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Summary of the Work of the First Regular Session of the Executive Board, 2016

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Current and Future Strategic Issues

Opening Remarks by the Executive Director (2016/EB.1/1)

1. The Executive Director highlighted the unprecedented global collective commitments made recently, including the 2030 Agenda for Sustainable Development and the COP 21 Paris Agreement. She reiterated the need for targeted, concerted multi-year humanitarian and development action to respond to the current high-level humanitarian problems in a world where 1.5 billion people were affected by conflict and insecurity, 800 million people endured hunger and 70 percent of the global population lacked social protection.
2. The upcoming World Humanitarian Summit (WHS) provided a unique opportunity to end conflicts, alleviate suffering and reduce vulnerability. WFP's task was to focus on its comparative advantages. Partnerships were essential to achieve collective outcomes, and WFP had much to offer in this area: a deep-field focus, which brought it into contact with the world's poorest and most vulnerable people; the capacity to work at scale; provision of joint services; power as a convener and partner; the ability to respond rapidly and flexibly to evolving needs – as well as highly dedicated, innovative staff.
3. The Executive Director welcomed the call by the High-Level Panel on Humanitarian Financing for the improved delivery of assistance under its Grand Bargain of governments and donors working for collaborative efficiency and enhanced roles for national first responders. To ensure WFP processes were fully aligned to this new approach, the new Strategic Plan and realignment of corporate processes – including reform of the financial framework – would provide a “single line of sight” linking strategy, programming, planning and budgeting and performance.
4. The Executive Director provided an overview of major threats to food security worldwide, including: the impact of El Niño; the conflict-induced Level 3 emergencies in Iraq, South Sudan, the Syrian Arab Republic and Yemen, where the needs of 50 million people could not be met fully; and the effects of the fall in global commodity prices on employment and economic growth, which would inevitably affect food security.
5. The scale of the contribution pledges arising from the Supporting Syria and the Region Conference in London – with Germany providing extraordinary support to WFP – would enable continued response to Syrians in need. A new school feeding initiative with the United Nations Children's Fund (UNICEF) aimed to get Syrian children back to school, and a partnership among WFP, the Food and Agriculture Organization of the United Nations (FAO), the Office of the United Nations High Commissioner for Refugees (UNHCR) and others was promoting new livelihood opportunities.
6. The Executive Director noted the importance of decentralizing responsibilities for gender mainstreaming, including the expansion of the Gender Results Network for improving gender results at the country level. WFP was committed to remaining at the forefront of gender equality and women's empowerment.
7. In closing, the Executive Director emphasized the “the fierce urgency of now” in addressing global humanitarian needs.
8. Special guest Dr David Nabarro, Special Adviser to the Secretary-General on the 2030 Agenda, delivered a message from the Secretary-General commending WFP for its work to achieve zero hunger. Dr Nabarro observed that the people-centred, rights-based and planet-sensitive 2030 Agenda required all actors to adapt to ensure the principles of: i) universality, in which no one was left behind; ii) indivisibility, in which the current divide between humanitarian and development approaches would be closed; and iii) support for equity, resilience and mutual responsibility. The Sustainable Development Goals (SDGs) were interdependent and organizations would have to work towards all of them, while assigning clear responsibilities and accountability. All Member States owned the SDGs; partnerships involving public-sector, private-sector and government actors would be essential to implement the requirements of Agenda 2030 and the decisions of the WHS.

9. Mr Erastus Mwencha, Deputy Chairperson of the African Union Commission, spoke of the African Union's significant work to achieve sustainable food security and nutrition through the Comprehensive Africa Agriculture Development Programme and the African Risk Capacity. He praised and honoured WFP staff who worked on the Ebola emergency in West Africa.
10. The Board warmly welcomed the interventions by the Executive Director, Dr Nabarro and Mr Mwencha, and expressed its appreciation of their remarks. Noting that the El Niño had reduced food output by up to 30 percent in some areas, Board members urged WFP to take the lead in maintaining food security and nutrition and helping countries to minimize post-harvest losses, which could significantly improve food availability. Board members acknowledged the need for new ways of working in line with the SDGs and the WHS: improved early-warning systems were an immediate need, but in the long-term political solutions to the issues underlying food insecurity were required.
11. The Board endorsed the Strategic Plan principles of focusing on locally led responses and "leaving no one behind", and drew attention to the need to work transparently in accordance with recognized humanitarian principles. The need for even greater efficiency and cost savings was fully recognized. Board members suggested further broadening of the donor base and working with donors to maximize the proportion of flexible multi-year funding as the first steps to meeting the challenges of the coming 25 years. Some members felt that WFP should publicize its work to ensure that it was more widely recognized, and urged that the indirect benefits of WFP's work be identified and assessed.
12. Board members recognized WFP's successes, but noted that problems associated with displacements were increasing alarmingly. The recommendations of the High-Level Panel on Humanitarian Financing were important in this respect, particularly in terms of inclusivity and accountability.
13. Some Board members asked how SDG 16 could be adequately addressed in fragile states and in contexts of exclusive growth patterns. Members also sought clarification as to how a balance might be struck between the use of fossil fuels for cheap energy and the SDG requirements in relation to climate change, and how the SDGs reflected population growth issues.
14. The Board recognized that the overarching need was for collective and harmonized international partnerships for action to address hunger, nutrition, poverty and displacement in line with the SDGs and the WHS; all countries should support this by promoting humanitarian access and respect for human rights. It welcomed the donations made at the Supporting Syria and the Region Conference, which would give displaced people hope for a more secure future. The needs for a proactive funding paradigm, investment in national capacities, and action to unite the humanitarian and development mandates were particularly evident in this context. Some Board members felt that greater use could be made of South-South and triangular cooperation and cash-based programmes with a view to implementing the 2030 Agenda.
15. The Board strongly endorsed the new gender policy and welcomed the Gender Action Plan (GAP), particularly in terms of preventing violence and enhancing nutrition outcomes. The dedication and courage of WFP staff working in dangerous locations was unanimously praised.
16. Dr Nabarro thanked the Board for its observations, emphasizing the importance of strong and democratic leadership, while recognizing that achieving the SDGs also meant facing difficult trade-offs. United Nations agencies, donors and governments would need to develop new working methods. Attendance at the WHS in Istanbul should be a priority for governments, to give humanitarianism the attention it deserved.
17. The Executive Director thanked the Board for its support, and Dr Nabarro and Mr Mwencha for their presence. She recognized the significance of financing in relation to bridging the humanitarian-development divide, the challenge of measuring the indirect benefits of WFP's work, and the importance of innovation and of communicating WFP's activity.

Policy Issues

Mid-Term Review of the WFP Strategic Plan (2014–2017) (2016/EB.1/2) (*for consideration*)

18. The external consultant presented her review, the timing of which had been brought forward by a year so that findings could inform the preparation of the next Strategic Plan. Feedback from an informal consultation in December 2015 had been incorporated into the report, along with observations from a field visit to WFP operations in Uganda.
19. The Board welcomed the review and commended WFP on its positive findings including accountability to beneficiaries, increasing use of cash-based transfers (CBTs) and other new modalities, the growing percentage of local and regional food purchases, WFP's shift from being an implementer to enabler of activities, progress in nutrition, and provision of common services and platforms to United Nations entities and partners.
20. Members observed that the review's recommendations, while generally useful, would be difficult to translate into actions and looked forward to additional guidance from other documents over the coming months. There was particular need to clarify the role of the Strategic Plan and relationships among the various humanitarian and development goals and objectives. It would also be important to define how the shift from Millennium to SDGs would affect WFP's work. With the review finding better emergency than development results, WFP should focus on development activities that would reduce the need for future emergency responses.
21. Noting that the review found WFP's current funding model untenable, members urged further discussion of flexible financing options, and encouraged the Secretariat to build on opportunities already being pursued through South–South and triangular cooperation, private-sector engagement and the growing number of middle-income countries. The Secretariat should continue articulating WFP's dual mandate, comparative advantages and role as the provider of common services, communicating these more widely to the public, particularly on WFP's strength and role in humanitarian logistics. Strong indicators, improved results reporting – emphasizing the connections between funding, results and indirect beneficiaries – and greater transparency in the use of funds would also help increase funding.
22. The Secretariat took note of these points, which would be discussed at 2016 consultations during the preparation of the new Strategic Plan.

Gender Action Plan (2016/EB.1/3) (*for consideration*)

23. The Secretariat presented the GAP, which translated the goals of the new gender policy into transformative and measurable actions for all levels of WFP, making all staff responsible for promoting gender equality and women's empowerment. The GAP had been developed in consultation with WFP offices around the world. In order to ensure that WFP redoubled its efforts in setting goals for gender equality and women's empowerment and that it had significant reach to regional bureaux and country offices, the Director of the Gender Office now reported to the Executive Director through the Chief of Staff.
24. Noting that addressing gender issues was essential to ending global hunger, the Board welcomed the GAP. Members appreciated the GAP's two-layer approach, with layer 1 focusing on the programming of activities in the field and layer 2 on the organizational changes needed across WFP. The Board underlined the importance of high-level oversight and accountability and urged the Secretariat to ensure that the GAP and gender equality and women's empowerment were strong components of the new Strategic Plan, the Corporate Results Framework (CRF) and Country Strategic Plans.
25. Board members reiterated the need for quality data collection and analysis, including of qualitative findings. They welcomed the emphasis on accountability to affected populations and incorporation of efforts to end gender-based violence into all WFP programme activities; community-based systems would be essential in this effort.

26. Responding to Board queries, the Director of the Gender Office clarified that each regional bureau would define, implement and monitor its own GAP actions and indicators through a Regional Gender Strategy, which would align with the corporate GAP. Gender activities were supported in part by Programme Support and Administrative and trust funds; any donor contributions would accelerate GAP implementation, especially the appointment of a regional gender adviser for each regional bureau.
27. The Chief of Staff assured the Board that the Executive Management Group would monitor implementation of the GAP to ensure compliance. The Secretariat would report to the Board on progress on the GAP at each Annual Session; progress on gender-related issues would also be included in the Annual Performance Report.
28. The Executive Director reiterated WFP's strong commitment to gender equality.

Risk Appetite Statement (2016/EB.1/4) (*for consideration*)

29. The Secretariat noted that the Risk Appetite Statement was part of WFP's internal control system and served to ensure accountability for risk threshold.
30. The Board welcomed WFP's approach to risk appetite. It urged WFP to provide training and clearer guidance on risk thresholds, and to review the evidence base and mechanisms for regular monitoring and measuring of risks. Board members asked for clarification on possible trade-offs relating to different levels of risk appetite, and for an account of the risks considered in downgrading crisis response levels. Some members recommended that the Secretariat consider new approaches to managing the risk inherent in WFP's dependence on voluntary contributions. The Board noted with satisfaction that other United Nations agencies recognized WFP's expertise in risk management and had requested assistance in developing their frameworks.
31. The Secretariat welcomed the Board's observations, noting the difficulties in establishing risk thresholds in operational settings; the question of trade-offs would be investigated and reported to the Board. It clarified that Inter-Agency Standing Committee members had agreed on criteria for downgrading a response level. The Secretariat noted that some risk-related decisions were inevitably subjective and context-based, such as those relating to suspension of operations and staff deployment to insecure locations.

Update on the Integrated Road Map for the Strategic Plan (2017–2021), the Country Strategic Planning Approach and the Financial Framework Review (*for information*)

32. The Secretariat's road map covered the elaboration of the new Strategic Plan and its associated CRF, a new planning and budgetary framework, and the country strategic planning approach. The roadmap had been discussed at an informal consultation in January and the proposals were to be presented for approval at the Board's Second Regular Session in November.
33. The SDGs provide the foundation for WFP's new strategic planning, which was to link all corporate processes together, and also give a single "line of sight" to strategy, programming, planning, and budgeting and performance. By unifying the strategic and management results frameworks into a single CRF, and designing the other three processes together, WFP would be better able to clarify the links between resource use and results; bridge the gap between emergency response and development work; provide one set of processes for reporting, budgeting, performance management, etc.; and align with its United Nations partners. The Secretariat was learning from experiences of similar consolidation processes in other United Nations agencies. While WFP would remain voluntarily funded, retaining the full-cost recovery principle and the tracking of individual expenditures and contributions, the new financial framework and planning approach would require significant changes to governance.
34. The Board welcomed this opportunity to enhance consistency, effectiveness and efficiency within WFP and beyond, and emphasized the importance of flexible planning that incorporates new learning and adapts to changing conditions. Members urged the Secretariat to adjust WFP's performance indicators to the SDGs and to ensure that Country Strategic Plans were fully aligned with SDGs and plans to achieve results at the country level.

35. The Secretariat added that any outcomes from the WHS in May would be reflected in later drafts of the Strategic Plan. As a living document, the road map would be adjusted to needs of the Board and the Secretariat; a new draft incorporating the Board's latest comments would be presented at an upcoming informal Board consultation. WFP's objectives and goals would emerge from discussions. WFP's Country Strategic Plans would be linked to United Nations Development Assistance Frameworks (UNDAFs), which were being adapted to the SDGs and would incorporate humanitarian as well as development aspects, including disaster mitigation and response activities.

Middle East, North Africa, Eastern Europe and Central Asia Portfolio

36. The Regional Director noted that 44 million out of the 87 million people in need of humanitarian assistance throughout the world were in this region. In 2016, access remained the main challenge for WFP. WFP had been unable to reach a number of places in Iraq, the Syrian Arab Republic, eastern Ukraine and Yemen, leaving many of the neediest people without adequate food for weeks. WFP continued to support Libya operations from Tunisia. WFP did not consider one-time or negotiated access sufficient: access needed to be unconditional and guarantee WFP the opportunity to assess needs, provide and monitor food assistance at any time.
37. The support of the international community was critical to provide resources and to advocate for unlimited humanitarian access and for a political solution to the crisis. A robust food stock pipeline was needed to ensure that WFP was prepared to respond during limited windows of opportunity to reach the most vulnerable in besieged areas.
38. A gender lens was being applied to WFP's work in the region to address food insecurity. Households headed by women were more vulnerable to food insecurity, and with the conflicts resulting in more such households, it was more urgent than ever for WFP to address the specific situation of women and to support women to build resilience and prevent negative coping strategies. WFP looked forward to addressing protection issues, including gender-based violence.
39. The unprecedented challenges in the region were leading to international crises and prolonged, even forgotten conflicts; Yemen was a case in point. Assistance was urgently needed to save lives, support the future and restore hope. WFP could only deal with consequences of the conflicts; achieving a political solution required action from the international community.
40. The Regional Director expressed gratitude for donations, highlighting a recent very generous donation from Germany in response to the Syrian crisis.

Summary Evaluation Report — State of Palestine Country Portfolio (2011-mid 2015) and Management Response (2016/EB.1/5) (for consideration)

41. The Director of the Office of Evaluation (OEV) highlighted the evaluation's major learning points: while resilience activities were generally relevant to the Palestinian livelihoods context, WFP needed more careful analysis and realism, including better risk and feasibility analysis concerning what WFP could contribute in the highly restricted context for Palestinian livelihoods. WFP should enhance the implementation and use of cost analysis and expenditure tracking, to demonstrate the cost-effectiveness of activities and modalities.
42. The Board welcomed this first evaluation of WFP's portfolio in the State of Palestine, underlining the good results in general food assistance (GFA), capacity development of Palestinian institutions, integration of WFP assistance into national social protection systems, work with partners and use of CBTs, which provided a model for WFP's CBT activities in other countries in the region. The high quality monitoring system for GFA and the e-voucher system facilitated beneficiary identification and provided a useful evidence base for learning, enhanced response and improved analysis of effectiveness.
43. Emphasizing that food insecurity in the State of Palestine resulted from restricted access to, rather than lack of, land and water resources, Board members accepted the rewording of the management response to recommendation 1, but some felt that more should be done to address

the root causes of hunger. Other members underlined the importance of WFP's neutrality. The next country portfolio design should focus on WFP's comparative advantages and collaboration with partners on the protection of livelihoods.

44. The Director of OEV added that the evaluation recommended focusing on protecting livelihoods because the context made building livelihoods unfeasible. The full evaluation report gave more details on the portfolio's alignment with humanitarian principles.
45. Responding to questions, the Country Director reported that FAO and other partners were supporting smallholders and fishers; WFP injected about USD 170 million into the economy through food purchases and CBTs; and the country office was rolling out a nutrition awareness campaign which would also contribute to gender results.

Country Programmes — Tajikistan 200813 (2016–2020) (2016/EB.1/6) (for approval)

46. The Board noted that Tajikistan Country Programme (CP) 200813 would be implemented at a time of declining remittances from abroad and falling crop production, and that WFP was providing capacity development, elaborating nutrition models and promoting the empowerment of women with a view to hand-over to the Government. Board members endorsed the alignment with national plans, and noted that full attention should be given to SDG 2 goals.
47. Some members suggested that Tajikistan could develop the potential of its sheep to provide sustainable livelihoods associated with the wool trade and to use the meat to enhance dietary diversity; it should also seek increase production of wheat flour, cut post-harvest losses, improve irrigation and obtain inputs such as high-yield crop varieties. Capacity development should focus on self-sufficiency, food security and resilience in partnerships with FAO and other organizations.
48. Board members suggested that high population growth and the return of many earners from abroad should be considered before hand-over; the effects of currency devaluation and declining remittances should be investigated. The Board endorsed the gender-related focus of CP 200813, which would contribute to food security.
49. The Secretariat welcomed the Board's support, and agreed that in-country food availability should be increased with a view to improving food security and nutrition outcomes. Under the resilience component, work to improve irrigation and minimize post-harvest losses was under way, and seedlings of appropriate crop varieties were being provided. Economic and population growth issues were already being considered.
50. Tajikistan's Deputy Minister of Health and Social Protection thanked WFP for its work in his country and reaffirmed his Government's full commitment to the CP.

Asia and the Pacific Portfolio

51. The Regional Director summarized WFP's work in responding to challenges in the region. Strategic reviews, which were designed to frame programme design, had been completed for Cambodia, India and Indonesia; were under way for Bangladesh and the Lao People's Democratic Republic; and had just started in Pakistan, the Philippines and Timor-Leste. The strategic pillars for the regional bureau remained: scaling up nutrition; strengthening national social protection systems; building resilience; and improving emergency preparedness.
52. The Regional Director updated the Board on the region's six protracted relief and recovery operations, including: i) Afghanistan, where despite growing insecurity, WFP was able to carry out capacity development activities; ii) Pakistan, where WFP supported the resettlement process in Federally Administered Tribal Areas, and was seeking twinning funds for Government wheat donations; iii) Myanmar, where WFP was assisting flood victims and internally displaced persons primarily through CBTs and was planning for returnees from Thailand; iv) Nepal, where earthquake-affected groups were being supported; v) the Democratic People's Republic of Korea, where WFP operations faced funding constraints; and vi) the Philippines, where vulnerable communities in Mindanao were receiving support.

53. The effects of El Niño were being felt throughout the region, including Indonesia, the Philippines, Timor-Leste and the Pacific. Papua New Guinea was of particular concern; WFP had deployed a technical assistance team supporting national response efforts.
54. WFP was working with a broad range of regional partners and stakeholders to prepare common messages for WHS; it was advocating for disaster preparedness, gender actions and bridging the humanitarian–development divide.
55. The Board thanked the Regional Director, who responded to members' questions by further clarifying the strategic review process.

Country Programmes — Indonesia 200914 (2016–2020) (2016/EB.1/7) (for approval)

56. The Country Director introduced the CP, which was designed in collaboration with the Government to support its food security, nutrition and disaster management programmes. For the first time there would be no food distributions unless a Level 3 disaster warranted international assistance. Instead, the CP was to focus on policy advice, capacity development and knowledge sharing.
57. The Board welcomed the innovative government-led nature of CP 200914, its focus on policy and logistics support and its alignment with the United Nations Partnership for Development Framework, the SDGs and WFP's Strategic Objectives. Board members endorsed the focus on gender inequalities and the evidence-based approach to targeting vulnerable groups. Some members asked about the division of responsibilities with other nutrition actors and WFP's support to the logistics and emergency telecommunications clusters. Clarification was sought as to the exclusion of the smallholder-farmer resilience component and the risks associated with government-funded programmes.
58. The Secretariat assured the Board that its observations on natural disasters, division of labour and gender equality would be addressed. No activities had been cut, though some would be funded from other sources and did not feature in CP 200914.
59. The Deputy Minister of Indonesia's National Development Planning Ministry addressed the Board, welcoming this new phase in Indonesia's long partnership with WFP.

Budget Increases to Development Activities — Cambodia Country Programme 200202 (2016/EB.1/8) (for approval)

60. The Country Director noted that this budget increase aligned WFP's planning cycle with the new UNDAF and supported Cambodia's progress toward becoming a lower-middle-income country by 2020.
61. The Board appreciated the Government's pivotal role in the CP; WFP's cooperation with non-governmental organizations, cooperatives and other partners; targeting of the most vulnerable communities; and the increasing use of CBTs, including for nutrition activities.
62. While cash scholarships had a positive impact on school attendance, some members questioned their role in food and nutrition status. It was also unclear how WFP could assume an advisory role in climate change adaptation. Members encouraged the country office to focus on developing national capacities in preparation for exit and to identify opportunities for synergies with other actors.
63. The Country Director added that work on livelihoods resilience was informed by government data and the country office's continuous analyses at the local level. WFP was formulating methodologies to facilitate hand-over to the Government, including platforms for climate change activities and a mobile banking system for cash scholarships, which the Ministry of Education was adopting for applications throughout the education system. WFP's investments enabled purchases of local food for national school feeding, boosting local economies.

West Africa Portfolio

64. The Regional Director for West Africa observed that the new gender strategy sought to maximize gender awareness among staff at all levels through a Look Behind the Fence campaign. Studies were under way of related matters such as women's control over their market activities, and innovative recruitment and staff-development mechanisms were being introduced to reach 50/50 gender representation. The Bureaux had established an innovative regional technical support pool that allowed skills of staff throughout the region to be dedicated to needs anywhere in the 20 country offices in the region. Regional nutrition programming was centred on community-based projects for the prevention of stunting.
65. Violence in the Lake Chad basin had displaced 2.7 million people, and 5.6 million food-insecure people were being assisted under the regional emergency operation; particular attention was being paid to beneficiary and staff security. In Nigeria, WFP was supporting the Government in collecting nutrition data and developing cash-based options to address widespread food insecurity. The political situation in the Central African Republic was stabilizing, but 50 percent of the population could not meet basic food needs. West Africa was almost Ebola-free; WFP continued to support affected people continued. The African Union had endorsed national prioritization of school feeding programmes.
66. The Board endorsed the regional approaches described and requested clarification as to the needs of country offices, especially with regard to gender, reproductive rights and women's empowerment, and on the situation in the Central African Republic.
67. The Regional Director remarked that better awareness of gender issues at all levels was helping define what areas required attention. A special event on the Central African Republic was to be held immediately following the Board.

Country Programmes — Guinea-Bissau 200846 (2016–2020) (2016/EB.1/9) (for approval)

68. The Country Director presented the Guinea-Bissau CP, which had been designed in consultation with the Government and other stakeholders in the country, building on previous operations and supporting Guinea-Bissau's achievement of SDG 2. The CP was in line with the Government's five-year development strategy and had strong donor support.
69. The Board welcomed the CP, noting the economic benefits for local communities of food-assistance-for-assets (FFA) activities, CBTs and the use of local production in school meals. With women being more affected by poverty than men, the focus on addressing gender inequalities was particularly appropriate. Members recalled the positive results of similar CPs in other African countries emerging from long-term political instability. They noted the CP's planned gradual hand-over of the school meals programme to the Government.
70. The Country Director added that findings from a pilot CBT programme were not yet available. However, WFP would retain the food pipeline as CBTs could not be used in all CP areas.
71. Following approval of the CP, the Minister of Education of Guinea-Bissau confirmed the Government's appreciation of and commitment to working with WFP.

Southern Africa Regional Overview

72. The Regional Director described the dire food-security situation in southern Africa, where 14 million people were facing hunger following very poor harvests last year. The ongoing El Niño-associated drought had compounded an already alarming situation: disasters had been declared in several countries and recent analyses indicated that 50 million people in the region were exposed to impacts of El Niño. The poor were adopting negative coping strategies such as selling livestock at low prices, and there were signs of worsening malnutrition levels among children in some countries. The bleak regional outlook was exacerbated by: i) the deteriorating economic situation – prices of Zambian copper and Angolan oil had plummeted, currencies were losing value and maize prices were soaring in some countries; ii) changing weather patterns that were reducing water availability – Zimbabwe's Lake Kariba dam was at only 12 percent capacity; and iii) severe operational funding shortfalls in several WFP country

offices. The regional bureau had activated a regional preparedness plan, deploying innovative mVAM technology and conducting a regional supply chain assessment.

73. The Board agreed that urgent action was needed and noted that regional governments and bodies, including the Southern African Development Community (SADC) and the Common Market for Eastern and Southern Africa, were coordinating their actions with WFP, FAO and other organizations to maintain food security, address climate change issues and preserve development gains of recent years.
74. In response to Board questions, the Regional Director explained that commercial options were being investigated with a view to supporting additional food imports into some countries. WFP's programmes would be expanded to incorporate additional food-insecure people and increased use of CBTs, where appropriate.
75. The Deputy Executive Director reassured the Board that, with SADC playing a lead role, WFP's extensive experience would contribute to preventing a regional disaster. WFP and FAO would jointly update the membership in March.

East and Central Africa Regional Overview

76. The Regional Director outlined WFP's activities across the region. In the midst of the worst El Niño phenomenon in history, 18 million people in Ethiopia needed assistance, despite the reduced vulnerability resulting from the Government's development and social protection programmes. With these development gains at risk, WFP's role in the government-led humanitarian response to the drought faced severe funding shortfalls. El Niño-related flooding and drought had also increased needs in Somalia and Kenya.
77. Despite gradually increasing dialogue between Government and the opposition, conflict continued in South Sudan, while economic instability and poor harvests also increased assistance needs. With rains rendering large areas inaccessible in the second half of the year, pre-positioning of supplies was essential but challenging. Political instability was also affecting the humanitarian and economic situation in Burundi, with growing numbers of food-insecure people requiring assistance.
78. Priorities for the regional bureau included implementing the GAP, starting with knowledge management to identify priority areas for activities to empower women; scaling up the use of CBTs in areas where conditions were right and advocacy to address under-resourcing.
79. The Board thanked the Regional Director for WFP's valuable work in the region. Members were pleased with the expanding use of CBTs, but warned against the inflationary effects that they could have on local economies. Members encouraged the regional bureau to continue cooperating with other agencies on CBTs and looked forward to seeing the results of an ongoing economic analysis of the modality. They suggested that the lasting positive effects of government development programmes in Ethiopia be shared as an example for other governments.
80. The Regional Director added that CBTs were introduced only after careful context analysis; the regional bureau used a blend of transfer modalities and shifted among them. A briefing on CBTs was planned for July.

Latin America and the Caribbean Regional Overview

81. The Regional Director outlined the impacts the El Niño phenomenon in the region, particularly in the Dry Corridor of Central America and Haiti. In Central America, WFP had supported national efforts to recover from the crisis, providing assistance to 1 million food-insecure beneficiaries directly affected by drought. The plan until August 2016 was to assist 600,000 severe food-insecure beneficiaries; Guatemala and Honduras had been included in the recent Office for the Coordination of Humanitarian Affairs humanitarian response appeal. An emergency operation was planned to address the severe effects of drought in Haiti through cash transfers. Recovery and resilience-building were to be facilitated through capacity development for asset-creation and livelihoods, with an estimated cost of over USD 80 million.

82. In Paraguay, WFP was supporting government responses to flooding using emergency cash transfers. In Bolivia, both drought and floods had required cash-transfer responses. WFP was supporting government emergency preparedness in Colombia and Ecuador and rapid needs assessments in Peru.
83. Migration and internal displacement had increased throughout the region; WFP was working with the International Organization for Migration and the Organization of American States on a study on the links between migration, food insecurity and violence in northern Central America.
84. The regional bureau had posted a document on WFP experience in supporting national school feeding programmes in the region and on future strategies in the region, which was available on the Board webpage. WFP was providing school feeding support to 2 million children in six countries in the region.
85. WHO had recently declared the Zika virus a public health emergency. The regional bureau had established a working group to recommend actions to guarantee the safety of staff and to contribute to health responses under the leadership of national governments and the United Nations.
86. The Board thanked the Regional Director for the detailed explanations, supported the appeal for Haiti and called for South–South cooperation, technological support and know-how to face the regional challenges.
87. In response to queries, the Regional Director further detailed the use of CBTs in Haiti.

Administrative and Managerial Matters

Reports by the Joint Inspection Unit Relevant to the Work of WFP (2016/EB.1/10) (for consideration)

88. The Secretariat noted that it had followed up on 59 Joint Inspection Unit (JIU) recommendations for WFP action; 40 recommendations were closed during the reporting period. The working group of Bureau alternates considered those recommendations that were addressed to the Board.
89. Board members commended WFP's effective implementation and reporting on JIU recommendations. Board members noted that: i) ethics training was expected to be completed by the end of 2016; ii) the Secretariat would consider including timelines in WFP's reports on the implementation of JIU recommendations; and iii) the question of long-term retention of non-staff personnel was being considered in the light of WFP's uncertain funding and its need for surge capacity. The Board noted that statistics on WFP's engagement of non-staff personnel would be provided in the APR.

ANNEX I**Decisions and Recommendations****Adoption of the Agenda**

The Board adopted the Agenda.

8 February 2016

Election of the Bureau and Appointment of the Rapporteur

In accordance with the Rules of Procedure of the Board, the Board elected Her Excellency Stephanie Hochstetter Skinner-Klée (Guatemala, List C) as President for a one-year term. Ms Angélica Jácome (Panama, List C) was elected as Alternate.

The Board elected Mr Vimlendra Sharan (India, List B) as Vice-President. H.E. Majid Dehghan-Shoar (Islamic Republic of Iran, List B) was elected as Alternate.

The Board elected as members of the Bureau, representing the other three WFP electoral lists, for a one-year term: Ms Anna-Marie Moulton (South Africa, List A); Ms Vibeke Gram Mortensen (Denmark, List D) and Mr Zoltán Kálmán (Hungary, List E). Elected as Alternates were: H.E. Mohammed S.L. Sheriff (Liberia, List A); Mr Osamu Kubota (Japan, List D); and Mr Andrzej Halasiewicz (Poland, List E).

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Benito Santiago Jiménez Sauma (Mexico, List C) Rapporteur of the First Regular Session of 2016.

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The decisions and recommendations in the current report will be implemented by the Secretariat in the light of the Board's deliberations, from which the main comments will be reflected in the summary of the work of the session.

Current and Future Strategic Issues

2016/EB.1/1

Opening Remarks by the Executive Director

The Board took note of the presentation by the Executive Director. The main points of the presentation and the Board's comments would be contained in the summary of the work of the session.

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Policy Issues

2016/EB.1/2

Mid-Term Review of the WFP Strategic Plan (2014–2017)

The Board took note of "Mid-Term Review of the WFP Strategic Plan (2014–2017)" (WFP/EB.1/2016/4-A), taking into account considerations raised by the Board during its discussion.

8 February 2016

- 2016/EB.1/3 **Gender Action Plan**
- The Board took note of “Gender Action Plan” (WFP/EB.1/2016/4-B), taking into account considerations raised by the Board during its discussion.
- 8 February 2016*
- 2016/EB.1/4 **Risk Appetite Statement**
- The Board took note of “Risk Appetite Statement” (WFP/EB.1/2016/4-C), taking into account considerations raised during its discussion.
- 8 February 2016*
- Middle East, North Africa, Eastern Europe and Central Asia Portfolio**
- 2016/EB.1/5 **Summary Evaluation Report — State of Palestine Country Portfolio (2011-mid 2015) and Management Response**
- The Board took note of “Summary Evaluation Report – State of Palestine Country Portfolio (2011–mid-2015)” (WFP/EB.1/2016/5) and the management response in WFP/EB.1/2016/5/Add.1* + Corr.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.
- 9 February 2016*
- 2016/EB.1/6 **Country Programmes — Tajikistan 200813 (2016–2020)**
- The Board approved country programme Tajikistan 200813 (2016–2020) (WFP/EB.1/2016/6/3), for which the food requirement is 64,624 mt at a cost of USD 39.0 million, at a total cost to WFP of USD 80.6 million.
- 9 February 2016*
- Asia and the Pacific Portfolio**
- 2016/EB.1/7 **Country Programmes — Indonesia 200914 (2016–2020)**
- The Board approved country programme Indonesia 200914 (2016–2020) (WFP/EB.1/2016/6/2), for which the total cost to WFP is USD 14.8 million.
- 9 February 2016*
- 2016/EB.1/8 **Budget Increases to Development Activities — Cambodia Country Programme 200202**
- The Board approved the proposed budget increase of USD 46.4 million for Cambodia country programme 200202 (WFP/EB.1/2016/7) with a 30-month extension from 1 July 2016 to 31 December 2018.
- 9 February 2016*
- West Africa Portfolio**
- 2016/EB.1/9 **Country Programmes — Guinea-Bissau 200846 (2016–2020)**
- The Board approved country programme Guinea-Bissau 200846 (2016–2020) (WFP/EB.1/2016/6/1), for which the food requirement is 21,720 mt at a cost of USD 23 million, the cash-based transfer requirement is USD 4.8 million and the total cost to WFP is USD 38.3 million.
- 9 February 2016*

Administrative and Managerial Matters**2016/EB.1/10 Reports by the Joint Inspection Unit Relevant to the Work of WFP**

The Board took note of the information and recommendations in “Reports by the Joint Inspection Unit Relevant to the Work of WFP” (WFP/EB.1/2016/10*).

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Summary of the Work of the Executive Board**2016/EB.1/11 Summary of the Work of the Second Regular Session of the Executive Board, 2015**

The Board approved “Draft Summary of the Work of the Second Regular Session of the Executive Board, 2015”, the final version of which would be embodied in the document WFP/EB.2/2015/15.

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ANNEX II**Provisional Agenda**

1. ***Adoption of the Agenda (for approval)***
2. ***Election of the Bureau and Appointment of the Rapporteur***
3. ***Current and Future Strategic Issues***
4. ***Policy Issues***
 - a) Mid-Term Review of the WFP Strategic Plan (2014–2017) *(for consideration)*
 - b) Gender Action Plan *(for consideration)*
 - c) Risk Appetite Statement *(for consideration)*
 - d) Update on the Nutrition Policy *(for information)*
 - e) Update on the People Strategy *(for information)*
 - f) Update on the Integrated Road Map for the Strategic Plan (2017–2021), the Country Strategic Planning Approach and the Financial Framework Review *(for information)*
5. ***Evaluation Reports (for consideration)***
 - Summary Evaluation Report – State of Palestine Country Portfolio and Management Response

Operational Matters

6. ***Country Programmes (for approval)***
 - Guinea-Bissau 200846
 - Indonesia 200914
 - Tajikistan 200813
7. ***Projects for Executive Board Approval (for approval)***

Budget increases to development activities

 - Cambodia 200202
8. ***Reports of the Executive Director on Operational Matters (for information)***
 - a) Development projects approved by the Executive Director (1 January–31 December 2015)
 - Timor-Leste 200770
 - b) Budget increases to development activities approved by the Executive Director (1 January–31 December 2015)
 - c) Budget increases to protracted relief and recovery operations approved by the Executive Director (1 July–31 December 2015)
 - d) Emergency operations approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 July–31 December 2015)
9. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2016–2017) *(for information)*

10. ***Administrative and Managerial Matters***
 - Reports by the Joint Inspection Unit Relevant to the Work of WFP
(for consideration)
11. ***Summary of the Work of the Second Regular Session of the Executive Board, 2015***
(for approval)
12. ***Other Business***
13. ***Verification of Adopted Decisions and Recommendations***

Acronyms Used in the Document

CBT	cash-based transfers
CP	Country Programme
CRF	Corporate Results Framework
GAP	Gender Action Plan
GFA	general food assistance
JIU	Joint Inspection Unit
OEV	Office of Evaluation
SADC	Southern African Development Community
SDG	Sustainable Development Goals
UNDAF	United Nations Development Assistance Frameworks
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHS	World Humanitarian Summit