



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

## Executive Board

First regular session

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Administrative and managerial matters

For consideration

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

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

### Draft decision\*

The Board takes note of the information and recommendations in the document entitled Reports by the Joint Inspection Unit relevant to the work of WFP (WFP/EB.1/2023/8-B/Rev.1) and endorses the responses to the Joint Inspection Unit's recommendations to the legislative bodies included in the annexes to the document.

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\* 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.

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## The Joint Inspection Unit

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

### JIU reports for WFP action

3. In the 2022 reporting period,<sup>1</sup> the JIU issued three reports that require WFP action. These reports may be found on the JIU [website](#) in Arabic, Chinese, English, French, Russian and Spanish and via the hyperlinks in annex III.
4. The following JIU reports include new recommendations for WFP action:
  - i) Business continuity management in United Nations system organizations (JIU/REP/2021/6);
  - ii) Review of the ethics function in the United Nations system (JIU/REP/2021/5); and
  - iii) Review of the management of implementing partners in United Nations system organizations (JIU/REP/2021/4).
5. Annex I outlines 20 new recommendations from JIU reports with recommendations for WFP action issued since the last report to the Board, and WFP's responses and follow-up actions.<sup>2</sup> These include four recommendations for action by the legislative body received in the 2022 reporting cycle and responses suggested by the Secretariat. The alternates of the Executive Board Bureau reviewed these suggested responses, which were subsequently reviewed by the Bureau at its 17 January 2023 meeting.
6. Annex II updates the status of the remaining recommendation from the JIU's report on mainstreaming environmental sustainability across organizations of the United Nations system previously submitted to the Board.
7. Annex III provides links to JIU reports discussed in this document and the associated comments of the United Nations System Chief Executives Board for Coordination (CEB).
8. Follow-up has resulted in the closure of 19 recommendations (see table 1).

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<sup>1</sup> Reports received by 31 October 2022.

<sup>2</sup> "Reports by the Joint Inspection Unit relevant to the work of WFP" (WFP/EB.1/2022/9-B/Rev.1).

<b>TABLE 1: STATUS OF JIU RECOMMENDATIONS AT THE 2023 FIRST REGULAR SESSION</b>					
<b>JIU programme of work year</b>	<b>Report subject</b>	<b>Outstanding at 2022 first regular session</b>	<b>New</b>	<b>Closed</b>	<b>Outstanding at 2023 first regular session</b>
2020	Environmental sustainability	1	0	1	0
	Ethics function	0	4	2	2
2021	Management of implementing partners	0	10	10	0
	Business continuity management	0	6	6	0
<b>Total</b>		<b>1</b>	<b>20</b>	<b>19</b>	<b>2</b>

ANNEX I: JIU RECOMMENDATIONS RECEIVED SINCE THE LAST REPORT TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2021/6 Rec 1	<a href="#">Business continuity management in United Nations system organizations</a>	The executive heads of the United Nations system organizations should, by the end of 2023, review their business continuity management framework and ensure that the core elements identified in the present report are established and owned by relevant stakeholders to enable effective coordination of business continuity processes and practices, build coherence in their implementation and promote accountability at all levels.	Accepted	Implemented	Closed	<p><b>Focal point: Corporate Business Continuity Management Office (BCM)</b></p> <p>In July 2021, WFP issued three Executive Director's circulars: (1) <a href="#">WFP Organizational Resilience Management (OED2021/013)</a>, which implements the United Nations <a href="#">Policy on the Organizational Resilience Management System</a> and clarifies roles and responsibilities for ensuring an integrated and effective approach to managing organizational resilience in WFP; (2) <a href="#">WFP Crisis Management (OED2021/014)</a>, which describes the principles, organization and roles and responsibilities for managing crises and critical incidents affecting WFP; and (3) <a href="#">WFP Business Continuity Management (OED2021/015)</a>, which describes the roles and responsibilities, processes and tools of WFP's business continuity management. Collectively, these circulars ensure that WFP's critical business processes will continue to function following a disruptive event.</p>
2021/6 Rec 2	<a href="#">Business continuity management in United Nations system organizations</a>	The executive heads of the United Nations system organizations should, by the end of 2023, ensure that the maintenance, exercise and review components of their business continuity plans are applied through a consistent and disciplined approach to confirm that the plans remain relevant and effective.	Accepted	Implemented	Closed	<p><b>Focal point: BCM</b></p> <p>WFP notes that the Executive Director's circular <a href="#">WFP Business Continuity Management (OED2021/015)</a>: (1) stipulates that corporate, regional bureau and country office business continuity plans (BCPs) are "living documents" which require regular maintenance to remain up to date (reflecting changes in risks and threats levels, staff lists, planned actions, etc.) and need to be reviewed annually; and (2) defines clear roles and responsibilities for business continuity management, including the preparation and maintenance of BCPs.</p>

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2021/6 Rec 3	<a href="#">Business continuity management in United Nations system organizations</a>	The executive heads of the United Nations system organizations should, by the end of 2023, strengthen their learning mechanisms to contribute to organizational resilience by requiring after-action reviews following disruptive incidents and periodic internal management reviews of their business continuity management frameworks.	Accepted	Implemented	Closed	<b>Focal point: BCM</b> The three Executive Director's circulars on organizational resilience management and business continuity issued in 2021 provide a framework for learning mechanisms, both for after action reviews and annual review of BCPs.
2021/6 Rec 4	<a href="#">Business continuity management in United Nations system organizations</a>	The executive heads of the United Nations system organizations should, by the end of 2024, report to their legislative organs and governing bodies on progress towards the implementation of the policy on the organizational resilience management system and its revised performance indicators, and highlight good practices and lessons learned, especially in the area of business continuity management.	Accepted		Closed	<b>Focal point: BCM</b> WFP agrees with the <a href="#">CEB inter-agency response</a> to this recommendation that as active members of the organizational resilience management system network entities consider that their regular input to the <a href="#">reports of the Secretary-General on the progress of the implementation of the organizational resilience management system</a> meets the action required by the recommendation and that additional reporting will be duplicative. Notwithstanding, with three circulars in place since July 2021, WFP began the process of setting up a robust mechanism to establish a baseline and collect data on the organizational resilience management system performance indicators and systematically document good practices and lessons learned in the area of business continuity management. WFP will report progress and results in future annual performance reports when necessary. See also recommendation 6 for reporting of results of internal management assessments to the Executive Board.

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2021/6 Rec 5	<a href="#">Business continuity management in United Nations system organizations</a>	In 2023, the executive heads of the United Nations system organizations should conduct an internal management assessment of the continuity of business operations during the COVID-19 pandemic to identify gaps, enablers, good practices and lessons learned and adjust policies, processes and procedures, in particular in areas such as human resources, information and communications technology management and occupational safety and health, and indicate necessary measures to better prepare for and respond to future disruptive incidents.	Accepted	Implemented	Closed	<p><b>Focal point: BCM, Human Resources Division (HRM), Office of Evaluation (OEV), Inspector General and Oversight Office (OIG), Staff Wellness Division (WEL), Technology Division (TEC)</b></p> <p>In 2021, WFP's OEV conducted an independent evaluation of the WFP response to the coronavirus disease 2019 (COVID-19) pandemic during the period from February 2020 to June 2021. The <a href="#">Summary report on the evaluation of the WFP response to the COVID-19 pandemic</a> was presented to the Executive Board at its first regular session in March 2022, which shed light on WFP's performance in terms of business continuity operations during the COVID-19 pandemic and examined its adaptive capacity. Further, the <a href="#">Comprehensive management response to the evaluation of the WFP response to the COVID-19 pandemic</a> was presented to the Executive Board at its annual session in June 2022.</p> <p>Also, in 2021, WFP's Office of Internal Audit (OIGA) conducted an <a href="#">Internal Audit of Business Continuity Management in WFP (AR/21/03)</a>, which applied a rigorous approach using ISO 22301:2019 "security and resilience – Business Continuity Management systems" to assess risk and test BCM practices in WFP. The audit included a review of WFP's management response to the COVID-19 pandemic, focusing on remote working arrangements at headquarters, regional bureaux and selected country offices, including connectivity, access to systems and data, and user support. The audit reviewed: (1) the processes for mapping critical and non-critical personnel and processes and</p>

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						<p>their implications for working arrangements; (2) processes that facilitate remote working (both from a procedural and an information technology equipment perspective); (3) access to office facilities; and (4) safety and security measures for personnel and beneficiaries. The implementation of audit recommendations is under way (see recommendation 6).</p> <p>Further, WFP initiated its “new ways of working” pilot project based on lessons learned from the COVID-19 pandemic, to define the longer-term working model for WFP and to further help mitigate the potential impacts of future disruptive global events. In 2022, a pilot hybrid working model was introduced across select WFP offices,<sup>3</sup> which will continue through 2023 to facilitate understanding of its suitability and potential implications and any adjustments needed with regard to policies, processes and procedures. Notwithstanding, WFP has revised its policy on telecommuting through the Executive Director’s circular on flexible working arrangement (OED2021/024), expanding the options to telecommute away from the duty station, while adjusting some benefits and entitlements that are duty station specific.</p>

<sup>3</sup> The pilot hybrid working model was initially implemented in headquarters, the Geneva Global Office, the Regional Bureau for Latin America and the Caribbean, Bangladesh country office, Caribbean country office (Barbados), Bolivia country office, Egypt country office, Jordan country office, Libya country office, Nicaragua country office, Nigeria country office, Philippines country office, and Sudan country office.

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2021/6 Rec 6	<a href="#">Business continuity management in United Nations system organizations</a>	The legislative organs and governing bodies of the United Nations system organizations should consider, at the earliest opportunity, the conclusions of the internal management assessment of the continuity of operations during the COVID-19 pandemic prepared by the executive heads of their respective organizations and, on that basis, take appropriate decisions to address the identified gaps and risks and to ensure continuity of business operations.	Accepted	Implemented	Closed	<p><b>Focal point: BCM, HRM, OEV, OIG, TEC, WEL</b></p> <p>WFP's OEV presented its <a href="#">Summary report on the evaluation of the WFP response to the COVID-19 pandemic</a> to the Executive Board at its first regular session in March 2022. The report shed light on WFP's performance in terms of business continuity operations during the COVID-19 pandemic and examine its adaptive capacity. Further, the Secretariat presented the <a href="#">Comprehensive management response to the evaluation of the WFP response to the COVID-19 pandemic</a> to the Executive Board at its annual session in June 2022 which seeks to operationalize streams of actions on business continuity.</p> <p>Also, the <a href="#">Internal audit of business continuity management in WFP (AR/21/03)</a>, which included a review of WFP's management response to the COVID-19 pandemic, reported eight observations across six BCM areas including COVID-19 pandemic response and remote working arrangements and was presented at the regular quarterly oversight briefings to the Executive Board in 2021.</p>
2021/5 Rec 1	<a href="#">Review of the ethics function in the United Nations system</a>	The executive heads of United Nations system organizations who have not yet done so should with immediate effect ensure that the contracts of newly appointed heads of Ethics Offices are issued for a full term.	Accepted	Implemented	Closed	<p><b>Focal point: Ethics Office (ETO)</b></p> <p>WFP supports the recommendation and notes that contracts of newly appointed directors of ETO are issued for a four-year term of office, renewable once, subject to a one-year probationary period.</p>



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2021/5 Rec 2	<a href="#">Review of the ethics function in the United Nations system</a>	The legislative organs and governing bodies of the United Nations system organizations that have not yet done so should request that organizations update the terms of reference of their respective audit and oversight committees by the end of 2023 to include, where necessary, provisions for ethics, and ethics as a desirable area of expertise for new committee members.	Partially accepted	In progress	Open	<p><b>Focal point: Executive Board Secretariat (EBS)</b></p> <p>The Independent Oversight Advisory Committee (IOAC) has a long history advising on ethics matters. In 2009, when the IOAC reporting line was revised to also include reporting to the Executive Board in addition to the Executive Director, the terms of reference (TOR) included for the first time advice on the code of ethics. In 2011, the TOR were revised further to include advising the Executive Board and the Executive Director on the systems established by WFP to maintain, promote and ensure adherence to WFP values and ethics, compliance with applicable United Nations norms and policies and high standards of integrity and ethical conduct, including in preventing conflicts of interest and misconduct. In November 2017, the Executive Board approved <a href="#">revised TOR</a> allowing the ETO and the Chief Ethics Officer unrestricted and confidential access to the IOAC.</p> <p>In addition, WFP notes that the <a href="#">revised TOR of the IOAC</a>, approved by the Executive Board at its second regular session in November 2021, lay out additional responsibilities of the Committee which include, among others, advising on the adequacy of management response and follow-up to audit, ethics, ombudsman and evaluation recommendations.</p> <p>However, the WFP IOAC noted its preference that the final clause of the recommendation should read “ethics is a possible area of expertise”, recognizing that potential candidates are selected primarily based on essential skills while taking into consideration other auxiliary areas of expertise or skill that could also benefit the objectives of the</p>

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						Committee. It is the view of the WFP IOAC, as noted in the <a href="#">CEB inter-agency response</a> to this recommendation issued by the Secretary-General on 8 February 2023 (A/77/258/Add.1), that clarification regarding the kind of “expertise” envisioned for new committee members is necessary to determine what level of expertise is appropriate. WFP will re-evaluate the need to further revise the TOR based on the JIU’s recommendation by the end of 2023, in consultation with both the WFP IOAC and the Executive Board.
2021/5 Rec 3	<a href="#">Review of the ethics function in the United Nations system</a>	The executive heads of the United Nations system organizations who have not yet done so should ensure that periodic refresher courses in ethics are introduced as mandatory for all staff and non-staff of their respective organization, irrespective of seniority, category and level, every three years, from 2023 onwards.	Accepted	In progress	Open	<p><b>Focal point: ETO</b></p> <p>WFP requires all personnel, regardless of contract type, to complete mandatory online courses on ethics and standards of conduct.</p> <p>The mandatory ethics online courses are integrated in the individual performance and competency enhancement assessments of all employees and the probation process of relevant employees. WFP monitors the completion of mandatory training courses centrally at headquarters.</p> <p>In April 2022, WFP’s ETO initiated the sourcing of an external service provider to update the existing three modules of the mandatory e-learning course and develop refresher courses on ethics and standards of conduct by the end of 2023.</p>

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2021/5 Rec 4	<a href="#">Review of the ethics function in the United Nations system</a>	The executive heads of the United Nations system organizations who have not yet done so, supported by the ethics functions of their respective organizations, should, at the latest by 2025, evaluate the effectiveness and efficiency, including “value for money”, of their financial disclosure and declaration of interest programmes and, on the basis of the findings, propose changes to the relevant policies where appropriate.	Accepted	Implemented	Closed	<b>Focal point: ETO</b> In 2019–2020, WFP’s ETO conducted an evaluation of its disclosure programme’s effectiveness, efficiency, and “value for money” and commissioned an independent assessment by an external consultant, Hudson-Ethics Consulting. As a result of the evaluation and recommendations from the external assessment, WFP issued an Executive Director’s circular on conflicts of interest and the annual conflicts of interest and financial disclosure programme (OED2020/007) in 2020, which superseded the Executive Director’s circular on disclosure of financial interests, outside activities and honours, decorations, favours, gifts or remuneration issued in 2008 (ED2008/004). The updated circular introduced a consolidated conflicts of interest questionnaire with no separate financial disclosure statement and removed questions related to some financial information unnecessary to the objective of the disclosure programme. These changes reduced privacy and security risks and streamlined the process thus increasing employee participation.
2021/4 Rec 1	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The executive heads of United Nations system organizations should, by the end of 2024, develop, through consultations in the appropriate inter-agency mechanisms, a common system-wide definition and a set of	Accepted	Implemented	Closed	<b>Focal point: NGO Partnerships Unit (NGO)</b> WFP developed the NGO Partnership Guidance to define a common approach to NGO partner relationships across the organization, representing the majority of WFP’s cooperating partners. <sup>4</sup> The guidance includes provisions for standardizing agreements, identification and mitigation of

<sup>4</sup> Currently, WFP refers to its programme implementing actors as “cooperating partners”, replacing, at the request of these partners, the United Nations system-wide prevalent term “implementing partners”.

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		agreed guiding principles and standards for implementing partners that is informed by a risk-based and strategic approach to partnerships and results-based management methodology.				<p>partner risks and the use of appropriate tools for effective NGO partnerships management.</p> <p>In addition, the <a href="#">United Nations Partner Portal (UNPP)</a>, for which WFP is a founding member, establishes common approaches in managing NGO partnerships, including due diligence verification, risk information sharing and protection from sexual exploitation and abuse (PSEA) capacity assessment. Currently, UNPP is composed of five members including the United Nations Secretariat, United Nations Children's Fund, Office of the United Nations Population Fund, United Nations High Commissioner for Refugees, and WFP. As its membership grows, this platform is expected to further advance system-wide harmonization of the principles and standards for implementing partnership management.</p> <p>Lastly, as WFP continues to strengthen its management of cooperating partners, the Programme and Policy Development Department is steering internal discussions across relevant divisions to determine proper ownership of the process of managing cooperating partners other than NGOs, representing the minority of WFP's cooperating partners, including host government-sponsored entities, and other United Nations organizations acting as implementing partners.</p>

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2021/4 Rec 2	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The executive heads of organizations of the United Nations system should, by the end of 2023, include in their annual reports on the work of the organization a section on the engagement and management of their implementing partners, including important details useful to the legislative organs and governing bodies.	Accepted	Implemented	Closed	<p><b>Focal point: NGO, Corporate Planning and Performance Division (CPP)</b></p> <p>WFP reports on the engagement and management of cooperating partners to the Executive Board regularly through <a href="#">annex IX of the annual performance report (APR)</a> for 2021 at the global level, in the <a href="#">annual country reports (ACRs)</a> at the field level and in the <a href="#">management review of significant risk and control issues</a>. The reports provide transparency and facilitate discussions with the Executive Board and cooperating partners on NGO partnership management. Refer also to recommendation 3 below.</p> <p>In line with <a href="#">the WFP management response to the recommendations in the report of the External Auditor on the management of cooperating partners (recommendations 14 and 15)</a>, WFP will continue to enhance the data collection process and improve the quality and reporting of cooperating partner-related data in the APRs and ACRs. In particular, WFP is developing a digital partner interface called “Partner Connect”, which facilitates data collection and reporting in a timely manner and contributes to enriching WFP’s corporate reporting on partnership. WFP will continue to update the Board in this area through its periodic report on implementation of External Auditor recommendations.</p>

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2021/4 Rec 3	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The legislative organs and governing bodies of organizations of the United Nations system should, starting in 2024 and on the basis of reports submitted to them annually by their respective executive heads, provide overall strategic guidance and legislative oversight to the management of their implementing partners, including in the framework of the quadrennial comprehensive policy review, especially with regard to capacity-building, inter-agency coordination and information-sharing.	Accepted	Implemented	Closed	<p><b>Focal point: NGO, United Nations System and Multilateral Engagement Division</b></p> <p>The Board notes that existing governance structures provide for regular reporting on the management of cooperating partners to ensure adequate oversight and strategic guidance. As noted in recommendation 2, WFP reports on cooperating partners management by programme activities in <a href="#">annex IX of the APR</a> for 2021 at the global level, in the <a href="#">ACR</a> at the field level, and in the <a href="#">management review of significant risk and control issues</a>. Also, in response to the recommendation of the Executive Board Bureau during its meeting on 17 January 2023, WFP notes that cooperating partners are required to adhere to WFP core principles as stipulated in the field-level agreements.</p> <p>Furthermore, WFP agrees with the <a href="#">CEB inter-agency response</a> to this recommendation, which notes that the recommendation should be revisited in light of the 2021–2024 quadrennial comprehensive policy review (QCPR) monitoring framework, which tracks United Nations system engagement with national and international partners at the country level. WFP will continue to update within the existing reporting modalities of the QCPR, which include QCPR operative paragraphs (OPs) and asks related to strengthened support to programme countries in planning, management, monitoring and evaluation capacities (OP 31) and data planning, collection and analysis (OP 32).</p>

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						Lastly, WFP continues to explore and facilitate various forms of dialogue to provide more opportunities for Executive Board members to directly engage with cooperating partners including: i) in June 2021 when WFP hosted the first-ever thematic consultation and direct dialogue between the Executive Board and its NGO cooperating partners. The dialogue focused on peacebuilding and the role of WFP and its partners in breaking the cycle of hunger and conflict, fostering peace and advocating the application of <a href="#">United Nations Security Council resolution 2417</a> on the links between conflict and food insecurity; and ii) regular invitation since 2008/2009 of the Executive Board membership to WFP's annual partnership consultation (APC), offering the opportunity for direct engagement with cooperating partners. WFP will continue to inform the Members of the organization of the APC and other formal engagements with the opportunity to provide comments on the discussion themes.
2021/4 Rec 4	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The executive heads of United Nations system organizations should, by the end of 2023, update as necessary and implement their implementing partner policies and related guidance, including standard operating procedures for the selection, engagement, management, oversight and evaluation of implementing partners, to sustain a strategic and risk-based approach to implementing partner	Accepted	Implemented	Closed	<b>Focal point: NGO</b> WFP made strategic investments in the NGO Partnerships Unit, which is responsible for developing corporate guidance and providing technical support to the regional bureaux to reinforce their oversight capacity and support country-level management of partnership risks. The Unit continues to upgrade the NGO management standards, mechanisms and tools to increase awareness and strengthen cooperating partner management in the organization, including: (1) enhancement of the NGO Partnership Guidance to clearly define mandatory

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		management, aligned to the entity's strategic framework.				controls at different phases of partner management; (2) dissemination of the new field-level agreement template and trainings, globally; (3) establishment of standard guidelines and trainings for country offices to support the ongoing rollout of UNPP across all WFP operations; and (4) translation of the United Nations Implementing Partner PSEA Capacity Assessment tool in French.
2021/4 Rec 5	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The executive heads of United Nations system organizations that have not yet done so should, on the basis of a cost-benefit analysis, establish an implementing partner unit or designate, by the end of 2024, a focal point for the management of implementing partners to support the coordination of implementing partner policies and activities within the organization, including by providing policy guidance and backstopping and by facilitating liaison and information-sharing, under terms of reference that clearly define its role and responsibilities.	Accepted	Implemented	Closed	<b>Focal point: NGO, Programme – Humanitarian and Development Division (PRO)</b> The NGO Partnerships Unit in the Programme and Policy Development Department is WFP's focal point for managing NGO cooperating partners. It provides guidance and trainings and adopts innovative solutions for the effective collaboration and management of NGO cooperating partners. The functions of NGO cooperating partner management focal points continue to be strengthened and optimized through the use of digital solutions such as the phased development of the UNPP and Partner Connect as projected in the WFP cooperating partner management digital road map. See also recommendations 1 and 2.
2021/4 Rec 6	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The executive heads of the United Nations system should incorporate implementing partner risks into their organization's risk management frameworks by the end of 2023.	Accepted	Implemented	Closed	<b>Focal point: Risk Management Division, NGO</b> WFP's risk management framework includes risk categories related to cooperating partners to drive consistency, facilitate thematic analysis of country-level risk registers and inform decision making. In addition, the corporate guidance on WFP management of NGO partnerships provides guidelines on the assessment, management, and



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						<p>mitigation of cooperating partner related risks identified in country offices under specific operational contexts.</p> <p>Furthermore, in line with the <a href="#">WFP management response to the recommendations in the report of the External Auditor on the management of cooperating partners (recommendation 10)</a>, WFP will continue to strengthen risk analysis mechanisms for cooperating partner management throughout the organization. Among recent efforts is the addition of a risk and capacity module within the UNPP that can be used at the regional and country levels in a way harmonized with other United Nations agencies. WFP will continue to update the Board in this area through its periodic report on implementation of External Auditor recommendations.</p>
2021/4 Rec 7	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The executive heads of United Nations system organizations should develop, by the end of 2024, key performance indicators for the management of implementing partners and establish systems to collect, monitor and report the performance data.	Accepted	Implemented	Closed	<p><b>Focal point: NGO, CPP</b></p> <p>WFP reiterated its strategic focus on engagement in effective partnership in the <a href="#">WFP corporate results framework (2022–2025)</a> and incorporated relevant key performance indicators (KPIs) to support cooperating partner performance management and accountability.</p> <p>The management results reported through the APR are derived from the enablers in the <a href="#">WFP strategic plan (2022–2025)</a> and the KPIs and targets define the standards to which the organization holds itself accountable in contributing to the implementation of the WFP strategic plan and in supporting programme performance.</p>

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2021/4 Rec 8	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The executive heads of United Nations system organizations should, by the end of 2023, share among themselves, through existing inter-agency mechanisms/forums, their specialized training materials and modules for the management of implementing partners, including due diligence, risk and capacity assessments of partners, results-based and risk-based performance monitoring, fraud prevention, prevention of sexual exploitation and abuse, capacity-building, working with local non-governmental organizations and civil society organizations, the harmonized approach to cash transfers and the United Nations Partner Portal.	Accepted	Implemented	Closed	<p><b>Focal point: NGO</b></p> <p>WFP notes the benefit of sharing knowledge, lessons learned, and good practices at all levels, building on the wide application of the UNPP across the participating United Nations agencies. These are achieved through the delivery of specialized training materials and modules on fraud prevention, prevention of sexual exploitation and abuse, results-based management, risk-based performance monitoring and risk and capacity assessments of partners among others, particularly through the <a href="#">UNPP Resource Library</a> and <a href="#">Learning Platform</a>, <a href="#">DisasterReady</a> learning platform, <a href="#">FAO e-learning Academy</a> and other existing inter-agency platforms and partnerships. WFP will contribute to any inter-agency initiative in promoting knowledge sharing on existing inter-agency mechanisms/forums.</p>
2021/4 Rec 9	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The legislative organs and governing bodies of United Nations system organizations should, beginning in 2023, assess their approaches to capacity-building of implementing partners and strengthening national capacities and ownership, in the framework of the quadrennial comprehensive policy review, including the effectiveness of such efforts since 2013, progress made and lessons learned, based on reports prepared by their respective secretariats, and adopt specific	Accepted	Partially Implemented	Closed	<p><b>Focal point: NGO, Country Capacity Strengthening Unit</b></p> <p>The Board welcomes this recommendation and notes that, in line with the <a href="#">WFP management response to the recommendations in the report of the External Auditor on the management of cooperating partners (recommendation 5)</a>, WFP recognizes the practical need for greater guidance and support in facilitating country offices' investment in capacity building of national and local partners in accordance with the offices' own strategic and programmatic decision making. Giving due consideration to the need for consistent and predictable access to the necessary</p>

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		measures to strengthen national capacities and ownership and build the capacities of their implementing partners.				<p>financial resources, WFP will develop a strategy for cooperating partner capacity strengthening within the broader context of country capacity strengthening. WFP will continue to update the Board on the status of this action through its periodic report on implementation of External Auditor recommendations. As outlined in the <a href="#">country capacity strengthening policy update</a> presented to the Executive Board in June 2022 (paras. 21 and 22), WFP's country capacity strengthening (CCS) vision is that, aligned with national priorities, WFP contributes to strengthened national capacities, resulting in effective and impactful in-country systems and programmes that sustainably support the food security, nutrition and associated essential needs of their populations. WFP CCS interventions are typically characterized by technical support designed to strengthen capacities over the long term, enabling national actors to achieve sustainable development results. National ownership is a central prerequisite and guiding principle of engagement of any CCS intervention to achieve sustainable results and create effective change. As such, WFP is committed to promoting and enabling national ownership and leadership wherever possible.</p> <p>The CCS policy update includes national ownership as one of the six principles for successful CCS engagement. WFP notes that national counterparts own national priorities and identified problems; therefore, a successful CCS aligns and responds to the needs identified in the national agenda, and "owning the issue" is a precondition for proper CCS engagement. This requires the engagement of</p>

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						<p>national counterparts from the outset in any CCS initiative, ensuring that support is demand-driven and that solutions are developed together with national counterparts. Accordingly, the CCS toolkit will include guidance on how to effectively support the agency of national stakeholders (i.e., their ownership of CCS programmes), and guidance on developing and maintaining the in-country authorizing environment for CCS (i.e., identifying and working with champions across national stakeholder groups).</p> <p>In addition, WFP will provide a mid-term update to the Executive Board on the rollout of the CCS policy update and will explore appropriate opportunities to report on capacity strengthening activities, including capacity strengthening for partners both at country level through the ACR and at global level through the APR.</p>
2021/4 Rec 10	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	The executive heads of the United Nations system organizations should, by the end of 2024 and with the support of the Development Coordination Office, resident coordinator offices and the United Nations country team mechanisms, agree upon specific measures to further strengthen inter-agency coordination for improving implementing partner management at the country level and report on the implementation to their respective legislative organs and governing bodies from 2025.	Accepted	Implemented	Closed	<p><b>Focal point: PRO – Programme Cycle Management Unit, Geneva Global Office, NGO</b></p> <p>WFP is actively engaged in the United Nations sustainable development cooperation framework (UNSDCF) and contributes to the United Nation’s <b>collective support at country level</b> to achieve the sustainable development goals. By implementing UNSDCF, WFP supports the achievement of the framework’s objectives, including the embodiment of the spirit of partnerships with host governments, civil society, academia, parliaments, the private sector, and bilateral partners, to leverage strengths and drive transformative change.</p>

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						<p>In addition, through the United Nations Sustainable Development Group Advisory Group on Joint Programmes and relevant internal working groups, WFP contributed to the development of the guidance note on a new generation of joint programmes published in October 2022. The guidance note, among other things, articulates the critical role of cooperating partners and facilitates their engagement in United Nations-led joint programmes as signatory parties to the joint programme result framework, budget and work plan.</p> <p>Furthermore, WFP notes that other inter-agency coordination mechanisms are in place at <b>global and policy level</b> for the achievement of the 2030 Agenda for Sustainable Development including the following:</p> <p>(1) WFP co-chairs UNPP's highest level of governance, the Executive Review Board, as well as UNPP's Change Advisory Board. UNPP works as an inter-agency portal that contributes to harmonizing due diligence processes and facilitates partnership matching between all the United Nations participating entities. The portal also supports United Nations-wide cooperation on cooperating partner management at the operational level, facilitating the identification of country coordination mechanisms. The governance structures of the portal serve as a platform for coordination of all cooperating partner management issues among the participating United Nations agencies.</p>

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						<p>(2) WFP is an active member of the Inter-Agency Standing Committee (IASC) and the WFP Deputy Executive Director for Programme and Policy Development is co-chair of the IASC's Operational Policy and Advocacy Group which drives the normative and strategic policy work of the IASC.</p> <p>WFP has engaged in the implementation of the work plan of IASC Task Force 5 on Localization that enables meaningful engagement and leadership of national and local actors in humanitarian response, enhances capacity exchange and increases direct funding. WFP monitors the discussions on the operationalization of the IASC guidance on localization in preparation for its potential effects on WFP's cooperating partners and coordination structures at country level.</p> <p>(3) As a signatory to the Grand Bargain, WFP maintains close connections with other United Nations organizations to advance on various issues, including the localization discussions, and monitors the work of the caucus on "Funding for local actors". WFP committed to improve the tracking of quantity and quality of funding transferred to local partners by 2023, as part of the Grand Bargain caucus on quality funding.</p>

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

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

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

ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD						
Rec. no.	Report	Recommendation	Acceptance*	Implementation**	Status***	Remarks
2020/8 Rec 8	<a href="#">Review of mainstreaming environmental sustainability across organizations of the United Nations system</a>	The executive heads of the United Nations system organizations that have not yet done so should, by the end of 2022, task the relevant offices responsible for organizing conferences, meetings and events with developing a policy for incorporating provisions relating to environmental sustainability considerations into policies, procedures, manuals and guidelines, including through the relevant inter-agency mechanisms, as necessary.	Accepted	Implemented	Closed	<p><b>Focal points: EBS, Management Services Division</b></p> <p>WFP’s “greening the Executive Board” initiative has been cited by the JIU as a good practice. WFP notes that environmental sustainability norms and guidance have been incorporated into its procedures for organizing events and conferences, and has achieved significant environmental benefits and financial savings by phasing out the use of printed documents and single-use conventional plastics at Board meetings.</p> <p>In 2022, the Environmental Sustainability Unit issued a guidance document for sustainable meetings, conferences and workshops to demonstrate personal and organizational commitment to positive climate actions, supported by other information material posted on WFP’s internal website such as tips to make meetings more environmentally friendly and sustainable. The guidance helps meeting/event organizers address the sustainability requirements of the <a href="#">Strategy for sustainability management in the United Nations system, 2020–2030 (Phase I)</a>, which calls for all United Nations events with over 300 participants to be sustainable and climate neutral.</p>

<b>ANNEX II: UPDATED STATUS OF JIU RECOMMENDATIONS PREVIOUSLY REPORTED TO THE EXECUTIVE BOARD</b>						
<b>Rec. no.</b>	<b>Report</b>	<b>Recommendation</b>	<b>Acceptance*</b>	<b>Implementation**</b>	<b>Status***</b>	<b>Remarks</b>
						Also, WFP is committed to supporting wider uptake of green meeting practices as part of its corporate commitment to implementing an environmental management system, including provision of guidance on remote meeting practices to reduce the environmental impacts of travel. WFP will continue to contribute to inter-agency initiatives resulting from this recommendation.

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

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

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



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

<b>Report reference</b>	<b>Report name and hyperlink</b>	<b>CEB comments</b>
JIU/REP/2021/6	<a href="#">Business continuity management in United Nations system organizations</a>	<a href="#">A/77/256/Add.1</a>
JIU/REP/2021/5	<a href="#">Review of the ethics function in the United Nations system</a>	<a href="#">A/77/258/Add.1</a>
JIU/REP/2021/4	<a href="#">Review of the management of implementing partners in United Nations system organizations</a>	<a href="#">A/77/317/Add.1</a>
JIU/REP/2020/8	<a href="#">Review of mainstreaming environmental sustainability across organizations of the United Nations system</a>	<a href="#">A/76/286/Add.1</a>

## Acronyms

ACR	annual country report
APR	annual performance report
BCM	Corporate Business Continuity Management Office
BCP	business continuity plan
CCS	country capacity strengthening
CEB	United Nations System Chief Executives Board for Coordination
COVID-19	coronavirus disease 2019
CPP	Corporate Planning and Performance Division
EBS	Executive Board Secretariat
ETO	Ethics Office
HRM	Human Resources Division
IASC	Inter-Agency Standing Committee
IOAC	Independent Oversight Advisory Committee
JIU	Joint Inspection Unit
KPI	key performance indicator
NGO	NGO Partnerships Unit
OEV	Office of Evaluation
OIG	Inspector General and Oversight Office
OIGA	Office of Internal Audit
OP	operative paragraph
PRO	Programme – Humanitarian and Development Division
PSEA	protection from sexual exploitation and abuse
QCPR	quadrennial comprehensive policy review
TEC	Technology Division
TOR	terms of reference
UNPP	United Nations Partner Portal
UNSDCF	United Nations sustainable development cooperation framework
WEL	Staff Wellness Division