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SUMMARY OF THE WORK OF THE SECOND REGULAR SESSION OF THE EXECUTIVE BOARD, 2015

In accordance with the methods of work of the Executive Board, the present document reflects the main points of its deliberations to be taken into account by the Secretariat in the implementation of the Board's decisions and recommendations. In accordance with a request by the Board at EB.A/2010, the decisions and recommendations from the session are contained as Annex I of this document.

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

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CURRENT AND FUTURE STRATEGIC ISSUES

Opening Remarks by the Executive Director (2015/EB.2/1)

1. The Executive Director thanked the Board and recalled that with the recent adoption of the Sustainable Development Goals (SDGs), WFP and its partners had committed to a world free from fear and want, recognizing that the most marginalized people should be prioritized to ensure that no one is excluded. The goal of ending hunger by 2030 was an ambitious but achievable goal.
2. WFP had a mandate to reframe its programmes, develop new partnerships and work in transformative ways to address hunger and its multidimensional causes. This would require all actors to collectively plan, resource and deliver humanitarian assistance towards the 2030 Agenda. The 2016 World Humanitarian Summit in Istanbul (WHS) would offer renewed commitment to principled humanitarian action, improved access for humanitarian actors and financing frameworks to meet global needs. All actors needed to: recognize that different crises require different responses; raise the global commitment to putting girls and women at the center of humanitarian work; put people first; and strengthen civil society at the field level.
3. With climate change affecting food-insecure people disproportionately, the upcoming Paris Climate Conference (COP21) represented a further step towards eradicating hunger. WFP had achieved climate neutrality and the Executive Director highlighted the importance of ambitious climate change efforts as a prerequisite for zero hunger.
4. El Niño remained a major concern, especially for rain-fed agriculture; WFP would employ a “no-regrets investment policy” to build preparedness. Although undernutrition had declined in some areas, the number of stunted children in Africa had risen, and systemic vulnerabilities hindered further progress. The Scaling Up Nutrition (SUN) movement and the Renewed Efforts Against Child Hunger and Undernutrition (REACH) initiative presented opportunities to act in collaboration with other actors. In areas affected by Ebola, WFP had been able to hand over logistics support to governments and would ensure that communities thrived.
5. Conflict and limited access made it difficult for WFP to deliver life-saving assistance to all of those in need. Places in South Sudan had catastrophic levels of hunger, and the situation was dire in Burundi, the Central African Republic, Ethiopia, Mali and in the Lake Chad region. Funding was stretched thin for the large-scale humanitarian needs of Syrians and Yemenis. In Latin America and the Caribbean hunger was also exacerbated by drought and the effects of the El Niño phenomenon. In Asia and the Pacific, WFP’s preparedness capacity and common services platforms assisted two million people following the Nepal earthquake. The Executive Director thanked all donors for their support and asked the Board to continue its commitment as longer-term mechanisms for support were identified.
6. The Executive Director underscored the importance of WFP’s new evaluation policy, which would inform every facet of its work. WFP also prioritized gender equality with its new gender policy, gender results network and gender accountability framework.
7. WFP had innovated the use of flexible transfer modalities and trained staff worldwide in their use. WFP’s increased partnership capacity had positioned it to be the “go-to partner for zero hunger”, and new tools for public awareness such as the One Future, #ZeroHunger social media campaign and a partnership with Alitalia were building public will to achieve zero hunger.

8. WFP's next Strategic Plan (2017–2021) would further emphasize the SDG 2 of Zero Hunger. Partnership with the other Rome-based agencies (RBAs) would maximize contributions to global goals and national plans. The Executive Director concluded by stressing the need for further strengthening WFP's work in order to overcome hunger and malnutrition.
9. Mr Stephen O'Brien, Under-Secretary-General and Emergency Relief Coordinator at the United Nations Office for the Coordination of Humanitarian Affairs, spoke about WFP's central role in humanitarian response, acknowledging the courage of WFP staff working in crisis areas.
10. Drawing attention to the WHS, Mr O'Brien noted that humanitarian needs had already reached unprecedented levels as a result of conflict and the resulting displacements. He emphasized the need for enhanced communications among donors and stakeholders to ensure that potential crises were recognized before they could escalate into catastrophe. The WHS aimed to inspire the actions needed to address needs while maintaining the dignity and safety of vulnerable people, especially women and girls, promoting resilience and establishing partnerships within an effective global system.
11. Board members thanked the Executive Director and Mr O'Brien for their unyielding support to saving lives and their dedication to zero hunger. WFP's assistance has been essential following natural disasters, conflicts and complex emergencies all over the world. Board members affirmed the importance of resilience-building and mobilizing new resources to meet long-term objectives. The WHS would provide opportunities to ensure that the world humanitarian community is fit for purpose and making joint humanitarian action more effective amid increasingly protracted and recurrent crises.
12. The Board acknowledged WFP's crucial role in stabilizing volatile situations. The Syrian refugee crisis had raised awareness of the need to build developing countries' resilience. Insecurity increased the likelihood of greater refugee crises ahead, but WFP's response was crucial for stabilizing the region. Predictable long-term funding was needed to mitigate the negative impacts on an entire generation.
13. Board members recognized that complex emergencies required unprecedented response and long-term investments in resilience. WFP needed to expand its donor base and increase efficiency; the "ShareTheMeal" app was a major breakthrough, allowing personal donations to WFP and feedback on them. The Board congratulated WFP on its innovative cash-based transfers (CBTs) and encouraged greater cost transparency, joint needs assessments and prioritized appeals.
14. WFP's expanding partnership with the other RBAs was appreciated by the Board, which called for more structured collaboration in order to find novel solutions to financial and other challenges. The Board particularly encouraged WFP's continued collaboration along with RBA partners on the Committee on World Food Security (CFS). Board members called on all donors to support WFP in maximizing its impact, including offshoring and developing country strategies.
15. Mr O'Brien expressed his gratitude for Board members' helpful contributions and determination to reach people in need. Agreeing with the need for greater clarification about prioritization of actions, he highlighted that 80 percent of humanitarian needs arise from man-made crises. The humanitarian community would need to sequence its responses and seek political solutions to reduce future humanitarian needs. To this end, humanitarian and development actors must work together, engaging in different relationships for humanitarian response and long-term development. Finally, global actors needed to apply international humanitarian principles and expand markets through humanitarian action.

16. The Executive Director thanked Mr O'Brien and the Board for underscoring the importance of the WHS and supporting WFP's work. This meeting was being broadcast around the world to WFP staff, who had heard Board members' statements of support. Overcoming the humanitarian–development divide required thinking about actions, not actors, since most global actors share humanitarian and development responsibilities. WFP would continue to mobilize needed resources – including from non-traditional donors and the private sector – through innovative funding sources to meet the needs of hungry people everywhere.

POLICY ISSUES

Evaluation Policy (2016–2021) (2015/EB.2/2) (*for approval*)

17. The Director of the Office of Evaluation (OEV) presented the new policy, which embedded an evaluation culture throughout WFP, supporting WFP's ongoing transformation and its contributions to the Zero Hunger Challenge and the 2030 Agenda. The policy was informed by findings from the 2014 peer review and consultations with senior management, colleagues in regional bureaux and country offices, and the Board. OEV's peers had commended the draft policy as setting a new benchmark for evaluation within the United Nations system.
18. The Board recognized the policy's compliance with international principles and standards for evaluation and its contribution to making WFP fit for purpose. Members welcomed OEV's expanded oversight role, emphasizing the importance of providing guidance, reporting systems and quality assurance for all evaluations, particularly decentralized evaluations. Regular consultations with management would support this new role, ensuring that evaluations were useful to management.
19. However, it was essential that OEV remained independent, including in its involvement with evaluation specialists at regional bureaux. Noting the importance of having good data and information to demonstrate results, the Board encouraged OEV to guide the systematic gathering and use of lessons learned from evaluations, but OEV should not have sole responsibility for lesson-gathering.
20. Members agreed that the 0.8 percent budget allocation to evaluation was appropriate, and requested more details on contingency plans for funding shortfalls. There were concerns about the need for more systematic monitoring and planning for evaluations and the feasibility of the policy's plans to evaluate 50 percent of country portfolios every three years.
21. Directing members to paragraphs of the document that covered many of these points, the Director of OEV noted that the evaluation charter to be issued by the Executive Director and the evaluation strategy would provide further details on governance and operation of the policy, including accountabilities.
22. The ongoing enhancement of WFP's knowledge management systems would facilitate lesson-gathering; future project designs would include plans for funding evaluations and using their results. OEV's own systems would be developed after design of the charter and strategy in the first half of 2016. As well as operation evaluations, joint and impact evaluations could also be conducted at decentralized levels. Although not discussed at Board meetings, individual decentralized evaluation reports were to be available on the website.

23. The Secretariat reminded the Board that the term of the current Director of OEV would be extended for one year from January 2016, allowing sufficient time for international recruitment of a subsequent Director of Evaluation under the terms of the new policy.

Update on WFP's Role in the Collective Humanitarian Response (2015/EB.2/3) (for consideration)

24. The Secretariat emphasized that the paper was the outcome of wide internal consultations and provided an update on the Inter-Agency Standing Committee Transformative Agenda and WHS processes. It focused on issues of collective ownership of humanitarian responses, financing options and global processes, outlining emerging issues that were affecting the humanitarian system and how WFP was adapting its responses.
25. The Board commended the efforts to adapt to the trends and the attention given to political and economic issues in the context of the increasing frequency and duration of disasters. Board members also supported the people-centred nature of the approach and the recognition of issues related to urban settings and gender. Board members advised that outcomes of the WHS should be actionable, and that approaches should be differentiated according to the nature of the crisis and local capacities. Protection was seen as a prime driver for all humanitarian response, facilitated through improved access and proximity to affected populations. Affected populations should be involved in planning and implementation, with feedback used to optimize interventions.
26. Board members noted that because protracted conflict had become the predominant cause of humanitarian needs and concerns, political solutions were needed along with more innovative and long-term financing. It was important to reassure donors and beneficiaries that collective solutions were being developed that would “leave no one behind”, in line with the recently endorsed 2030 Agenda. Several Board members urged WFP to encourage more senior qualified staff to join the Humanitarian Coordination Pool as a contribution to engendering collective leadership and effective coordination along with diminishing competition for scarce resources.
27. The Secretariat welcomed the Board's observations and support, particularly on the need to differentiate humanitarian interventions according to national needs and capacities, in line with the Strategic Plan. It was confirmed that efforts were being made to encourage senior managers to apply for the Humanitarian Coordination Pool, while noting that there was a lack of incentives.

Update on Collaboration among the Rome-Based Agencies (2015/EB.2/4) (for consideration)

28. The Secretariat presented the update, which reflected inputs from the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) and comments made by the Board on the 2013 update. Representatives of FAO and IFAD outlined their agencies' perspectives.
29. The Board commended the progress in collaboration among the RBAs, particularly on the Zero Hunger Challenge, SDG 2, CFS and common advocacy. Members welcomed the increased cooperation at the country level and noted that protracted emergencies, resilience work and administration services provided additional opportunities for inter-agency synergies.
30. Emphasizing that partnership was not an end in itself but a means of increasing efficiency and delivery, members highlighted the need for planning collaboration to maximize the results for target populations, and encouraged the Secretariat to gather information on the



benefits of collaboration and enhance reporting on results. Collaboration must be based on the comparative advantages, capacities and mandates of each agency. Members suggested that the RBAs issue a joint concept paper outlining their joint contributions to the 2030 Agenda, with goals, timeframes and commitments.

31. Regular inter-RBA consultations at headquarters and in the field, motivation and facilitation of country office staff, and improved coordination among agencies' calendars of meetings and events would also help enhance collaboration and its results. Donors had a role in providing stable funding and opportunities for the agencies to work together.
32. Members warned against the risk of collaboration resulting in the over-concentration of efforts in specific segments and geographic areas, and noted that wider partnerships were also essential, including with the United Nations Children's Fund (UNICEF), the United Nations Industrial Development Organization and development banks.
33. The Secretariat took note of these points. Through the CFS, the RBAs organized a regional seminar on protracted crisis issues in 2015 and would consider doing so in future, resources permitting. The RBA senior consultative group was discussing joint engagement in the 2030 Agenda.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

WFP Management Plan (2016–2018) (2015/EB.2/5) (*for approval*)

34. Noting that the Management Plan was the product of consultations and bilateral discussions, and that it had been endorsed by the FAO Finance Committee and the Advisory Committee on Administrative and Budgetary Questions (ACABQ), the Secretariat explained that the income forecast underlining the whole plan was based on recent revenue trends and available donor intelligence, while the prioritized plan of work was resource-based and performance-informed. The Secretariat noted the suitability of ration-based data for measuring beneficiary needs and calculating the costs of prioritization. It stated that the benefits of the critical corporate investments of the Fit for Purpose initiative would accrue in future years and further noted the potential for cost excellence investment – particularly the global service centre – to improve the efficiency and cost-effectiveness of WFP's operations.
35. The Board welcomed the proposals and the collegiate approach, which had resulted in agreement on the way forward in a changing humanitarian context. Board members supported the principle of “living within our means”, noting that the ration-based approach to reflecting costs and reach of activities provided clarity for donors and better insight into value for money. The Secretariat was urged to continue its work on evaluating the indirect benefits of WFP's interventions, seeking predictable funding and maximizing cost effectiveness. Transparency was essential to ensure that donors were comfortable with WFP's resource-allocation decisions.
36. Board members supported the maintenance of the 7 percent indirect support cost (ISC) rate, and recommended increased attention to South–South and triangular cooperation in addressing zero hunger, as complementary to North–South cooperation. They cautioned that the current El Niño phenomenon could result in substantial unforeseen needs and that resilience approaches should be developed accordingly. The Board found the prioritization in cases of underfunding a useful approach, and supported linking the Executive Director's authority to increase the Programme Support and Administrative (PSA) budget to income. It commended increased linkages between resource performance and budgets, as well as with the Strategic Plan, the Management Plan and the Annual Performance Report.

37. Board members also supported the increased budget allocation to country offices and regional bureaux to ensure that the right expertise was closer to the field. They emphasized the need for greater predictable, flexible multi-year funding, urging donors to contribute accordingly.
38. The Secretariat thanked the Board for its support during the preparation of the Management Plan; the outcome was a high-quality document that was supported on all sides. WFP would, as requested, optimize its assessment and targeting procedures in the light of the resource-based and results-oriented approach. Cost drivers were being analysed as part of the Financial Framework Review with the aim of maximizing value for money, and increasing transparency.
39. Consultations on the cost excellence proposals, including the global service centre, would continue, and the proposed Internal Control Unit would be scaled up in due course. Risk-management systems would be aligned with Committee of Sponsoring Organizations of the Treadway Commission (COSO) norms as suggested. The length of the next Management Plan document would be reduced, with the Board's support.

Appointment of the WFP External Auditor for the Term

1 July 2016–30 June 2022 (2015/EB.2/6) (for approval)

40. The President of the Executive Board Bureau and Chair of the Evaluation Panel for selection of WFP's External Auditor for the term 1 July 2016 to 30 June 2022 introduced the other members of the panel and detailed the selection process of the new External Auditor. The panel had recommended the appointment of the Cour des Comptes of France; the ACABQ and the FAO Finance Committee had concurred with this selection. The total annual remuneration was to be USD 380,000, inclusive of fees and all other costs and expenses.
41. Members of the Board commended WFP's transparent selection and appointment process, and congratulated the Cour des Comptes on the unanimous support it received.

Update on the Financial Framework Review (2015/EB.2/7) (for consideration)

42. The Secretariat briefed the Board on the ongoing Financial Framework Review, including the three priority work streams: resource-based planning and macro advance financing – both being piloted in eight country offices – and budgeting for operational effectiveness. The Financial Framework Review was presented as part of a broader organizational context that included the Strategic Plan, the Corporate Results Framework and the country strategic planning approach.
43. The Secretariat also briefed the Board members on the review of the target level of WFP's PSA Equalization Account, which involved a trend analysis and a stress test of potential target levels. The review led to the conclusion that WFP should increase the PSA Equalization Account target from four to five months and establish a "floor" of two months' expenditure. These changes would allow WFP to better underwrite organizational risks and would allow less conservative forecasting and medium-term PSA planning.
44. The Board thanked the Secretariat for undertaking this transparent review of WFP's financial framework, expressing support for its three work streams, which would increase flexibility and predictability, and would make WFP more transparent, effective and efficient with clearer links between resources and results. Board members also commended WFP's commitment to consult with the Board throughout the review process.

45. The Board looked forward to receiving accurately costed proposals for informed decision-making, and reiterated that WFP should not neglect planning based on assessed needs. Members noted that the changes were ambitious but expressed confidence that WFP would be vigilant in managing risks. Members also requested consideration for the impact on donor funding platforms and requested flexibility in implementation timelines if necessary.
46. The Secretariat responded that it was committed to: consulting regularly with the Board and holding bilateral discussions; sharing lessons from the pilots, including cost-benefit and risk analysis; looking at models for engagement; and exploring new donor funding platforms. The Secretariat noted that planning continued to take needs into account; proposals for action would include costed budget breakdowns. The Board was assured that all efforts in pilot countries were grounded in country contexts with support from regional bureaux.

EVALUATION REPORTS

Summary Evaluation Report of the Nutrition Policy (2012–2014) and Management Response (2015/EB.2/8) (*for consideration*)

47. The Director of OEV observed that the nutrition policy evaluation had been conducted at an early stage, at the Board's request. The policy had been assessed as relevant and it appropriately clarified WFP's position concerning the importance of multi-sectoral and multi-stakeholder approaches; it also provided practical orientation and a distinction between nutrition-sensitive and nutrition-specific interventions. However, the evaluation found no evidence of the envisaged scaling up of the nutrition programme, and limited use of CBTs in support of nutrition. The eight recommendations covered research, funding, guidance, monitoring, sustainability, partnerships, and coherence with other WFP policies and guidance.
48. Management had accepted the recommendations. Attention would be given to addressing moderate acute malnutrition (MAM) in children, using locally produced nutrient-dense foods where possible. Additional resources would be required to support research into the effectiveness of cash-based approaches to nutrition. Nutrition training for staff would be augmented, with a focus on gender implications.
49. The Board emphasized the need for multi-sectoral approaches with partners based on evidence and improved data analysis supported by guidance materials. Board members cautioned that WFP should not base its responses on the availability of nutrition products. They urged that approaches balance nutrition-sensitive and nutrition-based interventions to address all forms of malnutrition, with gender issues taken into account.
50. The Board agreed that a holistic approach was needed to integrate nutrition into WFP's work and to ensure that research and monitoring were adequate. It recommended that WFP set clear parameters for its nutrition interventions and complement the work of its partners. Some Board members felt that the policy needed to take into account nutrition issues in emergencies. The Board commended the readiness of the Secretariat to implement the evaluation recommendations in line with the priorities of SUN, REACH and the CFS.
51. The Director of OEV reminded the Board that the limited scale-up was explained in the evaluation report, which also addressed gender issues, funding options, intervention parameters and coherence with the approaches of governments, SUN, REACH and the United Nations as a whole.

52. The Secretariat assured the Board that research was being carried out with reputable institutions to ensure the accuracy and dependability of the results.

Summary Report of the Joint Evaluation of the REACH Initiative (2011–2015) and Management Response (2015/EB.2/9) (for consideration)

53. The Director of OEV presented the joint evaluation, which complemented the evaluation series on WFP's nutrition work. Findings were mixed: the REACH initiative aligned well with the global nutrition agenda and country-level government-led nutrition priorities, complementing the SUN movement. REACH was successful in enhancing awareness of nutrition issues across the eight countries evaluated; however, the evaluation found limited evidence of increased commitment, scale-up and support for increased joint action as a result of this increased awareness of and consensus on nutrition problems in these countries. REACH did not succeed in dismantling the institutional barriers to multi-stakeholder action due mainly to weak incentives for inter-agency coordination.
54. The REACH Global Coordinator presented the United Nations REACH partnership response, noting that a new medium-term strategy in line with the SUN 2.0 strategy was to be developed that would include REACH's distinct role in facilitation support, tailored to country context over five years.
55. The Board commended the quality of this first evaluation of REACH, which demonstrated that the success of the joint initiative depended largely on cooperation among United Nations agencies and stakeholder buy-in and commitments. Noting the limited funding for REACH, members were concerned about the evaluation's mixed findings, particularly regarding the insufficient use of existing United Nations tools and guidance; the lack of incentives for inter-agency collaboration; and differing stakeholder views about the role of REACH in the SUN network.
56. Members welcomed the recommendation reassessing the complementary roles and contributions of the SUN movement and REACH and looked forward to seeing evaluation recommendations reflected in the REACH 2.0 strategy. They emphasized the need to increase the integration of gender and equity considerations in REACH planning; enhance the buy-in from United Nations agencies and other stakeholders; and maintain REACH's neutrality.
57. The Director of OEV noted that the full evaluation report provided more information on efficiency, cost-effectiveness and sustainability.
58. The REACH Global Coordinator reported that REACH hoped to provide facilitation support to countries for five years as recommended, and would enhance the links among REACH, the UN Network for SUN and the SUN movement at country level.

Synthesis Report of the Evaluations of WFP's Emergency Preparedness and Response and Management Response (2015/EB.2/10) (for consideration)

59. The Director of OEV presented the synthesis report of four strategic evaluations covering WFP's engagement in emergency preparedness and response supported by a cross-analysis of selected operation evaluations. While two of the synthesis findings were positive, there were five areas of mixed progress identified, along with three areas for improvement.

60. The Secretariat explained that the evaluation was undertaken during WFP's transition from food aid to food assistance and at a time of unprecedented humanitarian need. The findings had provided WFP with the basis from which to develop its new response modalities, and improved the scale and predictability of its response.
61. Board members welcomed the positive findings, particularly those concerning advance financing and the benefits of coordinated response, which meant that WFP's investments in clusters had been worthwhile. They noted the constraints to responding to lower-level emergencies given the unprecedented number of Level 3 emergencies, and urged management to pursue sustainable funding for protracted crises.
62. The Board stressed the need for capacity development, especially to rapidly scale up use of CBTs in emergencies, and to build government capacity particularly on preparedness. Members also called for greater emphasis on gender, protection and other cross-cutting issues. Fully addressing all the report's recommendations would require strong inter-departmental coordination led by WFP's executive management.
63. The Director of OEV thanked Board members for its interest in the analysis. The global response architecture had built trust and ownership, but was highly resource-intensive. She clarified that lessons on gender and other cross-cutting issues were included in the recommendation on WFP's involvement in humanitarian reform processes such as the WHS.
64. The Secretariat explained that capacity development in CBTs and gender was being integrated into staff training modules. Selected staff would also receive training to revitalize WFP's emergency response roster. WFP would continue to be engaged in improving emergency preparedness and response based on sound analysis.

Synthesis Report of 2014–2015 Operation Evaluations (2015/EB.2/11) *(for consideration)*

65. The Director of OEV presented the synthesis of 16 operation evaluations, which covered a representative range of WFP's work and complemented more complex evaluations of WFP's policies and portfolios. Rather than recommendations, the synthesis provided seven lessons for management's attention. Findings were mixed, but overall they indicated that WFP was progressing in its transition from implementer to enabler.
66. Although no management response was required, the Secretariat outlined recent steps to improve WFP's responses and adapt to its constantly changing operational environment and demands.
67. The Board recognized the valuable lessons from and diverse coverage of the synthesis report. Commending the progress made so far, members encouraged the Secretariat to continue improving operation design, analysis, and monitoring and reporting systems, to address the weaknesses identified and ensure more realistic planning and consideration of risks, including of funding shortfalls. Members emphasized the need for greater incorporation of gender concerns into operation plans, and supported the Secretariat's focus on the qualitative aspects of gender equity and women's empowerment, moving away from reliance on only quantitative data.
68. Noting the potential of collaboration in food security responses, members welcomed the Secretariat's work to identify new partnership opportunities for WFP. Study and data collection efforts should also be directed to building evidence to guide future phases of the transition from implementer to enabler, and assessing the benefits for target populations of the focus on sustainability in WFP programmes.

69. Responding to requests from the Board, the Director of OEV suggested that syntheses of decentralized evaluations at the regional and country levels could be considered after the new systems envisaged in the evaluation policy were in place. The Director also explained that recommendations were not included in the synthesis report but that the latter was incorporated into the Annual Evaluation Report, which generated recommendations.

LATIN AMERICA AND THE CARIBBEAN PORTFOLIO

70. The Regional Director noted that food production in Latin America and the Caribbean had been substantially reduced during the ongoing drought, and the next harvest was also expected to be poor. The situation across the region was further exacerbated by the current severe El Niño phenomenon. Food insecurity was expected to worsen in the dry corridor of Central America. The spring harvest in Haiti had produced 70 percent less than normal, leaving an additional 500,000 people at risk of food insecurity: WFP's response may be hampered by funding shortfalls. It was also expected that El Niño would bring above-average rainfall to most of South America in late 2015, resulting in flooding and mudslides. The northern part of Colombia was affected by drought.
71. WFP and the International Organization for Migration were exploring the links between food insecurity and migration: the need to invest in resilience and social protection programmes was evident. WFP presence in Bolivia was to be drastically reduced due to lack of funding. Across the region, WFP was prioritizing country ownership and leadership of sustainable food assistance and social protection programmes. It was reorienting its work in middle-income countries in line with the SDGs, focusing on innovative mechanisms, such as the increased use of CBTs in emergency preparedness and response. WFP was investigating new mechanisms to develop market activity, dietary diversity and beneficiary empowerment through South–South cooperation, and was working with partners and governments in the region to promote food security and inclusion of nutrition in national policies.
72. The Board welcomed the direction of WFP's work in the region, particularly the emphasis on dialogue with governments, national capacity development and technical innovation. Board members noted the effectiveness of WFP's fundraising in the region and congratulated the Regional Director and his team on their efforts. Donors were urged to help maintain WFP's operations in Bolivia.

Budget Increases to Protracted Relief and Recovery Operations – Central America 200490 (2015/EB.2/12) (for approval)

73. The protracted relief and recovery operation (PRRO) covered El Salvador, Guatemala, Honduras and Nicaragua – low- and middle-income countries severely affected by the current drought that had plunged a number of people in the dry corridor into severe and moderate food insecurity in an area already susceptible to recurrent shocks. The operation had originally been designed to address sudden-onset emergencies, but needs had increased as harvests failed as a result of the drought, and the resulting changes in the proportions of food assistance and CBTs required additional funding. The proposed budget increase of USD 60 million was to assist more than 500,000 people until the next harvest.
74. The Board recognized the need for the budget increase to address food insecurity in line with the Strategic Objectives and national requirements, suggesting that attention be given to corresponding infrastructure development and national capacity augmentation, particularly with regard to women.

75. In response to a request by some Board members, the Regional Director explained that estimates of beneficiary numbers had been derived from primary data collected between May and July 2015 from affected households as well as secondary data provided by official entities. The figures would be regularly monitored and adjusted as necessary.

Budget Increases to Development Activities – Haiti Development Project 200150 (2015/EB.2/13) (for approval)

76. The Country Director introduced the budget increase and two-year extension to the school feeding programme in Haiti. WFP was working with the Government and other agencies to harmonize approaches to support for school feeding, and FAO, IFAD and WFP were collaborating on expanding local procurement. Fortified foods had been introduced to address micronutrient deficiencies.
77. The Board expressed its support for the project and emphasized the importance of close collaboration among all stakeholders. Members referred to the WFP evaluation of the programme and appreciated the country office's work to implement its recommendations. They expressed support for the country office's work to promote local production and to build on its monitoring and evaluation to improve the effectiveness and efficiency of the programme. The Board supported strengthening of national capacities and the aim to hand over school feeding to the Government by 2030. It appreciated the project's efforts to create synergies with asset-creation activities in the PRRO and its attention to gender equality.
78. The Government of Haiti expressed its appreciation to the Executive Director for her attention to the challenges facing Haiti, and thanked the Board and donors for its support for school feeding. The Government sought to improve school attendance rates, particularly among girls.

MIDDLE EAST, NORTH AFRICA, EASTERN EUROPE AND CENTRAL ASIA REGIONAL OVERVIEW

79. The Regional Director reported that although countries in the region were enthusiastic about the opportunities offered by the 2030 Agenda, many had failed to meet the Millennium Development Goals, mainly because of ongoing conflict. In the Arab region, the number of hungry people had doubled. In Europe and the Commonwealth of Independent States, more progress was seen yet 33 percent of the population in Tajikistan was still undernourished; Ukraine was among other countries facing setbacks.
80. Conflict in the Syrian Arab Republic had forced 4.2 million people to flee to neighbouring countries, where refugees from other regions were also arriving; migration to Europe had increased fourfold since 2014. A combination of factors was leading some refugees to return to the Syrian Arab Republic. Throughout the region, conflict, terrorism and natural disasters, compounded by poverty and low education levels, were forcing people to adopt negative coping mechanisms, which were likely to have long-lasting negative effects.
81. WFP's budget in the region had doubled between 2010 and 2014. Flexible programme design facilitated the tailoring of assistance to people's needs and enabled WFP to start building resilience and livelihoods while responding to emergencies; school feeding was planned to support 4 million children in the region, including in conflict settings such as the Syrian Arab Republic. In 2014, WFP directed half of its total cash-based assistance to 4.5 million people in the region. Innovations included the use of iris scans for beneficiary identification.

82. The Board applauded WFP's work in the region and urged WFP and donors to continue and increase their support.
83. Responding to points raised, the Regional Director reported that there were small numbers of people from Yemen in Djibouti; following the recent cyclone, other refugees present in Yemen had returned to Somalia. Resilience programmes in the region included support to local production. WFP and partners were investigating ways of bringing refugees into local labour markets, but this was still very challenging.

WEST AFRICA REGIONAL OVERVIEW

84. The Regional Director presented an overview of WFP's work in West Africa, focusing on progress in resilience-building in the Sahel. Following the 2012 drought WFP, partners and governments committed to investing in integrated, multi-year resilience programmes; the Regional Resilience Roadmap outlined guiding principles, in line with WFP's Strategic Plan and national priorities. Six PRROs approved in the previous two years for the Sahel focused on Strategic Objective 3.
85. The three-pronged approach – integrated context analysis, seasonal livelihood planning and community-based participatory planning – was being used to determine the underlying causes of vulnerability and develop contextualized multi-sector responses. WFP had launched a regional study on gender and markets as part of its work to develop more gender-sensitive data collection tools and programmes. Five countries in the region were using mobile vulnerability analysis and mapping (mVAM). Since 2011 there had been a threefold increase in the use of CBTs, with the number of countries expanding from 5 to 13.
86. The yogurt project in Burkina Faso was having an important impact, with women producers expanding their markets beyond WFP. Impact monitoring was a priority for the region: in the Niger, WFP was using routine, post-distribution and longitudinal impact monitoring and seeing positive trends that included reduction in negative coping strategies and increased agricultural production. There was scope to capture the full scale of impact, beyond the timeframe of an intervention.
87. WFP was working to develop research and models to move beyond malnutrition treatment to prevention. Partnerships were critical to building resilience. RBA collaboration had yielded a case study detailing coordination in the Sahel, and partnerships with the private sector and academia were assisting WFP in asset-creation activities. Lack of predictable multi-year funding was the primary challenge to maintain investments and gains in the region.

EAST AND CENTRAL AFRICA PORTFOLIO

88. The Regional Director for East and Central Africa provided an overview of the difficult situation in the region. Despite its economic growth, needs were skyrocketing and WFP's resources were constrained. Amid large-scale cross-border humanitarian operations, WFP had employed new tools to reach people in need.
89. Despite seasonal improvements, food insecurity had deepened in conflict areas and the Horn of Africa, with 16 million people in Integrated Food Security Phase Classification (IPC) Phases 3 or 4. Malnutrition had also increased, with high rates of global acute malnutrition, stunting and micronutrient deficiencies. The impacts of El Niño were expected to include drought and flooding, especially areas of rain-fed agriculture and nomadic pastoralism. In Ethiopia, the potential impacts were especially concerning.

90. A recent peace agreement in South Sudan had been unevenly implemented and 3.9 million people were severely food-insecure, with 40,000 facing famine conditions. An upcoming event on South Sudan, convened by the European Commission Directorate-General for Humanitarian Aid and Civil Protection (ECHO) and WFP, was to provide an opportunity for dialogue on reframing the approach to addressing food insecurity in this context.
91. Protracted crises across the region had led WFP to support nearly 2 million refugees; these severe needs had strained donors' generosity and caused significant shortfalls. Innovations in refugee assistance included biometric identification, CBTs and self-reliance projects. Vulnerability studies among refugees in Kenya and Ethiopia were planned to enable WFP to prioritize its assistance.
92. Board members commended WFP staff for their efforts in affected countries; it was hoped that donors would be able to meet these enormous demands. In response to a query about Eritrea's ban on accepting food assistance, the Regional Director explained that while this policy had not changed, the Government had signaled interest in renewing its engagement with WFP and was open to discussions about United Nations support.

Country Programme – Uganda 200894 (2016–2020) (2015/EB.2/14)
(for approval)

93. The Country Director stressed that country programme (CP) 200894 and PRRO 200842 complemented each other and supported national priorities in line with the Zero Hunger Challenge, the current United Nations Development Assistance Framework (UNDAF) and SDG 2 through partnerships with the RBAs and the Office of the United Nations High Commissioner for Refugees (UNHCR). The CP focused on agricultural markets, nutrition services and school feeding. The agriculture and market support component was based on existing Purchase for Progress (P4P) activities, with a special focus on preventing post-harvest losses. The school feeding programme would be extended and handed over to the Government by 2020.
94. The Board welcomed the self-reliance elements of the programme, which were supported in particular by the partnership with FAO. Members noted that there was considerable potential for South–South cooperation with regard to minimizing post-harvest losses. Board members were pleased with the degree of alignment among the elements of the CP and other operations in Uganda and with the scope of cooperation with partners, which would maximize the benefits and ensure sustainability. Some members suggested that new indicators would be required to assess reductions in post-harvest losses as the programme progressed.
95. Thanking the Board for its observations, the Country Director observed that initial work on post-harvest storage had reduced losses by up to 98 percent; options for scaling up were being studied. Information on the indicators would be made available separately. South-South cooperation involving China was under way, and partnerships with the RBAs were being developed. Working with private-sector and government partners helped reduce costs as smallholders acquired technologies and skills, and would contribute to sustainability.

Protracted Relief and Recovery Operations – Uganda 200852 (2015/EB.2/15) *(for approval)*

96. The Country Director introduced the PRRO, which complemented CP 200894. It focused on the most food-insecure people in Karamoja, with emphasis on building the resilience of the communities and the region; on supporting the refugee population – which had increased significantly in recent years following influxes predominantly from South Sudan, the Democratic Republic of the Congo (DRC) and recently Burundi – including building livelihoods for refugee and host populations; and on enhancing the Government’s overall preparedness for emergencies. A biometric identification programme for the refugee programme would be introduced commencing in the first quarter of 2016.
97. The Board welcomed the PRRO and supported its objectives. Members applauded the Government’s generous policy of accommodating refugees in settlements, with land plots, freedom of movement, and access to employment opportunities and basic social services.
98. The Board particularly appreciated the PRRO’s multi-focused approach, tiered strategy for phasing out support to long-term refugees, and use of partnerships, particularly with FAO. It recommended collecting best practices and lessons on how collaboration among the RBAs could help reduce people’s dependence on food assistance. Members encouraged the country office to continue building on findings from the 2014 country portfolio evaluation and developing a biometric identification system.
99. The Country Director confirmed that the PRRO was built on the Government’s approach to hosting refugees and provided WFP with an opportunity to analyse the effects of this approach on refugee and host populations.

Protracted Relief and Recovery Operations – Somalia 200844 (2015/EB.2/16) *(for approval)*

100. With the establishment of the Federal Government in 2012, Somalia was transforming from a failed to recovering state, with emerging regional and local authorities becoming even more important WFP partners. However, 40 percent of the population remained food-insecure and 20 percent of children under 5 were malnourished. The new Somalia PRRO would assist 2.5 million people over three years, informed by an external evaluation of the previous PRRO. WFP would continue to roll out biometric technology for electronic registration and management of transfers. Up to 40 percent of programmes would be implemented through CBTs.
101. Board members expressed satisfaction with the PRRO design, noting WFP’s partnership with other agencies and requesting more information about how WFP would share biometric data. While the Board supported the operation’s asset-building activities, it sought clarification about how WFP would ensure community access to and sustainability of assets. Board members also asked for more details on outcome measurement, the feasibility of significantly increasing CBTs and how a recent nutrition causal analysis drove the PRRO design.
102. The Country Director explained that the SCOPE platform had improved security for CBTs and supported scale-up and monitoring. Mobile technology would be used for assessment and interaction with beneficiaries. WFP was finalizing an agreement with UNHCR on a common approach to avoid duplication in registration. Given that not all regions had functioning markets, WFP had maintained its capacity for in-kind assistance; the nutrition causal analysis has been central to the PRRO design. WFP would hold consultations with communities to ensure sustainable access to assets created.

**Budget Increases to Protracted Relief and Recovery Operations –
Ethiopia 200712 (2015/EB.2/17) (for approval)**

103. The Country Director introduced the budget revision, which would enable WFP to scale up its support for the national emergency response, in view of increasing relief requirements and rising malnutrition.
104. The Board supported the budget increase, noting that the positive leadership of the Government and its allocation of major funding would help to maximize the effectiveness and sustainability of WFP's operations. Board members recommended that WFP assist the Government in addressing the structural causes of food insecurity through disaster preparedness and prevention of malnutrition. They also recommended additional work with the Famine Early Warning Systems Network and others on enhancing food security analysis. In view of the scale and urgency of needs in Ethiopia, the Board urged donors to make timely contributions.
105. The Country Director was grateful for the Board's support, noting that disaster risk management and social protection systems were already in place, but required further strengthening. The importance of expanding long-term resilience approaches was recognized, but the immediate need to contain rising acute malnutrition and household food insecurity was paramount. Assessments were under way and would be strengthened, and nutrition monitoring and surveillance would be improved.
106. The representative of the Government of Ethiopia expressed his country's appreciation of the support received.

**Budget Increases to Protracted Relief and Recovery Operations –
South Sudan 200572 (2015/EB.2/18) (for approval)**

107. The Country Director presented the budget revision to PRRO 200572, which complemented an emergency operation (EMOP) in a twin-track response to the different needs in different areas of South Sudan. The August 2015 peace agreement brought hope, but the road to post-conflict recovery would be long.
108. The Board welcomed the well-designed and justified extension, commending the focus on refugee and other vulnerable populations and the attention to nutrition and capacity development. Members recommended maintaining the flexibility to switch from cash to food distributions if the local currency depreciated further and expanding the donor base.
109. Noting the Board's comments, the Country Director clarified that unconditional food transfers and asset-building activities addressed the underlying causes of food insecurity. Although refugees were accommodated in EMOP areas, they were assisted through the PRRO. Only long-term refugees with access to land would be shifted to conditional transfers, which would focus on livelihood support. Because of resource limitations, areas with emergency-level malnutrition rates were prioritized for nutrition activities. P4P could be implemented only in areas with high agricultural productivity.
110. The Regional Director added that protection and gender concerns were addressed more fully in the EMOP document. The high level of demands in the country caused competition for resources and funding shortfalls for the PRRO.

ASIA PORTFOLIO

111. The Regional Director updated the Board on WFP's activities in Asia and the Pacific, citing a "global reset" exercise that was transforming how WFP worked. The four strategic pillars remained valid: the SUN movement; strengthening social protection; building resilience; and improving emergency response. Vulnerability analysis and mapping (VAM), knowledge management and gender provided cross-cutting support.
112. Strategic reviews of countries' food and nutrition security had yielded new forms of engagement, including Country Strategic Plans in India and Indonesia. Pakistan had become WFP's biggest host-government donor. In the Philippines, WFP was helping to strengthen an existing food-based safety net (the "4P programme") to build resilience. Other examples of new forms of engagement included the Humanitarian Staging Area in Nepal, which had enabled an immediate response to the earthquake, and humanitarian response hubs in Pakistan.
113. The effects of the El Niño phenomenon threatened 30 percent of Indonesia's population, 70 percent of Timor-Leste's, and at least 850,000 people in Papua New Guinea. WFP was conducting analysis to develop mitigation options. A new WFP office in Fiji was supporting assessments of food, telecommunications and logistics as 4.1 million people in the South Pacific Islands were facing El Niño-related risks.
114. In the Democratic People's Republic of Korea, WFP was undertaking its first nutrition assessment since 2012 to develop the new PRRO. Throughout the region, WFP was adopting a more strategic approach to planning, broadening the scope of interventions beyond food assistance and engaging with governments and partners to prepare for shocks.
115. Board members expressed their appreciation for WFP's support in this region, and interest in knowing more about the strategic review approach and how it was being applied.
116. The Regional Director explained that strategic reviews were prioritized based on the Biennial Programme of Work, and were carried out with support from the Policy and Programme Division at Headquarters.

Country Programme – Sri Lanka 200866 (2016–2017) (2015/EB.2/19) *(for approval)*

117. The Deputy Country Director introduced the CP, noting that it was designed for Sri Lanka in the context of its graduation to lower-middle-income status.
118. The Board endorsed the alignment of the CP with government policies. Board members felt WFP should have a clear timeframe for the hand-over of the school feeding programme. They requested clarification of the questioning of quality levels of locally produced fortified food, WFP collaboration with other agencies on gender and climate change issues, and the CP's links with the PRRO. Board members emphasized that accurate targeting would be needed to ensure assistance reached the most vulnerable groups and encouraged WFP to continue to analyse and address risks.
119. The Deputy Country Director clarified that WFP was supporting the Government in preparing it to take over the school feeding programme, with a timeline to be established under the next CP. The Government had asked WFP to help improve the quality of locally produced fortified food for the supplementary feeding programme. WFP and the Government had jointly launched the Consolidated Livelihood Exercise for Analysing Resilience, Minimum Cost of Diet assessment and the Food Security Atlas which would be used to target the least-resilient communities for assistance. WFP partnered with

FAO on nutrition-sensitive activities and with FAO and UNICEF through the SUN movement, and supported Save the Children leadership of a civil-society alliance to scale up nutrition.

120. The representative of the Government of Sri Lanka expressed his country's appreciation of the work of WFP.

Protracted Relief and Recovery Operations – Nepal 200875 (2015/EB.2/20)
(for approval)

121. The Country Director presented the PRRO, which followed an EMOP responding to April's earthquake and would contribute to the Government's Build Back Better vision, led by the national reconstruction authority established in June.
122. Commending the country office's speedy engagement in post-earthquake clean-up and recovery, the Board welcomed the PRRO, which built on lessons learned under the EMOP. Members supported the PRRO's focus on marginalized and remote populations and the attention to disaster preparedness, and applauded WFP's leadership of the logistics and emergency telecommunications clusters under the EMOP. They encouraged the country office to work with the Government on addressing the challenges caused by political tension, particularly fuel shortages. Collaboration with government and other actors was also essential in preventing duplications and gaps in reconstruction work. Members expressed concern about WFP's capacity to monitor the wide range of PRRO activities and the risk that fuel shortages and poor harvests would push more people into food insecurity.
123. In her response, the Country Director reported that, following advocacy with the Government, WFP currently had sufficient fuel supplies at its distribution hubs, including for the logistics cluster; mules were used to reach remoter areas. WFP's deep field presence in remote areas would facilitate the monitoring of activities. Price, food security and livelihood monitoring would identify any additional needs, which would be addressed accordingly. Consultations with other actors involved in reconstruction, including the clusters, would further facilitate synergies and prevent overlaps.
124. The Regional Director added that lessons for logistics were being gathered and packaged.

Protracted Relief and Recovery Operations – Pakistan 200867 (2015/EB.2/21)
(for approval)

125. The Country Director thanked Board Members for their field visit to Pakistan. Following consultations with Government, donors and civil society, the new PRRO marked a transition to recovery and longer-term sustainability. It focused on assisting the displaced and returnees, on communities vulnerable to natural disasters, and on increasing government capabilities and creating an enabling environment for women's equality. It also included: a holistic approach to nutrition; policy support; private-sector partnerships for local production; and assistance in disaster preparedness and response.
126. The Board thanked the Country Director for her presentation, noting that even with WFP's exemplary work, Pakistan still faced food insecurity and malnutrition. Board members acknowledged the operation's appropriateness, particularly its assistance for returnees and the displaced. Members appreciated WFP's focus on women and children.
127. In response to Board queries, the Country Director emphasized that capacity development was aligned with the Government, with WFP providing technical support in key areas and transitioning towards an expanded technical support role. Monitoring was carried out by WFP's partners in collaboration with beneficiaries, using third-party monitoring in

difficult-to-access areas. A feedback desk allowed beneficiaries to report issues. A unique relationship fostered among the Government through its contribution of wheat, donors' complementary resourcing and WFP had enabled greater and more efficient food coverage at a lower cost.

128. Gender was integrated into the PRRO through distinct distribution and discussion spaces for women. If displacement were to continue beyond 2017, a budget revision may be required.
129. The Pakistani Ambassador closed by expressing appreciation for WFP's work in the country.

Budget Increases to Development Activities – Lao People's Democratic Republic Country Programme 200242 (2015/EB.2/22) (for approval)

130. The Country Director presented the revision, which aligned the CP with the UNDAF and the Government's Eighth National Socio-Economic Development Plan. It was based on consultations with the Government and partners and findings from a mid-term evaluation.
131. The Board welcomed continuation of the components of the CP and its attention to gender and accountability to affected populations. Members encouraged WFP to continue its collaboration with IFAD and ensure the sustainability of assets created. They looked forward to seeing the results of the study of the comparative benefits of mid-morning snacks versus school lunches. Members welcomed the opportunity for the CP to improve targeting and emphasized the need for good monitoring systems and national capacity development.
132. In response, the Country Director briefly described the new monitoring strategy and WFP's increased field presence. She reiterated WFP's commitment to work upstream and ensure high-quality programmes, and presented the options for the hand-over of school feeding. Additional mechanisms for gathering beneficiary feedback were being piloted.

Budget Increases to Protracted Relief and Recovery Operations – Myanmar 200299 (2015/EB.2/23) (for approval)

133. The Country Director briefed the Board on the situation in Myanmar, where WFP had been assisting food-insecure people, building assets, feeding schoolchildren and tackling malnutrition. While progress had been made, 26 percent of Myanmar's population lived in poverty. Priorities of the revised PRRO included emergency preparedness, nutrition and social safety nets.
134. The Board noted the Government's commitment to zero hunger. Commending the PRRO's focus on building resilience, members emphasized the vulnerability of flood-affected areas and encouraged close monitoring of CBTs in areas experiencing economic instability. Supporting WFP's capacity development work, the Board asked for more clarity on these activities and encouraged WFP to prioritize operations based on estimated funding levels. Members also recommended that WFP examine the use of cash in the context of climate vulnerability.
135. The Country Director expressed his gratitude for the Board's inputs, highlighting that much of WFP's capacity-development investment would be in nutrition. Resources had been concentrated in regions with the highest malnutrition rates. WFP would monitor all CBTs and would discuss strategies for reducing undernutrition and school-feeding hand-over with the Government and other actors.

136. The Government of Myanmar expressed its gratitude for WFP's support, which was in line with government priorities.

SOUTHERN AFRICA PORTFOLIO

137. The Regional Director emphasized that the early start of the lean season, combined with the predicted strongest El Niño phenomenon to hit the southern Africa region in 35 years, compounded region-wide food insecurity where some 16 million people were already affected. Vulnerable communities were expected to reduce food intake, consume less nutritious food and adopt negative coping mechanisms. Countries could also resort to importing food from outside the region, which was a problematic response given the devaluation of many African currencies and the sharp, unseasonal food price increases.
138. The regional bureau was taking a “no regrets” approach to preparation as El Niño reached peak intensity. The current growing season coincided exactly with El Niño, and the rainy season was off to a late start. Comparisons were being made with the severe drought in 2002, when southern Africa was WFP's biggest humanitarian crisis.
139. WFP and partners including FAO and the Southern African Development Community were ensuring common analysis of domestic and household food availability trends as the season progressed, twinned with proactive advocacy. Initiatives to enable governments would be bolstered, including those to build resilience, especially given that national economies and policies had been enhanced in recent years. Innovative tools and approaches such as increased use of CBTs would be employed; grain reserves would be explored as a possible mitigation measure.
140. The Regional Director thanked donors for contributions, noting the need for immediate action to ensure development gains were not lost while the humanitarian needs of 16 million food-insecure people were met.
141. The Board acknowledged the seriousness of the El Niño, noting its global impact: plans must take into account the possibility that additional funding might not materialize given competing demands.
142. The Regional Director highlighted plans to work with an array of stakeholders including international financial institutions to sensitize and harmonize needed responses.

Summary Evaluation Report — United Republic of Tanzania Country Portfolio (2011–2014) and Management Response (2015/EB.2/24) (for consideration)

143. The Director of OEV introduced the evaluation, which had mixed findings. While activities had been operationally relevant to conditions in the country, the deeper programmatic integration foreseen by the country strategy was not achieved, partly due to funding constraints. With the exception of VAM and P4P, there was little clarity on hand-over and sustainability as envisaged by the country strategy. The full evaluation report contained more details.
144. The Regional Director noted that resource shortfalls had impeded WFP's engagement in national safety net and school feeding policies. Management was implementing most of the recommendations but disagreed with recommendation 4 regarding the country office's engagement in direct food transfers in certain contexts. WFP needed to be ready to provide immediate assistance to refugees likely to enter the country; many refugees in remote areas had few alternatives to WFP food.

145. The Board generally agreed with the evaluation and the management response, but some members felt reference to the country's development strategies of the previous five decades was inappropriate. Some members suggested that the recent approval of a budget revision to the CP should have been delayed until the evaluation findings were available and encouraged management to consider implementing some aspects of the recommendations with which it was not in full agreement.
146. Members were particularly concerned about the lack of hand-over strategy for school feeding, which some recommended should include private-sector involvement. Members also suggested that the evaluation could have made recommendations for the Government.
147. The Director of OEV explained that the references to decades of development aimed to clarify the context for WFP's operations in the context of the United Nations Delivering as One assistance to the country's development. OEV had organized an in-country workshop where the evaluation team leader briefed country office staff on initial evaluation findings to support preparation of the recent CP budget revision.
148. The Regional Director added that evaluation findings were informing design of the new Country Strategic Plan, which would reflect the country's strong growth of recent years. WFP procured food from the United Republic of Tanzania for use in its responses in other countries.

Country Programme — Zambia 200891 (2016–2020) (2015/EB.2/25)
(for approval)

149. The Country Director briefed the Board on WFP's work in Zambia, where climate shocks and stunting among children were major concerns. The CP would improve education through home-grown school feeding (HGSF), increase resilience to shocks and tackle undernutrition.
150. Based on lessons learned from the mid-term evaluation of the current CP, the new CP was focused on achieving SDG 2 and building government capacity for assuming ownership of HGSF. WFP would work with FAO to promote conservation agriculture among farmers. In addition, the CP would build resilience to climate shocks and support disaster preparedness. Successes and lessons learned from the P4P pilot would be integrated into the CP.
151. The Board thanked the Country Director for his presentation, commending WFP's focus on sustainable agriculture and seeking more details on WFP's resilience-building efforts. Board members encouraged WFP to leverage its relationships with the Government and private sector to facilitate national ownership of HGSF.
152. Acknowledging the Board's interventions, the Country Director highlighted that as Zambia diversified its economy, WFP would continue promoting agricultural diversification and market linkages with both the public and private sectors. In response to a Board query, he explained that the Government had prioritized school enrollment of children orphaned by AIDS.
153. The Government of Zambia expressed its gratitude to WFP and its Executive Board for approving the CP.

Budget Increases to Development Activities – Mozambique Country Programme 200286 (2015/EB.2/26) (for approval)

154. The Regional Director stated that the nature of WFP's assistance within each of the CP's components had been adjusted at the request of the Government. WFP was adapting its approach to evolving needs.
155. The Board welcomed WFP's shift to technical support for the Government, and urged WFP to support national programmes addressing widespread malnutrition. Board members appreciated WFP's intention to place itself as a coordinator and facilitator with a view to optimizing disaster response mechanisms; the use of CBTs; and WFP's ongoing micronutrient powders programme in collaboration with partners. The suspension of other direct nutrition interventions pending evaluation outcomes was queried. Some members sought additional information on care for the disabled and on WFP's engagement with the Purchase from Africans for Africa programme. Board members noted the CP's alignment with the UNDAF and with other partners.
156. The Regional Director explained that South–South cooperation was facilitating the transition to a national HGSF programme. Tools for urban needs assessments were needed to extend capacity development, for which funding would be required.
157. The Regional Director thanked the Board and observed that detailed questions would be referred to the Country Director, who was attending a course for potential Resident Coordinators.

Protracted Relief and Recovery Operations – Democratic Republic of the Congo 200832 (2015/EB.2/27) (for approval)

158. The Country Director presented the PRRO, which responded to needs created by continuing conflict in the east of DRC. With 1.6 million people displaced and elections scheduled for 2016, the food security situation was unlikely to improve for at least two years.
159. The Board welcomed the PRRO and applauded the country office's positive response to the findings and recommendations of the 2014 evaluation, particularly its improved liaison with other humanitarian actors in the country. Members recommended taking this cooperation further by designing joint programmes with partners. There were concerns about the high rates of malnutrition in parts of the country that the PRRO did not cover, and members hoped to see greater use of CBTs in the future. Targeting should be informed by the IPC.
160. The Country Director agreed that additional resources were needed to address malnutrition in other areas. The country office was advocating for greater government engagement in nutrition issues. The security situation made extensive use of CBTs too risky; armed groups were using the kidnap of humanitarian personnel as a way of raising funds. Including small quantities through P4P, WFP procured nearly 30 percent of its food needs for DRC in country. Cooperation was valuable for partners as well as for WFP, and the country office was encouraging development partners to consider the effects of conflict in their planning.

OTHER BUSINESS

Report on the Field Visit to Pakistan of the WFP Executive Board

161. The Board members who had participated in the field visit to Pakistan briefed on their observations and conclusions, and warmly thanked the Government and the WFP country team as well as the Secretariat for their support. The delegation observed WFP's activities from emergency relief to recovery and development, and had meetings at various levels with ministers, local officials, partners and WFP staff.
162. The participants drew attention to the excellent relations between the Government and the WFP country team. The Government's substantial investments in support of WFP's programmes were fully appreciated. Observations of WFP's work with the private sector showed the effectiveness of large-scale operations such as the salt iodization programme. WFP's attention to gender-specific programming was clearly effective, and its ability to draw on a range of tools and modalities suited to different contexts was a major factor in its success.
163. Attention was drawn to the difficulty of establishing and maintaining accurate beneficiary registers due to the level of vulnerability of displaced persons. It was also noted that work was needed to ensure cooperation between some of the non-governmental organizations and the Government.
164. The team felt that the gains of field trips were well worth the costs: the visits provided the opportunity to gain first-hand knowledge of the conditions and constraints under which WFP operated, and of its successes. The outcome was the ability to make informed and responsible decisions in the Board.

ANNEX I**DECISIONS AND RECOMMENDATIONS****Adoption of the Agenda**

The Board adopted the Agenda.

9 November 2015

Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Muhsin Younis Abdul Majid Al-Samaraee (Iraq, List B) Rapporteur of the Second Regular Session of 2015.

9 November 2015

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**2015/EB.2/1 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.

9 November 2015

POLICY ISSUES**2015/EB.2/2 Evaluation Policy (2016–2021)**

The Board approved "Evaluation Policy (2016–2021)" (WFP/EB.2/2015/4-A/Rev.1).

9 November 2015

2015/EB.2/3 Update on WFP's Role in the Collective Humanitarian Response

The Board took note of "Update on WFP's Role in the Collective Humanitarian Response" (WFP/EB.2/2015/4-B) taking into account considerations raised by the Board during its discussion.

9 November 2015

2015/EB.2/4 Update on Collaboration among the Rome-Based Agencies

The Board took note of "Update on Collaboration among the Rome-Based Agencies: A WFP Perspective" (WFP/EB.2/2015/4-C/Rev.1) and encouraged further action on the way forward described in paragraphs 55 to 62, taking into account considerations raised by the Board during its discussion.

9 November 2015

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

2015/EB.2/5 WFP Management Plan (2016–2018)

Having considered WFP's Management Plan for 2016–2018, as submitted by the Executive Director in document WFP/EB.2/2015/5-A/1/Rev.1, the Board:

- i. **took note** that the 2016 Programme Support and Administrative (PSA) appropriation assumes a funding level of USD 4.9 billion in 2016;
- ii. **took note** of the projected operational requirements of USD 8.6 billion for 2016 and the prioritization proposals to align this with anticipated funding, as outlined in Section III;
- iii. **approved** a 2016 PSA appropriation of USD 290.3 million, to be allocated as follows:

Programme support: regional bureaux and country offices	USD 107.4 million
Programme support: Headquarters	USD 50.1 million
Management and administration	USD 132.8 million
Total	USD 290.3 million
- iv. **approved** the allocation of USD 17.0 million for critical corporate initiatives from the PSA Equalization Account, as outlined in Section IV;
- v. **approved** the allocation of USD 3 million, in 2016, as a critical corporate initiative from the PSA Equalization Account, i) for investment in the re-engineering and realignment of processes to deliver further savings and improve mission focus at the field level and ii) to finalize during 2016 the business case for the proposed global service centre;
- vi. **approved** use of the General Fund to charge investment management costs up to USD 1 million per annum from interest income accrued to the General Fund;
- vii. **approved** an indirect support cost recovery rate of 7.0 percent for 2016;
- viii. **authorized** the Executive Director to adjust the PSA component of the budget in accordance with a change in the level of the forecasted income for the year, at a rate not to exceed 2 percent of the anticipated change in income; and
- ix. **approved** a ceiling of USD 82 million for corporate services advances from 2016 and looked forward to reviewing this regularly as part of future management plans.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.2/2015/5(A,B,C,D)/2) and the FAO Finance Committee (WFP/EB.2/2015/5(A,B,C,D)/3).

9 November 2015

**2015/EB.2/6 Appointment of the WFP External Auditor for the Term
1 July 2016–30 June 2022**

The Executive Board appointed the Cour des Comptes of France as the WFP External Auditor for the term 1 July 2016 to 30 June 2022.

The total annual remuneration of the External Auditor shall be USD 380,000, inclusive of fees and all other costs and expenses, to be paid in quarterly instalments.

The Board authorized the Board President to sign the contract between WFP and the Cour des Comptes of France on its behalf.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2015/5(A,B,C,D)/2) and the FAO Finance Committee (WFP/EB.2/2015/5(A,B,C,D)/3).

10 November 2015

2015/EB.2/7 Update on the Financial Framework Review

Having considered the “Update on the Financial Framework Review” (WFP/EB.2/2015/5-C/1) the Board:

- i) took note of the ongoing work of the Financial Framework Review, the proposed timeline and cost estimates for 2015 and 2016;
- ii) took note of the review of the Programme Support and Administrative Equalization Account target level and the Secretariat’s conclusion that the target level should be increased from the equivalent of four months of approved Programme Support and Administrative expenditure to five months; and that a “floor” should be established equivalent to two months of approved Programme Support and Administrative expenditure; and
- iii) looked forward to regular updates on the Financial Framework Review.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2015/5(A,B,C,D)/2) and the FAO Finance Committee (WFP/EB.2/2015/5(A,B,C,D)/3).

10 November 2015

EVALUATION REPORTS

2015/EB.2/8 Summary Evaluation Report of the Nutrition Policy (2012–2014) and Management Response

The Board took note of “Summary Evaluation Report of the Nutrition Policy (2012–2014)” (WFP/EB.2/2015/6-A) and the management response in WFP/EB.2/2015/6-A/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

10 November 2015

2015/EB.2/9 Summary Report of the Joint Evaluation of the REACH Initiative (2011–2015) and Management Response

The Board took note of “Summary Report of the Joint Evaluation of the REACH Initiative (2011–2015)” (WFP/EB.2/2015/6-C*) and the management response in WFP/EB.2/2015/6-C/Add.1*, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

10 November 2015

2015/EB.2/10 Synthesis Report of the Evaluations of WFP’s Emergency Preparedness and Response and Management Response

The Board took note of “Synthesis Report of the Evaluations of WFP’s Emergency Preparedness and Response” (WFP/EB.2/2015/6-B) and the management response in WFP/EB.2/2015/6-B/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

10 November 2015

2015/EB.2/11 Synthesis Report of 2014–2015 Operation Evaluations

The Board took note of “Synthesis Report of 2014–2015 Operation Evaluations” (WFP/EB.2/2015/6-E*) taking into account considerations raised by the Board during its discussion.

10 November 2015

LATIN AMERICA AND THE CARIBBEAN PORTFOLIO

2015/EB.2/12 Budget Increases to Protracted Relief and Recovery Operations — Central America 200490

The Board approved the proposed budget increase of USD 58.7 million for the Central America regional protracted relief and recovery operation 200490 “Restoring Food Security and Livelihoods for Vulnerable Groups Affected by Recurrent Shocks in El Salvador, Guatemala, Honduras and Nicaragua” (WFP/EB.2/2015/8-C/3).

10 November 2015

2015/EB.2/13 Budget Increases to Development Activities — Haiti Development Project 200150

The Board approved the proposed budget increase of USD 40.7 million for Haiti development project 200150 (WFP/EB.2/2015/8-A/3) with a two-year extension from 1 January 2016 to 31 December 2017.

10 November 2015

EAST AND CENTRAL AFRICA PORTFOLIO**2015/EB.2/14 Country Programme — Uganda 200894 (2016–2020)**

The Board approved country programme Uganda 200894 (2016–2020) (WFP/EB.2/2015/7/1*), for which the food requirement is 49,759 mt at a cost of USD 47.8 million and the capacity development and augmentation cost is US 34.6 million, at a total cost to WFP of USD 103.5 million.

11 November 2015

2015/EB.2/15 Protracted Relief and Recovery Operations — Uganda 200852

The Board approved the proposed protracted relief and recovery operation Uganda 200852 “Food Assistance for Vulnerable Households” (WFP/EB.2/2015/8-B/5 + Corr.1).

11 November 2015

2015/EB.2/16 Protracted Relief and Recovery Operations — Somalia 200844

The Board approved the proposed protracted relief and recovery operation Somalia 200844 “Reducing Malnutrition and Strengthening Resilience to Shocks for a Food-Secure Somalia” (WFP/EB.2/2015/8-B/4).

11 November 2015

2015/EB.2/17 Budget Increases to Protracted Relief and Recovery Operations — Ethiopia 200712

The Board approved the proposed budget increase of USD 131 million for Ethiopia protracted relief and recovery operation 200712 “Responding to Humanitarian Crises and Transitioning Food-Insecure Groups to More Resilient Strategies” (WFP/EB.2/2015/8-C/4).

11 November 2015

2015/EB.2/18 Budget Increases to Protracted Relief and Recovery Operations — South Sudan 200572

The Board approved the proposed budget increase of USD 258.8 million for protracted relief and recovery operation South Sudan 200572 with a 12-month extension from 1 January to 31 December 2016 (WFP/EB.2/2015/8-C/1).

11 November 2015

ASIA PORTFOLIO**2015/EB.2/19 Country Programme — Sri Lanka 200866 (2016–2017)**

The Board approved country programme Sri Lanka 200866 (2016–2017) (WFP/EB.2/2015/7/2), for which the food requirement is 10,956 mt at a cost of USD 7.9 million and the cash-based transfer requirement is USD 4.5 million; the total cost to WFP is USD 19.7 million.

11 November 2015

2015/EB.2/20 Protracted Relief and Recovery Operations — Nepal 200875

The Board approved the proposed protracted relief and recovery operation Nepal 200875 “Restoring Food and Nutrition Security and Building Resilient Livelihoods in Earthquake-Affected Areas” (WFP/EB.2/2015/8-B/2).

11 November 2015

2015/EB.2/21 Protracted Relief and Recovery Operations — Pakistan 200867

The Board approved the proposed protracted relief and recovery operation Pakistan 200867 “Transition: Towards Resilient and Food-Secure Pakistan” (WFP/EB.2/2015/8-B/3/Rev.1).

11 November 2015

2015/EB.2/22 Budget Increases to Development Activities — Lao People’s Democratic Republic Country Programme 200242

The Board approved the proposed budget increase of USD 17.6 million for the country programme Lao People’s Democratic Republic 200242 (WFP/EB.2/2015/8-A/1), with a one-year extension from 1 January to 31 December 2016.

11 November 2015

2015/EB.2/23 Budget Increases to Protracted Relief and Recovery Operations — Myanmar 200299

The Board approved the proposed budget increase of USD 134.8 million for protracted relief and recovery operation Myanmar 200299 “Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable”, with a two-year extension from 1 January 2016 to 31 December 2017 (WFP/EB.2/2015/8-C/2).

11 November 2015

SOUTHERN AFRICA PORTFOLIO

2015/EB.2/24 Summary Evaluation Report — United Republic of Tanzania Country Portfolio (2011–2014) and Management Response

The Board took note of “Summary Evaluation Report – United Republic of Tanzania Country Portfolio (2011–2014)” (WFP/EB.2/2015/6-D) and the management response in WFP/EB.2/2015/6-D/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

12 November 2015

2015/EB.2/25 Country Programme — Zambia 200891 (2016–2020)

The Board approved country programme Zambia 200891 (2016–2020) (WFP/EB.2/2015/7/3), for which the food requirement is 9,951 mt, at a cost of USD 4.2 million, the cash-based transfer requirement is USD 3.1 million and the capacity development and augmentation requirement is USD 13.6 million, at a total cost to WFP of USD 33.5 million.

12 November 2015

2015/EB.2/26 Budget Increases to Development Activities — Mozambique Country Programme 200286

The Board approved the proposed budget increase of USD 12.9 million for country programme Mozambique 200286 with a 12-month extension from 1 January to 31 December 2016 (WFP/EB.2/2015/8-A/2).

12 November 2015

2015/EB.2/27 Protracted Relief and Recovery Operations — Democratic Republic of the Congo 200832

The Board approved the proposed protracted relief and recovery operation Democratic Republic of the Congo 200832 “Targeted Food Assistance to Victims of Armed Conflicts and Other Vulnerable Groups” (WFP/EB.2/2015/8-B/1).

12 November 2015

ORGANIZATIONAL AND PROCEDURAL MATTERS

2015/EB.2/28 Biennial Programme of Work of the Executive Board (2016–2017)

The Board approved “Biennial Programme of Work of the Executive Board (2016–2017)” (WFP/EB.2/2015/11*) as proposed by the Bureau and the Secretariat.

12 November 2015

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD**2015/EB.2/29 Summary of the Work of the Annual Session of the Executive Board, 2015**

The Board approved “Draft Summary of the Work of the Annual Session of the Executive Board, 2015”, the final version of which would be embodied in the document WFP/EB.A/2015/16.

12 November 2015

ANNEX II

AGENDA

1. ***Adoption of the Agenda (for approval)***
2. ***Appointment of the Rapporteur***
3. ***Opening Remarks by the Executive Director***
4. ***Policy Issues***
 - a) Evaluation Policy (2016–2021) *(for approval)*
 - b) Update on WFP’s Role in the Collective Humanitarian Response *(for consideration)*
 - c) Update on Collaboration among the Rome-Based Agencies *(for consideration)*
 - d) Compendium of Policies Relating to the Strategic Plan *(for information)*
5. ***Resource, Financial and Budgetary Matters***
 - a) WFP Management Plan (2016–2018) *(for approval)*
 - b) Appointment of the WFP External Auditor for the Term 1 July 2016–30 June 2022 *(for approval)*
 - c) Update on the Financial Framework Review *(for consideration)*
 - d) Work Plan of the External Auditor *(for information)*
6. ***Evaluation Reports (for consideration)***
 - a) Summary Evaluation Report of the Nutrition Policy (2012–2014) and Management Response
 - b) Synthesis Report of the Evaluations of WFP’s Emergency Preparedness and Response and Management Response
 - c) Summary Report of the Joint Evaluation of the REACH Initiative (2011–2015) and Management Response
 - d) Summary Evaluation Report – United Republic of Tanzania Country Portfolio (2011–2014) and Management Response
 - e) Synthesis Report of 2014–2015 Operation Evaluations

Operational Matters

7. ***Country Programmes (for approval)***
 - Sri Lanka 200866 (2016–2017)
 - Uganda 200894 (2016–2020)
 - Zambia 200891 (2016–2020)
8. ***Projects for Executive Board Approval (for approval)***
 - a) Budget increases to development activities
 - Haiti DEV 200150
 - Lao People’s Democratic Republic CP 200242
 - Mozambique CP 200286

- b) Protracted relief and recovery operations
 - Democratic Republic of the Congo 200832
 - Nepal 200875
 - Pakistan 200867
 - Somalia 200844
 - Uganda 200842
 - Zimbabwe 200892 – **WITHDRAWN**
- c) Budget increases to protracted relief and recovery operations
 - Central America 200490
 - Ethiopia 200712
 - Myanmar 200299
 - South Sudan 200572
- 9. ***Projects Approved by Correspondence (for information)***
 - Budget Increases to PRROs
 - Malawi 200692
- 10. ***Reports of the Executive Director on Operational Matters (for information)***
 - a) Protracted Relief and Recovery Operations Approved by the Executive Director (1 January–30 June 2015)
 - Djibouti 200824
 - Rwanda 200744
 - b) Budget Increases to Protracted Relief and Recovery Operations Approved by the Executive Director (1 January–30 June 2015)
 - c) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January–30 June 2015)
- 11. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2016–2017) *(for approval)*
- 12. ***Summary of the Work of the Annual Session of the Executive Board, 2015 (for approval)***
- 13. ***Other Business***
 - Report on the Joint Field Visit to Jordan of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP *(for information)*
 - Report on the Field Visit to Pakistan of the WFP Executive Board *(for information)*
- 14. ***Verification of Approved Decisions and Recommendations***

ACRONYMS USED IN THE DOCUMENT

ACABQ	Advisory Committee on Administrative and Budgetary Questions
CBT	cash-based transfer
CFS	Committee on World Food Security
CP	country programme
DRC	Democratic Republic of the Congo
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
HGSF	home-grown school feeding
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
OEV	Office of Evaluation
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
RBA	Rome-based agency
REACH	Renewed Efforts Against Child Hunger and Undernutrition
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNDAF	United Nations Development Assistance Framework
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WHS	World Humanitarian Summit