board decisions and a repository of authorities which were delegated	Administration of DoA	The Executive Board requests the Executive Board Secretary to establish such a system/repository.	
2	Establishing clear responsibilities and transparent follow-up mechanisms for delegation of authority related follow-up actions included in Executive Board decisions and for monitoring authorities delegated	Administration of DoA	The Executive Board requests the Executive Board Secretary to establish such a system/repository.	
3	Inquiry whether the current delegation procedures meet the substance of the requirements of the General Regulations to submit, review, and approve the annual budget in terms of reason and amount and the overall performance of WFP management	Budget DoA	The Executive Board requests WFP to provide a statement. The External Auditor has been addressing this issue since after the Executive Board's annual session 2023 and will continue addressing it. A statement by WFP would support further discussions.	See chapter 2 "Budget" of External Auditor's long form report (WFP/EB.A/2024/6-A/1). Specifically, refer to recommendations para. 34, 35, 49, 57, 68, 69, 80, 87.
4	Analysis whether the term "annual budget" requires further definition, for example in a General Rule, to give effect to the requirements of the General Regulations	Budget DoA	The Executive Board requests WFP to provide a statement. The External Auditor will address this statement and will propose a way ahead for the Executive Board.	See chapter 2 "Budget" of External Auditor's long form report (WFP/EB.A/2024/6-A/1). Specifically, refer to recommendations para. 49, 57, 68, 69.
5	Review whether the Executive Board has retained appropriate authorities to carry out its oversight and governance powers and if the governance power could benefit from an adapted weighting in favour of strategic approval decisions versus taking note "decisions"	Executive Board's authority	This review is to be based on the results of the proposed actions for item 1 and 2. The Executive Board requests the Executive Board Secretary to draft a rule of procedure to define various types of decisions (e.g. take note, approve, consider, decide) and their processing by the Executive Board for the Executive Board's approval.	

TABLE A.2: PROPOSED ACTIONS ON THE POINTS FROM THE EXTERNAL AUDITOR'S SEPARATE REPORT ON THE SPECIFIC EXAMINATION OF COMPETENCIES TRANSFERRED FROM THE EXECUTIVE BOARD TO THE EXECUTIVE DIRECTOR, AS PRESENTED BY THE EXTERNAL AUDITOR TO THE WORKING GROUP

	Possible action points	Area	Proposed action	Source
6	Establishing a rule of procedure that determines the appropriate level of placement of delegation of authorities in a General Rule or in a Financial Regulation and when a General Rule is to be established to give effect to General Regulations	Administration of DoA	The Executive Board requests the Executive Board Secretary to draft a rule of procedure for the Executive Board's approval.	

ANNEX III

TABLE A.3: 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> (from July 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>