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SUMMARY OF THE WORK OF THE SECOND REGULAR SESSION OF THE EXECUTIVE BOARD, 2011

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.

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CURRENT AND FUTURE STRATEGIC ISSUES

Opening Remarks by the Executive Director (2011/EB.2/1)

1. The President of the Republic of Italy, His Excellency Giorgio Napolitano, who was to address the Board on the occasion of the 50th anniversary of the founding of WFP, was unable to attend owing to the current political situation in Italy. The Italian Ambassador to the United Nations agencies in Rome delivered the President's address. Recognizing WFP's important and broadening role in providing food assistance, and its leadership in ensuring rapid response and logistics support for United Nations operations, the statement commended WFP's excellent staff, their commitment to service and willingness to sacrifice everything in reaching the hungry. It highlighted WFP's role in innovative and sustainable hunger solutions such as Purchase for Progress (P4P). The statement reiterated Italy's commitment, in spite of budget constraints, to support WFP and continue to place food security at the centre of the international agenda, building on the 2009 G8 Summit in L'Aquila, and the establishment of the L'Aquila Food Security Initiative.
2. The Executive Director began her remarks by reminding the Board about WFP's history and the impetus behind its creation. On the occasion of the 50th anniversary of WFP's founding, she commended the dedication and courage of WFP field staff that worked in situations of danger far from their families and she paid respect to those who had died in the course of their work. She also honoured and thanked nations – both donors and members of the Board – who supported WFP on the front lines of hunger.
3. The Executive Director outlined three areas in which WFP was reforming as an institution and also helping to transform efforts by the world to address hunger, through collaboration with partners and international organizations. On WFP internal reforms, the Executive Director discussed WFP's work in key areas in which the institution had applied lessons learned and best practices to make it “fit for purpose” in the twenty-first century: i) WFP had transformed from a food aid to a food assistance agency. ii) WFP had reformed to address the “burden of knowledge” regarding the critical role of nutrition in the first 1000 days of life, scaling up the coverage of children under 2 receiving specialized nutritional food from 55,000 in 2008 to 2.5 million in 2010. iii) WFP had reformed to improve transparency and controls; the upcoming Joint Inspection Unit report commended WFP's internal control framework, and WFP was fully integrating the new performance management framework through the Management Plan presented to the Board. The Executive Director announced that she would appoint a Chief Monitoring Officer to head a new Monitoring and Evaluation Unit in the Programme Division of the Operations Department to assess and strengthen monitoring regimes at country, regional, and global levels. iv) Finally, WFP had transformed to improve efficiency and effectiveness across all aspects of its value chain, in the field and at Headquarters; the Executive Director thanked the Board for supporting such efficiency efforts.
4. The second area she outlined was WFP's leadership by example, noting how its own internal reforms were a catalyst that is pioneering reform throughout the United Nations system. The Executive Director highlighted WFP's pacesetter work in implementing International Public Sector Accounting Standards and WFP Information Network and Global System II, for which other United Nations agencies have asked WFP staff assistance to put in place. Through the High-Level Committee on Management, the Executive Director was working to promote and coordinate management reforms to increase transparency, efficiency and effectiveness across the United Nations system – from a harmonized accounting system, to common results reporting principles, to improving security.

5. The third area was how WFP supports efforts to ensure food and nutrition security are at the top of the global agenda. The Executive Director quoted the recent G20 declaration in which countries agreed to remove food export restrictions or extraordinary taxes for food purchased for non-commercial humanitarian purposes by WFP and agreed not to impose them in the future. She also noted the new South–South collaboration to help develop the capacity of governments to ensure food and nutrition security, citing WFP’s collaboration with Brazil to launch the WFP Centre of Excellence against Hunger, which will share Brazil’s experience with other nations.
6. The Executive Director ended her remarks by thanking all those nations who had helped make food and nutrition security a priority, helping to transform the burden sharing – from the BRIC countries Brazil, the Russian Federation, India and China, to the private sector, to those nations providing flexible and predicable support. Such collaboration was saving lives, even in places as difficult as the Horn of Africa. She showed before and after pictures of a boy at a WFP registration centre for internally displaced people who was severely malnourished until he received ready-to-use nutritious food – a symbol of hope and effective action when the world stands together.
7. As special guest, United Nations High Commissioner for Refugees Mr Antonio Guterres spoke warmly of the highly effective partnership between UNHCR and WFP. WFP provided fundamental support to refugees and migrants in an increasingly complex environment in which population movements had increased as a result of pressures such as climate change, food and water insecurity and urbanization. Mr Guterres praised WFP’s work with UNHCR to respond to long-standing refugee challenges, and noted the need to increase international cooperation and to update agency mandates to reflect the changing global refugee situation.
8. The Board warmly welcomed President Napolitano’s speech, expressing its appreciation for the generosity and support of the Italian Government over the years, and applauded the remarks by Mr Guterres.
9. The Board expressed appreciation for the Executive Director’s remarks, reflecting on WFP’s successes in its 50 years and the way it had transformed – especially in the last four years – to meet emerging challenges. With regard to WFP’s development of new tools and strategies, Board members spoke well of WFP support for the G20 proposal to create a pilot for strategic food reserves in Africa and for government ownership of projects, the development of new risk-management approaches and the drive for greater efficiency and transparency. WFP’s involvement in partnerships to maximize the impact of its interventions was applauded, and examples of its successes were noted.
10. Board members paid tribute to the commitment and courage of WFP staff, and expressed condolences to the families of those who had lost their lives in the course of duty. WFP’s adoption of a three-year rolling Management Plan and its increased focus on nutrition issues were commended, as was its leadership in the cluster system. Board members urged WFP to increase its cooperation with the G20 and to ensure that donors were kept up to date on operations and value-for-money issues. The needs to maintain the momentum of corporate capacity enhancement and to increase the flexibility of funding arrangements were noted by several Board members.
11. The Board commended WFP’s focus on smallholder farmers, gender issues and the “first 1,000 days” concept. It recommended continued work to develop early-warning systems and to hand over ownership of projects to governments with a view to achieving sustainable solutions to hunger. Board members also recommended that WFP support the United Nations Humanitarian Coordinator system as a way to maximize the effectiveness of country teams.

12. Many Board members expressed appreciation for the work of the Executive Director and her leadership and urged continuing the momentum in implementation of the Strategic Plan and its direction in moving from food aid to food assistance.

POLICY ISSUES

WFP Policy on Disaster Risk Reduction and Management (2011/EB.2/2)

13. The Secretariat presented the policy, which aimed to establish a clear framework for WFP's food assistance-related disaster risk reduction and management (DRR/M) activities. The policy provided a foundation for better partnerships, effective support to government-led processes, more effective food assistance programmes, and ultimately for achieving lasting results in building people's resilience.
14. The policy identified six priorities for WFP: i) improved preparedness and response; ii) capacity development in DRR related to food security; iii) improved analysis of the links among food security, disaster risk, climate change and conflict; iv) improved quality and impact of resilience-building programmes; v) enhanced partnerships; and vi) improved monitoring and evaluation of impact and cost-effectiveness. The Climate Change and Disaster Risk Reduction Office within the Policy, Planning and Strategy Division would lead development of an action plan for the implementation of the policy, which would be included in the programme of work.
15. The Board welcomed the policy, commending its alignment with the Hyogo Framework for Action and other international initiatives. The Board highlighted the value of DRR/M in mitigating humanitarian emergencies, promoting resilience and protecting the gains of development. It was noted that in general terms while progress had been made in reducing disaster risk at the macro level, more limited results had been achieved at the local level. The Board agreed that WFP was particularly well-placed to facilitate linkages between these two levels. Board members recognized WFP's comparative advantages. They commended the policy's focus on strong partnerships, especially with Rome-based agencies, non-governmental organizations (NGOs), governments, institutions and the private sector, and its attention to gender equity aspects, while encouraging the greatest possible alignment with national and regional policies, and collaboration with other United Nations agencies. They also mentioned that effective resilience-building required predictable multi-year funding.
16. The Board looked forward to seeing the action plan to support the policy, recommending that attention be paid to the Strategic Objectives and requesting that it include a clear breakdown of costs and a monitoring plan with measurable inputs and outcomes. Some members asked for more information on the links between this policy paper and the future policy on climate change. Some felt that the policy provided useful lessons for other agencies and institutions.
17. Responding to the Board, the Secretariat undertook to produce a specific document describing WFP's local-level work in DRR by the end of 2012. The Secretariat confirmed that in all activities, especially development and capacity development efforts, WFP worked with partners and within the United Nations Development Assistance Frameworks (UNDAFs). The Secretariat recognized that WFP's DRR work must not divert it from its food security angle, and emphasized that DRR helped to maximize results and achieve best cost efficiency. WFP was to participate in the Fourth High-Level Forum on Aid Effectiveness to be held in Busan, Republic of Korea, where it would examine the role of DRR in building resilience through a side event and in discussions on aid effectiveness.

18. The Board President suggested that many of the points raised could be included in the DRR follow-up action plan.

Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 (2011/EB.2/3)

19. The Istanbul Programme of Action had been endorsed by the United Nations General Assembly and the Economic and Social Council of the United Nations (ECOSOC). Other United Nations funds and programmes had already adopted it, and the Secretariat hoped to be able to add WFP to that list. WFP had participated in the process leading to the adoption of the Programme of Action at the May 2011 conference, providing technical inputs particularly on the need for a comprehensive approach to food security and nutrition.
20. Board members reiterated their support for the Istanbul Programme of Action, and stressed the importance of inter-agency cooperation, particularly among the Rome-based agencies, along with South–South cooperation. Members asked for more information on WFP’s work in least-developed countries, the lessons learned and best practices from the Brussels Programme of Action, with success measured in terms of impact on people’s livelihoods. They also referred to the specific needs of fragile states and how they would be addressed. All the activities WFP undertook in relation to the Programme of Action would have to be within its food and nutrition security mandate and in areas where it had comparative advantages. Members asked the Secretariat to prepare a road map for the Board showing how WFP would contribute to Programme of Action implementation; this would also include information on Rome-based agency cooperation.
21. The Secretariat underlined that WFP would be mainstreaming the implementation of the Programme of Action into its work plan and hence its mandate. The WFP implementation plan would be developed in line with the outcomes of the Inter-Agency Consultative Group Meeting, scheduled for December in Geneva, which would discuss the specific roles of United Nations Development Group (UNDG) partners in implementing the Programme of Action

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

WFP Management Plan (2012–2014) (2011/EB.2/4)

22. Presenting the WFP Management Plan (2012–2014), the Secretariat emphasized that WFP was the first United Nations agency to adopt such a three-year rolling plan with annual budget appropriations, a format that would maximize transparency. The document, which had been prepared in consultation with the Board and reviewed by the FAO Finance Committee and the Advisory Committee on Administrative and Budgetary Questions (ACABQ), organized priorities and resource requirements by Strategic Objectives and Management Result Dimensions, also for the first time. The budget separated food and non-food activities into separate cost categories.
23. Resource requirements for 2012 totalled US\$5.49 billion, with funding forecast at US\$3.75 billion; the indirect support cost (ISC) recovery rate would remain at 7 percent. Efficiency measures along with 3-percent cost cuts, mostly to Headquarters divisions – with the exception of the Office of Evaluation and the Oversight Office – helped reduce costs. A new Office of Nutrition would be set up on a cost-neutral basis and would achieve efficiencies by coordinating the work of a number of existing units. The main figures in the 2012 proposal were: i) operational requirements for 2012: US\$4.82 billion excluding any provisions for unforeseen requirements; ii) forecast funding: US\$3.75 billion; iii) regular Programme Support and Administrative (PSA) appropriation: US\$249.1 million. Other

PSA appropriations included one-time investments of US\$22.2 million, up to US\$10.0 million for security funding; US\$10.0 million for a workforce re-profiling exercise; and US\$900,000 from the General Fund for the completion of a Treasury Management System.

24. The Board welcomed the document and expressed its satisfaction with the new format and with the participatory approach to preparation through the informal consultation process. Board members agreed that the plan would result in improved financial management and adaptation to emerging needs. They recommended that WFP further develop its needs assessment tools and its emergency intervention mechanisms and approaches such as local purchases, cash transfers, and food supplementation and fortification. The Board urged WFP to remain realistic in its PSA forecasts with a view to retaining donor confidence in its ability to carry out its mandate.
25. Some members were concerned at the funding gap envisaged. Board members approved the focus on the Strategic Objectives and the Management Result Dimensions, which would enhance transparency of management and funding processes. Clarification was requested concerning the forecast that cash and voucher (C&V) interventions would account for 40 percent of WFP's projects by 2015. It was suggested that WFP should develop more efficient measures to enhance the capability of the local population. Board members recommended that WFP ensure that the Office of Evaluation had the resources to implement its full programme of work. Some members also requested regular updates on the WFP Information Network and Global System II (WINGS II) implementation and costs, particularly concerning any new processes. There was some concern as to the effects on PSA appropriations in the event of an overall funding shortfall and as to the Executive Director's discretion to adjust the PSA component of the budget. It was suggested that there be greater coordination with other agencies in terms of pre-positioning of food and humanitarian reserve mechanisms; and that the document strive for greater consistency in reporting across regions.
26. The Secretariat thanked the Board for its observations. Information on WINGS II would be provided at an upcoming briefing, and information on investments in monitoring and evaluation (M&E) would be reviewed. Funding gaps were addressed through a combination of prioritization, changes to distribution cycles and ration adjustments; project design took possible shortfalls into account. Decisions on C&V implementation were made on a country-by-country basis, bearing in mind the state of markets and capacity-development needs. Gender outcomes and outputs were tracked in detail using project performance indicators, but improvements could be made to make the issue clearer in the Management Plan.
27. The Secretariat agreed as to the need for flexibility of funding and had developed tools such as the Forward Purchase Facility to maximize effectiveness. The risks associated with PSA funding from ISC recoveries were recognized, and regular reviews of PSA were carried out; the PSA Equalization Reserve provided some assurance in case of resource shortfalls. The Executive Director's delegated authority to change PSA levels by up to 10 percent in certain cases had been in place for 12 years. Regarding the 3 percent cost cuts each department had proposed its own way of reducing its budget through the reduction of staff or non-staff costs. On the question of WFP's country presence, several smaller country offices would receive reduced PSA allocation in 2012, and some countries could be covered in future without continuous presence. Regional overviews would be reviewed to make them more consistent, but regional activities could vary significantly.

Proposed Terms of Reference of the Audit Committee of the World Food Programme (2011/EB.2/5)

28. The President explained that, as requested by the Board, the Working Group on the Review of the Audit Committee (AC) had drafted new terms of reference for the AC. The process had involved extensive consultations with stakeholders conducted with the assistance of a consulting firm. The new terms of reference also incorporated comments from the External Auditor, the FAO Finance Committee and the ACABQ.
29. Board members thanked the working group and approved the new terms of reference, following clarification from the Secretariat on the composition of the selection panel, and on the term of the AC Chairperson, who was elected by the AC for the duration of his or her tenure on the AC.

Report of the External Auditor on Procurement of Landside Transport, Storage and Handling Contracts and WFP Management Response (2011/EB.2/6)

30. The Director of External Audit presented the report. Its main objective had been to assess compliance with prescribed procedures for selection of providers and management of contracts for landside transport, storage and handling (LTSH). The audit had detected a notable difference between percentage of tonnage delivered and percentage of actual expenditure on LTSH, indicating a tendency for country offices to inflate and maintain projected LTSH cost estimates even when market conditions permitted downward calculations. Logistics capacity assessments were stymied by resource scarcity and problems of access, and the audit found a need for greater objectivity in the bidding process. The Secretariat had accepted the External Auditor's eight recommendations.
31. The Board expressed appreciation for the excellence of the report. Members sought clarification on the question of the eligibility of bidders; they urged processes to address use of non-standard bidding practices and to reduce overestimates of LTSH budgets. Some members observed that questions of oversight and supply contracting had appeared in the past in relation to Somalia and sought assurance that agreed actions would be carried out. While agreeing with the recommended call for more regular meetings of the Committee on Commodities, Transport and Insurance (CCTI), doubts were expressed about ascribing a monitoring mandate to the committee.
32. In response, the Director of External Audit explained that the mandate of the CCTI was to ensure that procedures were fit for purpose, which implied a monitoring function. Elaborating on the recommendation concerning bidding, she suggested that a better practice would involve a two-stage process inviting technical bids in order to eliminate unviable bidders and then calling for financial bids from the remaining candidates. Responding to Board queries regarding the Afghanistan study, she agreed that the amount of the current bond to ensure bidder seriousness – US\$5,000 – needed to be examined. She reminded the Board that the recommendations and their adoption were part of a continuous process of assessment and feedback that could require significant time.
33. The Secretariat assured the Board that donors was informed of any reprogramming of resources as a matter of course. Action to reduce surpluses were being taken and would be detailed in quarterly briefings; some surpluses derived in part from the need of country offices to offset the impact of market volatility and avoid the risk of inadequate resources for transporting food to beneficiaries. The Secretariat accepted the need to improve logistics compliance and oversight, while recalling that operations were often conducted in extreme circumstances in which flexibility was paramount. It was suggested that the possibility of establishment of an equalization fund be discussed on a different occasion.

Report of the External Auditor on Management of Projects and WFP Management Response (2011/EB.2/7)

34. The Director of External Audit presented the audit, which had looked at designing, budgeting and resourcing of projects. The audit had assessed how WFP sought to achieve intended project outcomes, particularly when resources were lacking; it had covered Headquarters, eight country offices and two regional bureaux.
35. The audit found that while most projects were backed by analysis and data collection, standardized procedures were required to fill the gaps in secondary sources of data that were attempted to be filled with periodic new baseline studies. Because needs assessments were financed through project funds, resourcing shortages often drove country offices to sacrifice needs assessments and project monitoring and evaluation (M&E). The auditors therefore recommended the processes be made mandatory and that corporate funding not linked to project funds be provided for them. In some cases, project outcomes were not measurable and did not align sufficiently with the plans of national governments.
36. There was a tendency for field offices to undertake serial budget revisions for amounts that remained within their delegated authority rather than risking the submission to Headquarters of larger budget increases that could imply delays in approval. However, given that often even the original project levels were not fully funded, such budget increases added no value. The budget increase approval process needed to be reviewed and a process to segregate frequent revisions for managerial overview needed to be established.
37. The audit also noted that beneficiary counting methods did not always correspond to reality. While country offices facing resource shortages curtailed geographic coverage, reduced ration sizes or decreased the feeding days, beneficiaries were included in counts even when receiving only a single ration. The audit called for a new approach that counted beneficiary days or meals, and welcomed the new corporate M&E system COMET that would provide more accurate measurements. It also recommended developing multi-scenario planning to embed flexibility in project design.
38. Members of the Board expressed their appreciation for the quality of the report, observing that it touched on core aspects of WFP's work and commending it for showing how needs assessment and planning and vulnerability analysis could be improved. They called on the Secretariat to heed Recommendation 1 relating to mandatory needs assessments and the earmarking of special funding for them. The Board voiced its strong support for the recommendation to define clearly measurable project outcomes, and to earmark funds for needs assessments, monitoring and evaluation. Some members also requested more detailed management response to the recommendations, including explanation of its partial agreement to Recommendation 2. Board members expressed opposition to the utilization of the Immediate Response Account (IRA) for needs assessment; others observed that extra-budgetary resources were not an adequate response to the need for separately funded studies.
39. Referring to Board comments regarding the use of old but still valid data, the Director of External Audit said that it was the process for collection of data that needed to be addressed; the deciding factor for executing baseline studies should not be the availability of funds.
40. The Secretariat expressed particular agreement with Recommendation 1 regarding funding needs assessment and evaluation work; solutions might combine various project and corporate resources. It reaffirmed its commitment to timely and relevant baseline studies for project design and drew attention to the new COMET system, to the creation of the new Monitoring Unit and to improved impact assessment work. The Executive Director reminded the Board that the Secretariat was looking hard at the use of

appropriate tools, and at whether some longer-term projects might be taken on by other United Nations agencies.

Efficiency at WFP (2011/EB.2/8)

41. Former Deputy Executive Director Ms Gina Casar introduced the paper, which had been requested by the Board. The paper applied the definition of efficiency from the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC), which focused on how economically inputs are converted to results. In the WFP context, efficiency of time could be the first priority in emergency operations (EMOPs), while in protracted relief and recovery operations (PRROs) and development projects (DEVs) efficiencies of cost were prioritized. Examples of efficiencies already in place included import parity procurement of food, work with government standby partners, in-house shipping arrangements and use of the Global Vehicle Leasing Programme (GVLP). The Secretariat drew attention to the need for robust systems for financial reporting, resource planning and decision-making to support a longer-term goal of strategic efficiency improvements with clear baselines, targets and monitoring arrangements.
42. The Board welcomed the document, observing that the fundamental value of efficiency was in saving more lives and assisting the needy, and noting the important distinction made by the Secretariat that some contexts call for higher expenditures in order to achieve time efficiencies in responding to a crisis. The Board noted that trade-offs between time and money could be communicated clearly to donors so that the allocation of resources could be understood. Board members observed that creating efficiencies made WFP's resources go further and was preferable to reductions in ration levels or services. They noted that project design was significant in enhancing efficiency. They also noted the importance of transfer of expertise and hand-over to governments and encouraged the integration of such activities into PRROs, and EMOPs where possible. Members recommended that WFP seek ways to enhance efficiency in its partnerships and ensure that initiatives such as P4P operated in parallel with import parity procurement policies.
43. The Board suggested that the High-Level Committee on Management (HLCM) initiatives on reducing travel costs was an area where WFP should be an efficiency leader – for example regarding travel undertaken for training, video conferencing in lieu of duty travel and elimination of stopover allowances. The Board also requested further details on WFP's carbon footprint policy and urged consideration of the efficiency impacts of twinning arrangements and untied core funding. The ratio of support costs was a possible area for further analysis.
44. Members urged the Secretariat to systematize the available data into a results framework focusing on the impacts of WFP operations and incentives for improving efficiency. They also suggested that WFP report on examples of inefficiency with a view to identifying improved approaches. Some Board members suggested that the Secretariat prepare a document on all aspects of efficiency that could be presented to governments. The Board recommended that reporting on efficiency be included in the Annual Performance Report (APR) and the Management Plan. Board members also urged WFP to consider evaluating the efficiencies resulting from its use of disbursements from the Central Emergency Response Fund (CERF) and other pooled funds.
45. The Secretariat thanked the Board for its observations, noting that the APR was the appropriate document for reporting on efficiency and could be modified. Taking note of the need to ensure consistent data gathering, it reiterated that an important goal was to make such information readily accessible. Support costs were to be considered in a strategic budgeting paper, which would also cover the limitations imposed by earmarking.

The Secretariat would explore the best mechanism for evaluating and reporting on efficiencies arising from CERF. It affirmed that inter-agency collaboration was being pursued in relation to common services, information technology (IT) systems, human resources policies and business practices across the United Nations.

EVALUATION REPORTS

46. Concerning evaluation, the Secretariat made some general observations about WFP's responses to the large number of recommendations made each year in evaluation documents. A system was in place to track follow-up with a view to informing WFP's decision-making: the approach tended to be quantitative; however, work was ongoing to develop qualitative evaluation indicators. The Secretariat stressed that WFP managers had to assess the feasibility of recommendations in terms of available funding and could not always implement them as intended, but their value as learning tools was undoubted.

Summary Report of the Strategic Mid-Term Evaluation of WFP's Purchase for Progress Initiative (2008–2013) and Management Response (2011/EB.2/9)

47. The Office of Evaluation reminded the Board of the nature and aims of P4P, noting that projects varied in terms of emphasis between the four facets of food aid procurement, smallholder development, research development and market development. The P4P pilot in 21 countries was a highly relevant tool incorporated within a revolutionary approach. Successes included relevance to rural development, the diversity of partnerships and modalities tested, and volumes of food procured; these were all assisted by WFP staff commitment, WFP's image and changes in business practice. But the targets tended to be too ambitious, with high default rates presenting a barrier to scaling up, and with limited effects on empowerment of women. Challenges existed in terms of insufficient analysis of project assumptions and incorporation of risk assessment in project design, and in finding the right balance between the long-term and short-term objectives, sustainability and generating knowledge while being both a showcase and a pilot. The fundamental importance of public-sector and private-sector partnerships in such a wide-ranging modality was fully recognized. A major recommendation was to delay expansion and mainstreaming until the lessons of the pilot projects had been assimilated and targets had been reviewed. Issues of the relationship between gender and crop types and alignment with C&V modalities should also be reviewed.
48. The Secretariat welcomed the recommendations and would seek to apply them as previously discussed with stakeholders at the Evaluation Round Table.
49. The Board warmly welcomed the evaluation and the management response. Members provided positive feedback to the P4P initiative as a whole; one member announced a US\$3.45 million increase in its contribution in response to positive results observed in the Democratic Republic of the Congo (DRC) project. The Board urged improved dissemination of lessons learned especially during the current pilot stage. It shared the evaluation's concerns on the limited empowerment of women and called for more emphasis on gender objectives even if it meant diversifying the acquisition strategy from mainly maize to include such crops as legumes. Price should not be the sole factor in determining cost-benefit ratios because the project provided extensive development opportunities.
50. Board members recommended that WFP develop qualitative indicators with a view to accurate and realistic assessment of benefits to farmers before scaling up; this should include environmental and political perspectives. They welcomed the recommendation for

WFP to review and renegotiate P4P targets in the light of experience, recognizing that contexts varied. WFP should also ensure that any negative outcomes were recognized and analysed; assimilated lessons could enhance donor confidence.

51. Board members would have appreciated a more extensive review of the role of partnerships, stressing that it was vital to involve the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and other organizations. Most members supported not expanding the initiative until completion of the pilot stage in 2012; some members expressed support for expansion and experimentation during the pilot stage so as to better understand and overcome limitations early in the process. The Board agreed that it was important to maximize efficiency in paying farmers and to ensure that interventions were aligned with C&V projects before expanding. Members expressed concern about the 24 percent default level and questioned the level of the annual income incentive to comply with P4P production objectives. Concerns were also raised about the project having acquired only 160,000 mt at mid-term, of the planned total acquisition of 500,000 mt.
52. The Secretariat expressed its appreciation for the Board's observations, noting that P4P's partnerships – including with FAO, IFAD and the International Food Policy Research Institute (IFPRI) – were a source of varied expertise and added value, while new partnerships were being pursued; the evaluation team leader emphasized that the quality of the partnerships was more important than quantity. Some targets established early in the project, such as income enhancements, needed revision. The Secretariat agreed on the importance of validating assumptions before scaling up but recalled the pilot nature of the project. The long-term aim was to establish models that could be replicated by governments to complement cash-based programmes. Lessons learned would be available through the P4P website.
53. The Secretariat noted that smallholders could profit by selling crops other than maize to different buyers. Greater attention was being paid to risk management and improvements in business processes, particularly to accelerate payments. The gender strategy was under review, but realities had to be taken into account: women tended not to own land or make decisions about crops, and often sold produce that WFP did not buy. The default rate was not so dramatic because unsold stock was side-bought.

Summary Report of the Strategic Mid-Term Evaluation of WFP's Agriculture and Market Support in Uganda and Management Response (2011/EB.2/10)

54. Briefly introducing the evaluation, which had been discussed previously at the evaluation round table, the Office of Evaluation noted that the Agriculture and Market Support (AMS) system was not a P4P pilot although it shared some of that initiative's characteristics; it had a warehouse system that was particularly interesting. The evaluation team leader added by teleconference that AMS was oriented toward market development owing in part to Uganda's competitive position in global markets. The evaluation found that procurement had fallen short of target, but with the share purchased from the warehouse receipt system increasing; post-harvest handling had improved.
55. In accepting the recommendations, the Secretariat commented that with regard to increasing investment in the warehouse receipt system (WRS), it was prudent to do so gradually in order to ensure that stakeholder expectations were aligned to actual results. The Secretariat agreed that work was needed to improve communication and M&E, and to produce a more comprehensive and coherent AMS logframe.

56. The Board appreciated having had the opportunity to discuss this ground-breaking initiative at length during a prior evaluation round table, and expressed strong support for the drive to encourage local production in Uganda and build on the competitive advantage that the country had acquired. Board members encouraged enhanced post-harvest handling and green marketing, both of which had the potential to serve as templates for other African states. They suggested that the Uganda country office needed to refocus on how existing infrastructure would be put to use; public-private partnerships were essential to generating a sense of ownership. The Board recommended continuing the focus on gender parity in farmer organizations, though the need for more realistic targets was also acknowledged; it was essential to develop the AMS monitoring system. It was suggested that closer links with other international actors such as USAID be secured, with particular reference to maize and bean production.
57. The Uganda delegation warmly thanked WFP for its work, and commended the move to direct purchase from farmers and farmer ownership of warehouses, noted the important role held by women as pivotal agents of change in development, expressed a preference for private over state-run transport efforts and encouraged complementary inputs from IFAD and FAO, especially seeds and tools.
58. In response, the country director agreed with the need to engage the private sector as well as fostering a sense of ownership and partnership in order to ensure sustainability of the projects. The willingness of the Housing Finance Bank to lend to smallholders and the increasing volumes of produce sold to neighbouring countries attested to the success of efforts to move away from overdependence on purchases by WFP. A web-based information management system was under construction and the Board would be kept informed.

JOINT REGIONAL PRESENTATIONS

59. The Regional Directors focused their interventions on three topics: new trends and challenges, risks and achievements. They also expressed appreciation to donors for their support.
60. The Regional Director for **West Africa** drew attention to the food and nutrition crisis in the Sahel and to major movements of people from Côte d'Ivoire into Liberia. Food shortages in Chad, Mali, Mauritania and Niger were the result of poor crop yields owing to drought; vegetation growth was down by 60 percent in some areas and vulnerability to food insecurity was a major concern: 10 million children under 2 were stunted and 3 million were malnourished. WFP would work with governments to carry out needs assessments. Major food supplies were required, and donors were invited to make contributions as rapidly as possible. C&V approaches were being implemented. The main risks in the region were related to insecurity, particularly in view of the volatile situation in Libya. Piracy in the Gulf of Guinea affected food shipping, and political issues in several countries were obscuring the extent of vulnerability to food insecurity and forcing WFP to procure outside the region, with consequent higher costs. Food reserves had been established in line with recommendations from the G20 and the Economic Community Of West African States. Cash sequestered in Chad had been repaid in full.
61. The Regional Director for **East and Central Africa** spoke of the corporate emergency affecting the Horn of Africa, where WFP was responding on a major scale to assist 13 million needy people in spite of severe access restrictions resulting from ongoing security threats and conflict. WFP's operations in Ethiopia were producing positive results, but the number of needy people remained very large. The situation in South Sudan was volatile at best and there were concerns about a possible 500,000 mt food deficit in 2012 as

beneficiary numbers increased by up to 50 percent. The regional strategy focused on vulnerability to hunger, undernutrition and instability linked to food insecurity; the priorities were to manage hunger risks, improve the food supply situation, reduce child undernutrition and alleviate food insecurity caused by violence. The regional bureau was well aware of the need to work with partners in order to achieve the outcomes sought.

62. The Regional Director for the **Sudan** informed the Board that plans were in place to reduce internally displaced persons (IDPs) camp populations in Darfur and the Farmers-to-Markets approach was achieving some success, but conflict in South Kordofan and Blue Nile districts had resulted in displacements, reduced humanitarian access and increased dangers for staff. Political tensions between the Sudan and South Sudan were affecting access and deliveries, and cross-border operations had become impossible. Contingency plans were in place and assessments were ongoing: the outlook was for a reduction of 1.3 million in the number of beneficiaries and a 70,000 mt reduction in food needs. The new voucher programmes would each 700,000 people, and camp profiling to improve targeting would be implemented in spite of the inevitable sensitivities.
63. The Regional Director for **Southern Africa** drew attention to climate-related shocks such as floods in Lesotho, but recent harvests had meant that food surpluses were available. WFP was working with the Office for the Coordination of Humanitarian Affairs (OCHA), FAO, World Vision and governments to monitor drought-prone areas in particular. Refugees and IDPs were being assisted, and food-assistance tools were being scaled up under major partnerships. Disaster risk reduction had become a major activity and support for the 4 million people living with HIV and AIDS was showing positive results. The main approaches being adopted included Cash for Change and vouchers for people living with HIV. P4P was working well, and WFP regional procurement was having positive effects on markets, with Johannesburg becoming a major procurement hub. Priorities included advocacy with governments to prioritize nutrition approaches, work with UNICEF to target young children and fortification of local foods.
64. The Regional Director for **Latin America and the Caribbean** outlined the Bureau's engagement in capacity development, South-South cooperation and knowledge-sharing, in addition to its relief and recovery work. WFP was responding to weather-related shocks in Central America using flash appeals and CERF funding. Disaster cycle management and emergency preparedness and response were being integrated in national strategies, while the Transition Opportunity Fund was supporting development of a regional strategy. The Regional Bureau was working with governments in Central America and the Dominican Republic to promote local production of ready-to-use supplementary food (RUSF) for children under 2 and pregnant and lactating women. It was also working to improve sharing of information and best practices, including lessons learned on safety nets and innovative projects that point the way forward for middle-income countries.
65. The Regional Director for **Asia** characterized the expansion of C&V and the roll-out of innovative new foods as among the most important recent developments in the region, where 42 million people were to be assisted in 14 countries, accounting for almost one quarter of WFP's work. WFP successfully delivered assistance to 2.5 million people in just two months following the 2011 floods that devastated large areas and were expected to have serious repercussions on food production in 2013. Drought in northern and central Afghanistan necessitated an EMOP. WFP continued to emphasize nutrition in social safety net programmes; the aim was to eventually make RUSF affordable to the general population, while rice fortification was also being improved. A beneficiary smart-card system was being rolled out in India, Nepal and Pakistan, and mobile phone solutions tested in the Philippines. WFP was supporting the development of disaster risk management strategies. The humanitarian depot in Malaysia had been highly successful.

Resourcing shortfalls could well lead to ration cuts, lower geographic and beneficiary coverage and delays in vital activities. Twinning of flexible cash contributions with in-kind contributions had tremendous potential for extending the reach of WFP assistance.

66. The Regional Director for the **Middle East, North Africa, Eastern Europe and Central Asia** spoke of the challenges posed by the deep transformation of societies in the Middle East and North Africa (MENA) region, including disruption of tourism, investment, agriculture, export and production, along with increased unemployment – in addition to the ongoing threats to food security. WFP played an important role in helping stabilize the region supporting both short-term humanitarian needs and longer-term reform; labour-intensive projects were used to help combat unemployment. Safety nets were being reformed and vouchers used extensively; child nutrition remains a priority. WFP logistics and IT services helped support broader humanitarian response with partners, especially for Libya. WFP response was being scaled up in the Syrian Arab Republic and Yemen. Rome-based agency collaboration was strong, particularly for operations in Eastern Europe; activities were shifting away from emergency response in Tajikistan and Kyrgyzstan and towards a hand-over in Armenia. The region had a 27 percent resourcing shortfall.

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

Summary Evaluation Report—Yemen Country Portfolio and Management Response (2011/EB.2/11)

67. Introducing the paper, the Office of Evaluation noted that since the evaluation was undertaken, operations in Yemen had shifted to focus on humanitarian assistance as the political crisis had intensified in recent months. At the time the evaluation had shown that the portfolio was in general well aligned with the Government's policies and strategies and with the UNDAF, though there was variance in two areas: i) the uses of food versus cash in safety-net programmes; and ii) the use of short-term relief modalities – although some issues, such as general food insecurity, were considered chronic. Responses to government requests had been quick and WFP had provided significant leadership in the Consolidated Appeals Process. Strategic decision-making had been driven largely by the urgency of needs and by funding constraints. The evaluation demonstrated that the portfolio was effective in terms of life-saving and refugee support; however, there was limited evidence of the effectiveness of longer-term health and education operations. The evaluation recommendations focused on the need to improve M&E, to balance the WFP portfolio between life-saving operations and those addressing long-term needs, to mobilize funding and to invest in new partnerships for health and nutrition interventions. Staff capacity in nutrition should be enhanced and the 2010 Comprehensive Food Security Survey should be further disseminated and repeated to allow for future longitudinal analysis.
68. The Board welcomed the document, and accepted the findings, recommendations and management response. In view of the difficulty of mobilizing funds and resources, some Board members recommended that WFP continue its focus on emergency responses, and that hand-overs should be delayed until circumstances were genuinely favourable; resilience-building and long-term issues such as poverty reduction should be addressed as the situation allowed. The Board discussed the issues of food versus cash inputs for safety nets, with differing views as to the suitability of the current context for scaling up cash-based interventions. Members recommended that further evidence be collected in this

regard; the Secretariat noted that the ongoing IFPRI-led pilot project on cash and vouchers in Yemen was a contribution to this evidence.

69. The Regional Director thanked the Board members for their comments, particularly their observations as to the balance of short-term and long-term approaches. M&E methods were being enhanced with the help of a local NGO, but WFP's work was limited by staff security issues and by limited access resulting from the uncertain political situation. The Regional Director thanked donors for their contributions and expressed hope that the funding situation would improve.

Budget Increases to Protracted Relief and Recovery Operations — Yemen 200038 (2011/EB.2/12)

70. The Regional Director explained that the budget revision sought to ensure the continuation in 2012 of a seasonal emergency safety net for 1.2 million food-insecure households, and the supply of additional food for emergency response in light of the deteriorating social and political situation in Yemen. The PRRO budget revision 4 — to be submitted for approval by the Executive Director — included blanket supplementary feeding for children under 2, along with targeted supplementary feeding for children under 5 and pregnant and lactating women; the seasonal emergency safety net; food for work; an emergency food response for displaced families; and capacity development.
71. In accepting the budget increase for continuation of the PRRO, the Board commended WFP's readiness to adapt in the evolving crisis. Some members questioned the increased reliance on the emergency safety net and requested information on contingency plans in the event of a collapse in the political institutions with which WFP was working. They recognized that access to remote districts was a major problem and welcomed the increasing use of C&V. The country office was encouraged to adopt a multisectoral approach with particular regard to women and children; it was questioned whether blanket supplementary feeding was necessarily the best approach to what could be the structural nature of undernutrition. Further details were sought concerning WFP's cooperation with UNICEF.
72. In response, the Regional Director remarked that WFP was working with UNICEF and the World Health Organization (WHO) on pilot programmes to alleviate severe levels of malnutrition; there were no plans to increase the number of beneficiaries. WFP was focused on working with the transitional government, the International Committee of the Red Cross and Islamic Relief. The United Nations country team had drawn up contingency plans, which once finalized, could be provided upon request. With many staff evacuated from the country only a pilot C&V scheme could be envisaged for the time being. Current circumstances were such that the use of the blanket supplementary feeding programme was inevitable and necessary.

Budget Increases to Development Activities — Egypt Country Programme 104500 (2007–2011) (2011/EB.2/13)

73. The Egypt country director noted that the CP was a demand-driven operation that was aligned with national policies and the next UNDAF cycle; local food procurement and technical assistance for the Government in reforming the food subsidy system were the central elements. The long-term aim was national ownership to guarantee sustainability. School feeding rations were to be doubled in an effort to increase attendance, supported by work to augment agricultural production through innovative water management schemes that would turn desert areas into farmland. WFP continued to provide technical assistance for micronutrient fortification of wheat flour used in the production of bread for the

government subsidy programme; micronutrient fortification of vegetable oil was also in progress. WFP and UNICEF had formulated a joint pilot project to address malnutrition in children under 2 and pregnant and lactating women. Early-warning systems and a risk register had been established in view of the difficult operating environment in Egypt.

74. The Board welcomed the intervention, noting that household food security had to be the focus of the programme, particularly because remittances from Libya had ceased. Board members agreed that the budget increase was fully justified in view of the difficult transition situation in Egypt, noting that a period of political stability was essential to enable programmes to operate successfully. The alignment with national programmes and the focus on girls' education and reduction of young child labour were appreciated. Several Board members commended the CP for its forward-looking approaches.
75. The country director thanked the Board members for their observations, stressing that the CP was a significant part of United Nations work in Egypt.

ASIA REGIONAL PORTFOLIO

Summary Report of the Impact Evaluation of School Feeding in Bangladesh and Management Response (2011/EB.2/14)

76. The Office of Evaluation presented the last of five impact evaluations of school feeding. The findings would inform Bangladesh country office programming as well as the design of the evaluation policy to be presented at the First Regular Session of the Board in 2012. The evaluation found that school feeding had had impacts on overall school attendance, especially for girls, drop-out rates, transition to secondary school for children in the most vulnerable households, and motivation of children to attend school and of parents to send them. No significant impacts were seen on classroom size, drop-out rates in classes 4 and 5, and transition to secondary school for children in less vulnerable households. The school biscuits contributed substantially to improved nutrition of participating children, and reduced the daily food bill by 4.4 percent for the most vulnerable households. However, education quality had more impact on education outcomes than school feeding had, and among its eight recommendations, the evaluation encouraged WFP to find ways of offsetting shortcomings in Bangladesh's education system. The evaluation found the diets of Bangladesh schoolchildren to be inadequate in micro and macronutrients, and thus the micronutrient-enriched biscuits made an important contribution to children's nutrition. School biscuits were found to be appropriate for distribution in Bangladesh schools because they can be distributed without disruption to the school environment. They are effective in remote locations and during disasters because they are easy to transport and store and require no cooking.
77. The Secretariat had used the evaluation recommendations to inform the approach to school feeding of the new Bangladesh country programme (2012–2016). WFP was working with other United Nations agencies to address the quality of schools and find ways to create synergies between school feeding, nutrition, and food and cash transfers for ultra-poor households; and to define and quantify multiple outcomes. WFP supported the launch of the Government's national school feeding programme, and will work toward a full-fledged hand-over strategy to phase out its school feeding activities. It would also support the Government's strategy to include food for education to encourage schoolchildren's transition to secondary school, and would continue to improve the micronutrient content of school feeding biscuits.

78. The Board welcomed the evaluation and its recommendations. Members appreciated WFP's targeting of the neediest areas, and its inclusion of madrasah schools in school feeding. The Board encouraged WFP to work with the Government on improving the quality of education, developing national capacity to implement school feeding independently from WFP and exploring how other organizations could contribute alongside WFP. The Board asked to be kept up to date on how WFP would address the changes being considered by the Government, which could include providing hot meals rather than biscuits. Members suggested that the impacts of the government education stipend and school feeding programme should be measured and compared in order to better target assistance to schoolchildren.
79. In response, the Regional Director explained that WFP's involvement in education quality was based on partnerships, particularly with UNICEF. WFP could provide food to partners' activities and advocate for improved infrastructure, teacher training, etc. WFP's new CP would feed a gradually decreasing number of schoolchildren over the years as children transferred to the government programme, which had adopted the WFP model of using biscuits as an effective, hygienic and practical way of providing food. Government policy was to provide school feeding only to those schools that followed the national curriculum.

Report on the Field Visit to Bangladesh of the WFP Executive Board (2011/EB.2/18)

80. The Ambassador of France presented the report of the Board members' visit to Bangladesh from 18 to 23 September 2011. The representatives of Burkina Faso, Denmark, France, Haiti, India and the Russian Federation had participated, visiting some of the country's poorest areas in the north. The visit had been very well organized and everyone the participants met had praised WFP's work in Bangladesh. The Ambassador recommended such visits for learning about WFP and the issues it faces, especially with regard to development. Bangladesh was very vulnerable to natural disasters; one out of every two children was chronically undernourished; 15 percent of the government budget was allocated to safety nets, but there was no ministry with overall responsibility for these; school enrollment was 94 percent, but 50 percent dropped out; and 64 percent of girls married before they turned 18. WFP reached 2 million beneficiaries in Bangladesh.
81. The visiting Board members made recommendations based on four main issues: i) targeting of the poorest populations in the poorest areas; ii) government capacity development in reducing malnutrition and increasing resilience – hand-over was an issue because some areas might lose their school feeding; iii) capacity to innovate in a dynamic environment – private-sector representatives reported that they were prepared to invest in safety nets if the objectives were clear, roles were well allocated, and results could be seen and measured; and iv) sustainability through programmes supporting the scale-up of government programmes – Bangladesh was a pilot country for WFP in this area and the country office needed strengthening.
82. The representative of Bangladesh welcomed the new CP and confirmed that it reflected government priorities. The capacity development component with WFP units in two government ministries was of particular interest. Bangladesh aimed to have graduated to middle-income country status by 2012. She thanked the Board members for their visit and recommendations, the Office of Evaluation for its report and recommendations, and the Secretariat for its response to those recommendations.

WEST AFRICA REGIONAL PORTFOLIO

Summary Evaluation Report—Niger Emergency Operation 200170 and Management Response (2011/EB.2/19)

83. The Office of Evaluation reminded the Board that the evaluation had been carried out at the request of the regional bureau to assess WFP's emergency response in 2010 against its performance in the 2005 crisis. The findings were generally positive: the EMOP had achieved its life-saving objectives, although the nutrition goals had been too ambitious and had not been attained. Large numbers of beneficiaries had been reached, but rations per person had been reduced some planned recipients were not assisted because only 53 percent of the planned tonnage was distributed – with the consequence that recipients shared rations with others in need. Management of the cash-based interventions had not been ideal and some food stocks had been left in storage, but in view of the magnitude of the problem and the size of WFP's response, WFP's logistics operations had been exceptionally good. However, coordination with partners in this area could be improved. Targeting and M&E were assessed as moderate and should be significantly improved. The political situation had been stable, with food available in the region, but there was room for improvement in resource mobilization approaches and food supply chains. Information management and communications could also be enhanced.
84. The Secretariat noted that new skills would be required to improve cash-based operations through the Cash Learning Partnership. Through a country strategy process, effective emergency response would be in place to address the immediate needs during future crises to mitigate national food insecurity. M&E capability would be enhanced with the roll-out of COMET. More cash-based interventions were envisaged, with costs segregated to enhance transparency in reporting. Procurement and transport arrangements were being improved through capacity development. Nutrition interventions were carried out in coordination with UNICEF and the *Centre de récupération nutritionnelle ambulatoire pour malnourris modérés* (rehabilitation centre for moderate malnutrition) (CRENAM) with a view to ensuring that appropriate products were supplied at the right times. Information management training for partners and WFP staff was ongoing to standardize reporting.
85. The Board thanked the Secretariat for the evaluation and the management response, noting that developing synergies with the Government could contribute to attaining nutrition objectives. Contingency plans coordinated with all actors were needed to ensure that vulnerable households were reached in a crisis; a household economy survey should be implemented to support this. The Secretariat was urged to ensure that future cash-based projects made effective use of food assistance mechanisms. Some Board members stressed the importance of involving FAO, IFAD and NGOs as partners with a view to consolidating food, cash and nutrition interventions, noting that the effects of shocks were magnified in these situations of precarious food security. WFP was asked to work more closely with FAO in particular to contribute to improving the region's resilience to frequent food crises.
86. The Secretariat thanked Board members for their observations, noting that WFP's response in 2010 had shown significant improvements over its 2005 operation. In future, cash-based interventions were likely to account for up to 50 percent of WFP's operations; they would be developed in line with market analyses. Targeting would be improved by using household surveys to obtain reliable data, as recommended by Board members. The nutrition cluster had been activated, and a Memorandum of Understanding had been signed with UNICEF with a view to maximizing the impacts of operations. The Secretariat

pointed out that the evaluation's lessons learned would be looked at critically and included shortly in WFP's emergency response to a new food and nutrition crisis in the area.

Draft Country Programmes— Central African Republic 200331 (2012–2016) (2011/EB.2/23)

87. The Central African Republic country director noted that the CP was fully aligned with government and stakeholder policies and aimed to increase school attendance and retention, improve nutrition and develop capacities to manage food assistance interventions. It took into account UNDAF and Poverty Reduction Strategy Paper (PRSP) objectives, and activities were planned in partnership with UNICEF, FAO, the United Nations Development Programme (UNDP) and several NGOs. The long-term aim was an eventual hand-over of the CP activities to government ownership.
88. The Board welcomed the document, and expressed particular approval of the collaborative approach involving humanitarian actors, stakeholders and communities, the alignment with national policies and the realistic recognition of constraints. Board members cautioned that much of Central African Republic was highly insecure with very poor roads and communications, in view of which local procurement could help to contain delivery costs. Logistics options were limited and costly, and theft and violence also constituted significant risks. Board members recommended that more effective M&E methods be developed with a view to improving operational efficiency, and noted the needs to increase and maintain school enrolment, enhance nutrition among children and address educational needs such as recruitment of more and better qualified teachers. The importance of working with the Government and partner agencies on these objectives was stressed by several Board members.
89. The country director observed that thefts of WFP food were largely outside its control, but attempts were being made to at least contain the problem. Schoolteachers were being identified and trained in a World Bank fast-track scheme. Data gathering was being improved on the basis of lessons learned in a preceding DEV. An agreement had been signed with UNICEF to ensure that operations were coordinated. The high cost of delivering food was a direct reflection of the lack of transport infrastructure and the consequent difficulty of access in many areas. In view of this, local purchases were being increased: contracts had been placed with local farmers and suppliers for 1,000 mt of cereals. The country office was looking into new strategies for obtaining resources.

Development Projects— Chad 200288 (2011/EB.2/24)

Protracted Relief and Recovery Operations— Chad 200289 (2011/EB.2/25)

90. The country director reported that after a good harvest in 2011, Chad's harvest forecast for 2012 was poor, threatening a repeat of the increase in vulnerability that had occurred in 2009. Chad faced additional pressures from the loss of remittances from migrants in Liberia, who had been forced home by the increasing instability in that country, and from the removal of United Nations forces from Chad and the cutting of European Union funding earlier in 2011, which left the Government with sole responsibility for protecting humanitarian agency staff in remote refugee camps.
91. WFP's new DEV and PRRO were aligned with the UNDAF and government priorities, and marked WFP's shift from EMOPs to relief and recovery and some development in Chad during 2012 and 2013. Three EMOPs had been merged into a school feeding DEV and the PRRO for Central African and Chadian refugees and the malnourished. Advance funding for the PRRO had allowed WFP to develop staff capacity and would prevent resource shortfalls at the start of the operation. The lead times between purchase and

distribution of food to beneficiaries ranged from four to six months; because of access problems during the rainy season, WFP hoped to pre-position food by June 2012, and was seeking funding for this and for United Nations Humanitarian Air Services (UNHAS) operations in Chad during 2012. WFP was enhancing partnerships to harmonize operations and improve targeting, monitoring and reporting tools. It was supporting the Government in setting up an early warning system and was providing technical assistance and information sharing for the Ministry of Education. Most WFP beneficiaries would be refugees, whom it would serve in collaboration with UNHCR. Over the two years of the PRRO and DEV the country office would be developing WFP's country strategy for Chad.

92. Board members welcomed the projects and the synergy between them. They particularly liked the government capacity development, the targeting of most food-insecure areas, the focus on the first 1,000 of a child's life, and the promotion of women's involvement in activities and of good use of natural resources. They emphasized the importance of nutrition issues, prevention components, strong partnerships with the Government, and good coordination with other United Nations agencies and other partners.
93. Board members were pleased that donors had been included in assessments, and hoped that this practice would increase within WFP. Some members were concerned about the appropriateness of blanket feeding, and encouraged WFP to use C&V where appropriate. WFP should also ensure sufficient staffing levels to support its partners in the field. Given the high rates of anaemia in refugee and displaced person camps, WFP should work with partners to identify the causes and develop solutions. It was essential that returns of IDPs were voluntary.
94. The country director responded that WFP was already working with partners to identify and respond to the causes of high anaemia rates, especially in high-risk areas, such as blanket feeding in Niger, Kenya and the Sudan; solutions might include changes to the WFP food basket. WFP had a field-level agreement with the Chadian Red Cross and planned to continue this partnership, while ensuring that all partners were carrying out WFP activities as planned.

Budget Increases to Development Activities – Liberia Development Project 107330 (2011/EB.2/26)

95. The budget increase for Liberia DEV 107330 had been proposed in the context of increased political stability, and improving institutional strength and infrastructure in the country. It would allow the continuation of the school meals programme for 320,000 pupils and take-home rations for 9,000 girls, and was also intended to allow WFP to make the transition to a country programme in 2013. A system of data collection was being developed to help the Ministry of Education consolidate its monitoring capacity. Encouraging the use of locally sourced produce, the project supported P4P activities and fostered improvements in gender parity, with particular regard to girls in education after grade 4.
96. Board Members commended the move towards national ownership of the DEV and, in particular, the emphasis on gender parity. Likewise, the P4P commitment was welcomed, but more details were sought on how WFP intended to expand on it. Members observed that general matters of educational reform had yet to be addressed.
97. In response, the country director agreed that matters of educational reform needed to be combined with other activities for poverty reduction and school feeding; a more integrated plan was being developed for 2013. Details on how the expansion of P4P had contributed to generating synergies were set forth in a separate document available upon request.

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

Summary Evaluation Report—Haiti Country Portfolio and Management Response (2011/EB.2/27)

98. The Office of Evaluation presented the report, which referred to a very tumultuous five-year period for Haiti during which the country office had gone through tremendous changes and its portfolio had expanded from 600,000 beneficiaries to over 4 million. Given the extraordinarily challenging operating environment, WFP had had some remarkable successes in partnering with the Government and in meeting the changing needs of Haitians. The team found that planning and implementation were well integrated with government policies and priorities; there was room for increased synergies with cooperating partners. Operations were generally aligned with sector-specific corporate guidance, but at times there were gaps, where WFP corporate guidance could have better supported the country office.
99. An impressive amount of analytical work guided operations, which were also driven by such factors as the capacities of cooperating partners, a volatile funding situation, political preferences for certain modalities and WFP priorities. There was general consensus that WFP contributed to saving lives in Haiti. However, an improved and uniformly coordinated global M&E system would contribute to comprehensive impact analysis. Challenges to performance included: an evolving corporate policy framework, reliance on cooperating partners, and systemic procurement and processing constraints in shifting from general food distribution to conditional cash transfers.
100. The Board accepted the evaluation's recommendation to develop risk reduction and training activities to achieve longer-term results. It agreed that monitoring achievements in coordination and planning was essential; clear results would help combat the dispersion of resources and encourage donors. Ownership by the Haitian government and sustainability were identified as crucial. Board members noted that needs assessments and programme design had sometimes diverged, and encouraged WFP to consider the results of evaluation reports more closely. With respect to the tenfold increase in staff and the opening of new offices, the Secretariat was asked whether there were plans to reduce these in the future. Members observed that Haiti provided an excellent example of how WFP could successfully switch between development and emergency relief operations; long-term assistance to Haiti was as important as short-term relief given that the entire infrastructure of the country had collapsed, and donors were urged to be generous.
101. The Secretary of State of Haiti thanked the Board for its interest in and support for Haiti and spoke of the good working relationship between the Government and WFP. The Government was working to achieve national ownership of school feeding, which was much less costly and in many ways more important than military and police presence.
102. The country director thanked the Board for its support. She explained that staffing levels and sub-offices were being scaled down, though the sub-office in Port au Prince assisting 400,000 displaced people was set to remain open for some time. The end aim was to recruit more local staff and NGOs as part of a general hand-over.

Development Projects—Haiti 200150 (2011/EB.2/29)

103. The country director introduced the project, noting that she was encouraged by the focus on development rather than emergency response, which had dominated WFP's work following the natural disasters of the recent past. The principal aims of the DEV were to enhance local capacities and to use local procurement to stimulate agricultural production and supply school feeding programmes, with a view to improved educational outcomes. These approaches would also help to increase family incomes and lead to improved food security. The DEV had been planned and designed in consultations with stakeholders; it would be implemented in collaboration with the ministries of education and agriculture and with a range of humanitarian partners. The objective was to develop a sustainable and self-supporting school meals system by 2030; the legal framework was in place and work was in hand to enhance local procurement capacities. The DEV would be implemented in the five most stable areas in northern Haiti.
104. The Board thanked the country director for her observations, noting the particularly serious effects in Haiti of recent natural disasters. The collaborative approach to planning the DEV was applauded, in part because it would lead to long-term sustainability. The gradual transfer of ownership of the DEV components to government ownership was the most appropriate approach; capacity development and precise planning were needed, however, to ensure that the objectives would be achieved. The multiplier effect of local procurement was noted in that purchases from small-scale farmers would help significantly in the process of rebuilding the economy. Board members noted that the DEV activities were flexible enough to work in different circumstances and constituted a sound model for replications. The Board urged WFP to lead the coordination of all food-based interventions and to apply the lessons of the evaluation of the Haiti portfolio, particularly in terms of improving M&E techniques and coordinating with partners. Recognizing that there was an immediate need for resources, funding and a secure pipeline to ensure the success of operations in Haiti, members urged donors to make contributions as a matter of priority.
105. The country director thanked the Board for its support and encouragement, and undertook to follow the various recommendations to work in harmony with local authorities and with partners to establish a sustainable school feeding programme.
106. The Secretary of State of Haiti expressed gratitude for the dedicated work of WFP and for the support of donors.

Protracted Relief and Recovery Operations—Colombia 200148 (2011/EB.2/30)

107. The country director presented the PRRO, which included fewer beneficiaries than past operations, building on progress made in Colombia where there were now fewer IDPs. The operation was aligned with government priorities and WFP objectives, and concentrated on the neediest areas, where institutions were weak and there was limited access to resources. The Government was encouraging the return of IDPs by offering housing programmes in their areas of origin and had established a new government Department for Prosperity to assist IDPs and people at risk.
108. The PRRO used innovative mechanisms, adopted a holistic approach, and focused on families with the aim of graduating them to government programmes. Methods of providing assistance differed for each group of beneficiaries, and included activities adapted to the needs of indigenous people and those living in remote areas. Targeting was aligned with Government programmes. WFP activities in Colombia added value to government activities, including the provision of nutrient-fortified food for children. The grassroots and community organizations that WFP had developed and used to implement,

monitor and report on PRRO activities had become a resource that the Government could use for its own programmes.

109. The Board highly commended this PRRO, noting in particular its innovative instruments such as C&V, micronutrients and the promotion of healthy lifestyles; the strong local ownership and empowerment developed through grassroots and community implementation; the PRRO's flexibility and adaptation to changing circumstances; and the targeting of groups who were not covered by government programmes, including the activities tailored to indigenous groups. Members encouraged the Secretariat to explore ways of scaling up C&V distributions as appropriate. The PRRO was a good follow-up to WFP's previous successes in Colombia and a model for replication in other countries and regions.
110. The country director thanked the Board for its support.

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

Summary Evaluation Report—Kenya Country Portfolio and Management Response (2011/EB.2/31)

111. The Office of Evaluation introduced the evaluation, noting that it had been timed to feed into the next UNDAF and covered a large portfolio of nine operations between 2006 and 2010 that involved activities from humanitarian relief to development, accounting for US\$1.6 billion. The evaluation was generally positive in the areas of strategic alignment, strategic choices, performance and results. The operations were well coordinated with government and stakeholders at national level but less well at district level. Delivery mechanisms involved food, cash and voucher projects. Operations were well aligned with WFP's Strategic Objectives, though not yet to nutrition and HIV/AIDS policies. Programme choices were based on strong analytical assessments in response to external events; the new Office for Innovation had been useful. In spite of some serious pipeline breaks, WFP had delivered an average of 80 percent of the planned food; malnutrition rates had declined. Food for assets (FFA) and cash for assets (CFA) were based on sound analysis and monitoring and had been effective; HIV-related activities had been successful only in terms of prevention. Sustainability was being advanced in FFA and school feeding programmes, but less so in work on nutrition and HIV/AIDS. The evaluation recommended continuing the shift from food aid to food assistance and increasing innovations and new partnerships with increased coordination with district development committees. It also made specific recommendations to focus work on nutrition and HIV/AIDS.
112. The Secretariat noted that the immediate focus was response to drought-related food insecurity, but WFP was also looking ahead to plan for sustainable activities at the national and district levels that would enable recovery and increase resilience in collaboration with the Government and partners. A major shift to targeted FFA and CFA was envisaged in collaboration with NGOs and community-based organizations; work with the Government was ongoing to gradually transfer WFP school feeding to the national programme. Policy dialogue with government and partner organizations would increase regarding nutrition, as well as to define most effective and appropriate exit strategies to mitigate household-level impacts of HIV. Biometric identification of beneficiaries was about to be introduced as an integral part of WFP's food distribution process, as recommended in the evaluation.
113. The Board commended WFP on its work in Kenya: Board members particularly appreciated the collaborative approaches used in planning and implementation. Several members expressed appreciation for donors' contributions, which had sustained operations,

and for the Government's in-kind contributions from the Kenya grain reserve. Board members approved of the alignment of operations with government programmes and of the multi-mode approaches to delivering assistance, but noted the need for increased focus on nutrition and HIV issues. There was also a need to ensure that food-insecure populations hosting refugees were included in targeting and that operations were aligned with district-level needs. The importance of working in partnership with other actors on such a wide-ranging portfolio was stressed by several members.

114. Some members asked for clarification of the food tonnages actually delivered and decisions as to ration sizes and the choice of assistance tools used in different circumstances. Board members approved the distribution of activities among partners such as FAO, UNICEF, UNDP and OCHA and were encouraged to know that C&V interventions were soundly based on market research.
115. The Secretariat thanked Board members for their comments and undertook to apply the evaluation recommendations, noting that food deliveries had been limited by resource shortfalls, pipeline breaks and logistics challenges. The shift to resilience-building would enable people to cope more effectively with food-security issues and would reduce emergency relief requirements. The country office always sought to ensure that the right modalities were used in the right places at the right times, particularly in cases where ration adjustments had to be implemented and beneficiaries needed support to supplement their coping mechanisms.

Budget Increases to Protracted Relief and Recovery Operations— Kenya 106660 (2011/EB.2/33)

Budget Increases to Protracted Relief and Recovery Operations— Kenya 200174 (2011/EB.2/34)

116. With reference to the PRRO 106660 budget increase, the country director noted that an additional 2.75 million drought-affected people needed assistance. WFP and the Government had established a single pipeline to facilitate on-time deliveries and the Government had made a contribution of 10,000 mt of food, but matching funds were required to ensure that the food was distributed effectively. The strategies of the operation had been agreed with the Government and involved short-term and long-term interventions. Support by IFAD and FAO in arid and semi-arid lands (ASAL) districts was fundamental to the success of the programme. Operational challenges included poor roads and sudden flooding, limited options for local procurement and pre-positioning and quality issues in local agricultural production; food was being bought in neighbouring countries and WFP was using the forward purchase facility (FPF) to overcome the constraints.
117. Regarding the PRRO 200174 budget increase, the country director noted that refugee flows into northern Kenya had increased because of the crisis in Somalia; many refugees were malnourished and new nutritious food products were needed for the food basket. The need was to focus first on immediate drought-related issues and then to move on to address longer-term nutrition requirements. The Government was committed to supporting these objectives and to providing security for humanitarian workers assisting the refugees. The country director thanked donors for their contributions and support.
118. The Board thanked the country director for the overview. Regarding PRRO 106660, Board members approved the collaboration with the Government on a single pipeline but noted that the planned scale of food and cash transfers would be costly and would require considerable resources. The severe effects of the drought on households, farms and livestock were noted, and Board members were of the view that C&V interventions would

help significantly in addressing the problems. Board members urged WFP to ensure that intervention modalities were selected to meet actual needs in different circumstances, and noted with approval the increase in FFA and CFA programmes as part of development projects in line with market analyses. Some Board members asked how WFP was intending to identify and respond to risks, especially restrictions on access to beneficiaries.

119. With regard to PRRO 200174, Board members recognized the vast scale of the refugee problem in Kenya and the consequent strains on host communities and coping strategies. The proposal for blanket supplementary feeding for children and pregnant and lactating women was approved as a way of addressing the widespread malnutrition in Dadaab camp. Board members recommended that WFP monitor refugee movements, with a focus on women and children, and introduce new nutritious food products to address malnutrition. WFP should seek to engage as wide a range of donors as possible.
120. The country director thanked the Board for its support and suggestions, noting that import restrictions with regard to genetically modified foods were being discussed with the Government with the likelihood that the restrictions would be lifted. Problems of access to beneficiaries were being addressed: the Government was also monitoring the situation and was providing armed police escorts for humanitarian workers and cargoes. The country office was working to enhance government technical capacities to monitor operations, and was assigning tasks to NGOs and other partners where appropriate. The eventual aim was to build resilience to food insecurity in Kenya and to hand sustainable programmes over to the Government.
121. The Executive Director intervened briefly to draw attention to WFP's new risk management approaches: the aim was to establish a robust system that would support all operations. She also noted that operations of the scale and complexity of the Dadaab refugee interventions needed to be based on sound partnerships with a range of actors and donors to ensure that all available expertise and resources were available to address the issues involved.

Protracted Relief and Recovery Operations—Ethiopia 200290 (2011/EB.2/35)

122. Following on from the previous PRRO, this two-year operation focused on risk reduction and building resilience, and was aligned with national strategies and the UNDAF. It had been designed in consultation with a wide range of stakeholders, including national and regional government, donors and members of the United Nations country team. Targeting was in line with the Government's recently issued guidelines, which WFP had helped to develop. The main risks to programme delivery were potential problems with resourcing, security and weather conditions/events. Donor communication and reporting were being stepped up to ensure resource allocation, including for staff security training and compatibility with minimum operating security standards (MOSS). The Government had donated 20,000 mt of food worth US\$10 million.
123. The Board welcomed the document, and recognized that WFP's previous activities in Ethiopia had helped prevent the recent drought from deteriorating into a famine. They supported WFP's expansion into pastoral areas, in line with roll-out of the Government's Productive Safety Net Programme (PSNP), and its efforts to expand the PRRO's donor base.
124. Board members were concerned that the forecasted decrease in beneficiary numbers, to 2.8 million, may have been too optimistic, as an average of 3.5 million people had needed assistance every year since 2005. The budget estimate also seemed optimistic, given the frequent budget revisions required for previous PRROs. Noting that the PSNP audit report had found cases of food being used for political purposes, members asked for more information about WFP's risk management approach for avoiding the inappropriate use of

food, and suggested that WFP maintain direct control over food distributions near the Somali border. Another area of concern was targeted supplementary feeding (TSF), which was underfunded owing to inclusion and exclusions errors and resourcing problems. Members also felt that the planned impacts of TSF and its alignment with other activities were not clearly articulated, and requested indicators for measuring TSF impacts. They looked forward to updates on progress in the government's roll-out of the PSNP to pastoral areas and on its fortified food project.

125. In response, the country director reminded the Board that WFP's activities in Ethiopia included a CP, approved at the previous Board meeting, and another PRRO, to be presented at the next Board. These provided school feeding, and support to refugees and people living with HIV. Estimates of beneficiary numbers were based on government estimates of people in need of relief assistance, which were issued twice a year. New figures would be available in January 2012, but numbers generally seemed likely to decline as rain patterns had improved. Regarding security, the United Nations no-go area covered only about 9 percent of the Somali Region. WFP was participating in the Government's plans to expand the strategic grain reserve from 400,000 mt to 2 million mt. C&V activities were being introduced in urban areas under the CP, and WFP would await the results of these before including them in other programmes. WFP and UNICEF were examining the TSF component to decide whether to increase or decrease it from its current 1 million beneficiaries. The PRRO budget was related to the number of beneficiaries, so would increase if needed. An evaluation of the PRRO would be conducted.

Protracted Relief and Recovery Operations—United Republic of Tanzania 200325 (2011/EB.2/36)

126. The country director introduced this PRRO supporting refugees from Burundi and the DRC and lasting two and a half years, to bring it into line with the government cycle. The United Republic of Tanzania had a long history of supporting refugees, which was likely to continue. In 2010, it had naturalized more than 178,000 Burundian refugees who had been in the country since the 1970s; the PRRO supported Burundian and DRC refugees arriving since the 1990s, who were not included in this naturalization process. The Government had postponed its planned closure of Mtabila camp – where Burundian refugees were housed – until 2012, but the PRRO included a resettlement package for refugees returning to their homes. It incorporated recommendations from a recent joint assessment mission and focused on nutrition for children under 5 and support to HIV-positive pregnant women. Partnership with United Nations agencies and NGOs was particularly strong, in part because the United Republic of Tanzania was a pilot country for the United Nations Delivering as One initiative.
127. The Board commended the Government's generous hosting of refugees and welcomed this innovative PRRO with its efforts to reduce costs in a time of shrinking resources. Members asked why the PRRO did not include plans to scale down, given the expected closure of a refugee camp, and questioned the use of Supercereal as the most effective response to the high rates of anaemia.
128. The country director explained that scaling down of the operation depended on whether the Government went ahead with its planned camp closure and on the results of the upcoming elections in DRC, and their effect on refugee returns. The use of Supercereal was only part of a wider response to anaemia that also involved partners. He would provide Board members with further details on this aspect of the work.

SOUTHERN AFRICA REGIONAL PORTFOLIO

Draft Country Programmes—Malawi 200287 (2012–2016) (2011/EB.2/37)

129. The country director reported that for the previous five growing seasons Malawi had produced a maize surplus, owing to good weather conditions and the Government's support programme. Government, donors, communities, NGOs and others had been involved in designing this CP, which included capacity development to facilitate hand-over while still responding to continuing emergencies in the country. Some 15 percent of the population was unable to meet its basic needs because access to food was undermined by poverty, limited access to arable land, and low education. The CP was in line with Malawi's growth and development strategy and had three components: i) education support to increase the numbers of boys and girls completing primary school; ii) nutrition support to help reduce malnutrition, especially among women and children; and iii) disaster risk reduction for food security. The use of C&V would be based on the situation on the ground. CP interventions took into account the need to build national and district-level capacity and to collaborate with the Government, United Nation agencies and others.
130. The Board welcomed the CP and WFP's shift in focus from emergency response to support for the policy level. Members were pleased to note that the Government was implementing HIV programmes, and looked forward to progress reports on this. They appreciated the home-grown school feeding (HGFSF) component and recognized the strong impact it could have on local economies. Successful HGFSF depended on strong collaboration at all levels. Some members questioned WFP's use of blanket supplementary feeding, which did not seem to be in line with the national policy of focusing on behaviour change to improve malnutrition rates.
131. In response, the country director indicated that discussions were underway with the Government and other partners to agree on targeting criteria for children under 2 and pregnant and lactating women, based on nutritional and health indicators. He added that the CP component for prevention of chronic malnutrition targeted a district with some of the country's highest chronic malnutrition rates; it was part of a comprehensive response to prevent malnutrition, which also included behaviour change and other activities implemented with UNICEF and FAO.

Draft Country Programmes—Mozambique 200286 (2012–2015) (2011/EB.2/38)

132. The country director introduced the CP, which was in line with government priorities and the Delivering as One initiative, for which Mozambique was a pilot country. Discussions of the CP's design had started in 2010. The CP had five components, three of which were for human and social development: i) home-grown school feeding (HGFSF); ii) the scaling up of social action, with seasonal food- and cash-for-work activities and direct support for vulnerable families, all in line with the Government's social protection policy; and iii) improving basic nutrition, with curative supplements for moderate acute malnutrition and capacity development at the district and regional levels, and including support to people living with HIV, and children. This activity had a preventive aspect, to test blanket supplementary feeding (BSF) of children under 2 as a way of reducing stunting rates. Two components aimed at strengthening livelihoods: i) risk reduction, through capacity development in preparation for and response to shocks; and v) market access, through improving small farmers' capacity to reach markets, in partnership with the other Rome-based agencies.

133. The Board welcomed the Government's involvement in the CP and its taking over of some school feeding activities. WFP should continue working with the Government to improve HGSF, and with United Nations and other partners to ensure a smooth transition from aid to assistance. Lessons should be gathered for support to market access activities. Members appreciated the CP's focus on poverty reduction, consistency with government strategy and use of new tools, along with the capacity development for disaster risk reduction. They encouraged WFP to continue to cooperate with Brazil, the Russian Federation, India, China and South Africa – the BRICS – by sharing information about its programmes and plans. The CP document could make reference to WFP's past successes in Mozambique.
134. Some members were concerned about the BSF component: they said it was not necessarily the most cost-effective response for the first 1,000 days of a child's life, was more appropriate for acute than chronic malnutrition, and created the risk of dependency. Members asked for more information about hand-over strategies; the building of local ownership; local purchases, particularly as Mozambique was a P4P pilot country; risk mitigation strategies; and of how the CP fed into Mozambique's experience of the Delivering as One initiative. WFP could also consider how to tackle such issues as increasing vulnerability and marginalization.
135. The country director explained that the programmes of all United Nations agencies operating in Mozambique were included in and aligned with the UNDAF and the United Nations Development Assistance Plan (UNDAP), which would start in January 2012. Lessons learned from the first cycle would inform design and implementation of the following programme. WFP made local purchases in Mozambique when and where they were appropriate. WFP, the Government and technical people had held long discussions on chronic malnutrition and BSF; all agreed that BSF should be integrated with other activities to address chronic malnutrition because a multisectoral approach was necessary. The technical discussions would continue but action needed to be taken. The country director clarified that because activities 4 and 5 involved capacity development only with no direct food or cash transfers to participants, there was no budget allocation in the corresponding rows of the budget. Each CP component had its own hand-over strategy, although these were not detailed in the document because of length restrictions. WFP would explore and pilot different modalities for HGSF with the Ministry of Education.
136. The Secretariat confirmed that chronic malnutrition was caused by a combination of inappropriate caring practices, poor sanitation and health conditions, and inadequate food consumption: WFP could respond to the last of these.

Budget Increases to Development Activities – Madagascar Country Programme 103400 (2011/EB.2/39)

137. The Regional Director drew the attention of the Board to the aims of the two-year extension in time and the US\$33.8 million budget increase for the Madagascar CP, which involved support for basic education through a school meals programme, FFA and FFT to enhance resilience to food insecurity and interventions to combat malnutrition, particularly among people affected by HIV and AIDS, and pregnant and lactating women and children. Various food assistance modalities would be used.

138. The Board welcomed the overview, and approved the alignment of the CP with the UNDAF. Board members also welcomed the FFA and FFT assistance modalities, which would help to support economic recovery in Madagascar as the current political uncertainties were resolved and foreign investment resumed. The focus on nutrition and environmental protection would reinforce long-term resilience, but would require substantial funding. Board members urged WFP to be in a position to scale up its interventions as the operational environment improved.
139. The Regional Director thanked all donors for their support and contributions. The representative of the Government of Madagascar warmly thanked WFP for its work in the country and congratulated the organization on its 50th anniversary.

ANNEX I

DECISIONS AND RECOMMENDATIONS**Adoption of the Agenda**

The Board adopted the agenda.

14 November 2011

Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Jiří Muchka (Czech Republic, List E) Rapporteur of the Second Regular Session of 2011.

14 November 2011

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**2011/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. The Board also took note of the address presented on behalf of the President of the Republic of Italy, Mr Giorgio Napolitano, and the statement by United Nations High Commissioner for Refugees Mr António Guterres.

14 November 2011

POLICY ISSUES**2011/EB.2/2 WFP Policy on Disaster Risk Reduction and Management**

The Board approved "WFP Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience" (WFP/EB.2/2011/4-A), reaffirming WFP's commitment to protecting the lives and livelihoods of the most food-insecure households and to preventing hunger and malnutrition. The Board looked forward to the development of an action plan to support implementation of the policy.

14 November 2011

2011/EB.2/3 Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020

The Board,

- i) welcomed the endorsement by the General Assembly in its resolution 65/280 of 17 June 2011 of the Istanbul Declaration (A/CONF.219/L.1) and the Programme of Action for the Least Developed Countries for the Decade 2011–2020 (A/CONF.219/3/Rev.1), hereinafter referred to as the Istanbul Programme of Action;
- ii) recalled the fundamental characteristics of the operational activities for development of the United Nations system as contained in General Assembly resolution 62/208 of 19 December 2007;
- iii) noted the strong support given by WFP to the least developed countries;
- iv) stressed the need for WFP to give special attention to the implementation of the Istanbul Programme of Action in its support of the least developed countries and in accordance with its mandate; and
- v) invited the Executive Director to integrate the implementation of the Istanbul Programme of Action in WFP activities in close cooperation with the Chair of the United Nations Development Group, as called for in the Istanbul Programme of Action, paragraph 153, and in General Assembly resolution 65/280, paragraph 2, and to report on its implementation as part of the Annual Report to the Economic and Social Council of the United Nations (ECOSOC) and the FAO Council.

14 November 2011

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

2011/EB.2/4 WFP Management Plan (2012–2014)

Having considered WFP's Management Plan for 2012–2014, as submitted by the Executive Director in document WFP/EB.2/2011/5-A/1 the Board:

- i) as allowed under Financial Regulation 2.1, **approved** an exemption from Financial Regulation 9.2 which requires that the proposed Management Plan be circulated to members of the Board not later than 60 days before the session;
- ii) **took note of** the projected operational requirements of US\$4.82 billion for 2012, excluding any provision for unforeseen emergencies and including direct support costs, as outlined in Section III;
- iii) **took note** that the 2012 Programme Support and Administrative (PSA) appropriation assumes a funding level of US\$3.75 billion in 2012;
- iv) **approved** a 2012 PSA appropriation of US\$249.1 million for the following purposes:

Programme support: regional bureaux and country offices	US\$ 74.7 million
Programme support: Headquarters	US\$ 68.7 million
Management and administration	US\$105.7 million
TOTAL	US\$249.1 million

- v) **approved** a one-time supplementary PSA appropriation of US\$22.2 million as outlined in Section IV;
- vi) **approved** expenditures of up to US\$10.0 million funded from the General Fund for the United Nations Department of Safety and Security and for the WFP Security Emergency Fund;
- vii) **authorized** the Executive Director to utilize up to US\$10.0 million from the Self Insurance Fund for termination payments specifically provided for under staff regulations and International Civil Service Commission rules;
- viii) **approved** expenditures of up to US\$900,000 funded from the General Fund for the finalization of a Treasury Management System;
- ix) **approved** an indirect support cost recovery rate of 7.0 percent for the 2012 year; and
- x) **authorized** the Executive Director to adjust the PSA component of the budget in accordance with any variation in the volume of operational requirements of more than 10 percent from levels outlined in Section III.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.2/2011/5(A,B,C,D,E,F)/2) and the FAO Finance Committee (WFP/EB.2/2011/5(A,B,D,E)/3).

15 November 2011

2011/EB.2/5

Proposed Terms of Reference of the Audit Committee of the World Food Programme

The Board approved the “Proposed Terms of Reference of the Audit Committee of the World Food Programme” (WFP/EB.2/2011/5-B/1/Rev.1).

The Board also took note of the comments of the ACABQ (WFP/EB.2/2011/5(A,B,C,D,E,F)/2) and the FAO Finance Committee (WFP/EB.2/2011/5(A,B,D,E)/3).

15 November 2011

2011/EB.2/6

Report of the External Auditor on Procurement of Landside Transport, Storage and Handling Contracts and WFP Management Response

The Board took note of “Report of the External Auditor on Procurement of Landside Transport, Storage and Handling Contracts” (WFP/EB.2/2011/5-C/1) and the management response in WFP/EB.2/2011/5-C/1/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2011/5(A,B,C,D,E,F)/2) and the FAO Finance Committee (WFP/EB.2/2011/5(A,B,D,E)/3).

15 November 2011

2011/EB.2/7 Report of the External Auditor on Management of Projects and WFP Management Response

The Board took note of “Report of the External Auditor on Management of Projects” (WFP/EB.2/2011/5-D/1) and the management response in WFP/EB.2/2011/5-D/1/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2011/5(A,B,C,D,E,F)/2) and the FAO Finance Committee (WFP/EB.2/2011/5(A,B,D,E)/3).

15 November 2011

2011/EB.2/8 Efficiency at WFP

The Board took note of “Efficiency at WFP” (WFP/EB.2/2011/5-E/1) and requested the Secretariat to enhance reporting on efficiency within the Annual Performance Report.

The Board also took note of the comments of the ACABQ (WFP/EB.2/2011/5(A,B,C,D,E,F)/2) and the FAO Finance Committee (WFP/EB.2/2011/5(A,B,D,E)/3).

15 November 2011

EVALUATION REPORTS

2011/EB.2/9 Summary Report of the Strategic Mid-Term Evaluation of WFP’s Purchase for Progress Initiative (2008–2013) and Management Response

The Board took note of “Summary Report of the Strategic Mid-Term Evaluation of WFP’s Purchase for Progress Initiative (2008–2013)” (WFP/EB.2/2011/6-B + Corr.1) and the management response in WFP/EB.2/2011/6-B/Add.1/Rev.1 + Corr.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

16 November 2011

2011/EB.2/10 Summary Report of the Strategic Mid-Term Evaluation of WFP’s Agriculture and Market Support in Uganda and Management Response

The Board took note of “Summary Report of the Strategic Mid-Term Evaluation of WFP’s Agriculture and Market Support in Uganda” (WFP/EB.2/2011/6-A) and the management response in WFP/EB.2/2011/6-A/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

16 November 2011

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

2011/EB.2/11 **Summary Evaluation Report—Yemen Country Portfolio and Management Response**

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

15 November 2011

2011/EB.2/12 **Budget Increases to Protracted Relief and Recovery Operations—Yemen 200038**

The Board approved the proposed budget increase of US\$32.6 million for Yemen protracted relief and recovery operation 200038 “Emergency Food Security and Nutrition Support for the Vulnerable Population” (WFP/EB.2/2011/9-D/1).

15 November 2011

2011/EB.2/13 **Budget Increases to Development Activities—Egypt Country Programme 104500 (2007–2011)**

The Board approved the budget increase of US\$26.2 million for Egypt country programme 104500 (2007–2011) (WFP/EB.2/2011/9-B/1) with a one-year extension from January to December 2012.

15 November 2011

ASIA REGIONAL PORTFOLIO

2011/EB.2/14 **Summary Report of the Impact Evaluation of School Feeding in Bangladesh and Management Response**

The Board took note of “Summary Report of the Impact Evaluation of School Feeding in Bangladesh” (WFP/EB.2/2011/6-F + Corr.1) and the management response in WFP/EB.2/2011/6-F/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

16 November 2011

2011/EB.2/15 **Country Programmes—Bangladesh 200243 (2012–2016)**

The Board approved on a no-objection basis country programme Bangladesh 200243 (2012–2016) (WFP/EB.2/2011/8/1), for which the food requirement is 403,860 mt at a cost of US\$214.6 million and the cash and voucher requirement is US\$10.1 million, giving a total cost to WFP of US\$338.7 million.

16 November 2011

2011/EB.2/16 Country Programmes—Indonesia 200245 (2012–2015)

The Board approved on a no-objection basis country programme Indonesia 200245 (2012–2015) (WFP/EB.2/2011/8/5), for which the food requirement is 16,586 mt at a cost of US\$20.3 million for a total cost to WFP of US\$44.6 million.

16 November 2011

2011/EB.2/17 Country Programmes—Lao People’s Democratic Republic 200242 (2012–2015)

The Board approved on a no-objection basis country programme Lao People’s Democratic Republic 200242 (2012–2015) (WFP/EB.2/2011/8/6), with a food requirement of 37,140 mt at a cost of US\$36.9 million, and a cash and voucher requirement of US\$1.2 million, for a total cost to WFP of US\$68.9 million.

16 November 2011

2011/EB.2/18 Report on the Field Visit to Bangladesh of the WFP Executive Board

The Board took note of “Report on the Field Visit to Bangladesh of the WFP Executive Board” (WFP/EB.2/2011/14).

16 November 2011

WEST AFRICA REGIONAL PORTFOLIO**2011/EB.2/19 Summary Evaluation Report—Niger Emergency Operation 200170 and Management Response**

The Board took note of “Summary Evaluation Report — Niger Emergency Operation 200170” (WFP/EB.2/2011/6-G) and the management response in WFP/EB.2/2011/6-G/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

16 November 2011

2011/EB.2/20 Country Programmes—Ghana 200247 (2012–2016)

The Board approved on a no-objection basis country programme Ghana 200247 (2012–2016) (WFP/EB.2/2011/8/3), for which the food requirement is 52,317 mt at a total cost to WFP of US\$44.9 million.

16 November 2011

2011/EB.2/21 Country Programmes—Mauritania 200251 (2012–2016)

The Board approved on a no-objection basis country programme Mauritania 200251 (2012–2016) (WFP/EB.2/2011/8/7), for which the food requirement is 58,482 mt at a cost of US\$39 million, with a total cost to WFP of US\$76.4 million.

16 November 2011

2011/EB.2/22 Country Programmes—Senegal 200249 (2012–2016)

The Board approved on a no-objection basis country programme Senegal 200249 (2012–2016) (WFP/EB.2/2011/8/8), for which the food requirement is 65,867 mt at a total cost to WFP of US\$73.7 million.

16 November 2011

2011/EB.2/23 Draft Country Programmes—Central African Republic 200331 (2012–2016)

The Board took note of draft country programme Central African Republic 200331 (2012–2016) (WFP/EB.2/2011/7/3), for which the food requirement is 13,254 mt at a total cost to WFP of US\$23.4 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

16 November 2011

2011/EB.2/24 Development Projects—Chad 200288

The Board approved the proposed development project Chad 200288 “Support to Primary Education and Enrolment of Girls” (WFP/EB.2/2011/9-A/2).

16 November 2011

2011/EB.2/25 Protracted Relief and Recovery Operations—Chad 200289

The Board approved the proposed protracted relief and recovery operation Chad 200289 “Targeted Food Assistance for Refugees and Vulnerable People Affected by Malnutrition and Recurrent Food Crises” (WFP/EB.2/2011/9-C/1).

16 November 2011

2011/EB.2/26 Budget Increases to Development Activities—Liberia Development Project 107330

The Board approved the budget increase of US\$17.4 million for Liberia development project 107330 “Support for Education” (WFP/EB.2/2011/9-B/3*) with a 13-month extension in time from 1 December 2011 to 31 December 2012.

16 November 2011

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO**2011/EB.2/27 Summary Evaluation Report—Haiti Country Portfolio and Management Response**

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

16 November 2011

2011/EB.2/28 Country Programmes—Honduras 200240 (2012–2016)

The Board approved on a no-objection basis country programme Honduras 200240 (2012–2016) (WFP/EB.2/2011/8/4), for which the food requirement is 27,134 mt at a total cost to WFP of US\$25.8 million.

16 November 2011

2011/EB.2/29 Development Projects—Haiti 200150

The Board approved the proposed development project Haiti 200150 “Support for the National School Meals Programme” (WFP/EB.2/2011/9-A/1).

16 November 2011

2011/EB.2/30 Protracted Relief and Recovery Operations—Colombia 200148

The Board approved the proposed protracted relief and recovery operation Colombia 200148 “Integrated Approach to Address Food Insecurity among Highly Vulnerable Households Affected by Displacement and Violence” (WFP/EB.2/2011/9-C/4).

16 November 2011

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO**2011/EB.2/31 Summary Evaluation Report—Kenya Country Portfolio and Management Response**

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

17 November 2011

2011/EB.2/32 Country Programmes—Ethiopia 200253 (2012–2015)

The Board approved on a no-objection basis country programme Ethiopia 200253 (2012–2015) (WFP/EB.2/2011/8/2), for which the food requirement is 319,020 mt at a cost of US\$155 million, for a total cost to WFP of US\$306.6 million.

17 November 2011

2011/EB.2/33 Budget Increases to Protracted Relief and Recovery Operations—Kenya 106660

The Board approved the budget increase of US\$108.8 million to Kenya protracted relief and recovery operation 106660 “Protecting and Rebuilding Livelihoods in the Arid and Semi-Arid Areas” (WFP/EB.2/2011/9-D/3).

17 November 2011

2011/EB.2/34 Budget Increases to Protracted Relief and Recovery Operations—Kenya 200174

The Board approved the budget increase of US\$70.5 million to Kenya protracted relief and recovery operation 200174 “Food Assistance for Refugees” (WFP/EB.2/2011/9-D/2).

17 November 2011

2011/EB.2/35 Protracted Relief and Recovery Operations—Ethiopia 200290

The Board approved the proposed protracted relief and recovery operation Ethiopia 200290 “Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity” (WFP/EB.2/2011/9-C/2).

17 November 2011

2011/EB.2/36 Protracted Relief and Recovery Operations—United Republic of Tanzania 200325

The Board approved the proposed protracted relief and recovery operation United Republic of Tanzania 200325 “Food Assistance for Refugees in the Northwest” (WFP/EB.2/2011/9-C/3).

17 November 2011

SOUTHERN AFRICA REGIONAL PORTFOLIO

2011/EB.2/37 Draft Country Programmes—Malawi 200287 (2012–2016)

The Board took note of draft country programme Malawi 200287 (2012–2016) (WFP/EB.2/2011/7/1), for which the food requirement is 122,948 mt at a cost of US\$58.6 million, for a total cost to WFP of US\$109.9 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

17 November 2011

2011/EB.2/38 Draft Country Programmes—Mozambique 200286 (2012–2015)

The Board took note of draft country programme Mozambique 200286 (2012–2015) (WFP/EB.2/2011/7/2 + Corr.1), for which the food requirement is 78,241 mt at a cost of US\$41.6 million and the cash and voucher requirement is US\$6.7 million, for a total cost to WFP of US\$105.4 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

17 November 2011

2011/EB.2/39 Budget Increases to Development Activities—Madagascar Country Programme 103400

The Board approved the budget increase of US\$33.8 million for Madagascar country programme 103400 (WFP/EB.2/2011/9-B/2 + Corr.1) for an extension in time of two years from 1 January 2012 to 31 December 2013.

17 November 2011

ORGANIZATIONAL AND PROCEDURAL MATTERS**2011/EB.2/40 Biennial Programme of Work of the Executive Board (2012–2013)**

The Board approved “Biennial Programme of Work of the Executive Board (2012–2013)” (WFP/EB.2/2011/11) as proposed by the Bureau and the Secretariat.

15 November 2011

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD**2011/EB.2/41 Summary of the Work of the Annual Session of the Executive Board, 2011**

The Board approved the document “Draft Summary of the Work of the Annual Session of the Executive Board, 2011”, the final version of which would be embodied in the document WFP/EB.A/2011/17.

17 November 2011

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) WFP Policy on Disaster Risk Reduction and Management (*for approval*)
 - b) Compendium of WFP Policies Relating to the Strategic Plan (*for information*)
 - c) Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 (*for approval*)
5. *Resource, Financial and Budgetary Matters*
 - a) WFP Management Plan (2012–2014) (*for approval*)
 - b) Proposed Terms of Reference of the Audit Committee of the World Food Programme (*for approval*)
 - c) Report of the External Auditor on Procurement of Landside Transport, Storage and Handling Contracts and WFP Management Response (*for consideration*)
 - d) Report of the External Auditor on Management of Projects and WFP Management Response (*for consideration*)
 - e) Efficiency at WFP (*for consideration*)
 - f) Work Plan of the External Auditor for the Period July 2011 to June 2012 (*for information*)
6. *Evaluation Reports (for consideration)*
 - a) Summary Report of the Strategic Mid-Term Evaluation of WFP's Agriculture and Market Support in Uganda and Management Response
 - b) Summary Report of the Strategic Mid-Term Evaluation of WFP's Purchase for Progress Initiative (2008–2013) and Management Response
 - c) Summary Evaluation Report—Haiti Country Portfolio and Management Response
 - d) Summary Evaluation Report—Kenya Country Portfolio and Management Response
 - e) Summary Evaluation Report—Yemen Country Portfolio and Management Response
 - f) Summary Report of the Impact Evaluation of School Feeding in Bangladesh and Management Response
 - g) Summary Evaluation Report—Niger Emergency Operation 200170 and Management Response

Operational Matters

7. *Draft Country Programmes (for consideration)*

- Malawi 200287 (2012–2016)
- Mozambique 200286 (2012–2015)
- Central African Republic 200331 (2012–2016)

8. *Country Programmes (for approval on a no-objection basis)*

- Bangladesh 200243 (2012–2016)
- Ethiopia 200253 (2012–2015)
- Ghana 200247 (2012–2016)
- Honduras 200240 (2012–2016)
- Indonesia 200245 (2012–2015)
- Lao People's Democratic Republic 200242 (2012–2015)
- Mauritania 200251 (2012–2016)
- Senegal 200249 (2012–2016)

9. *Projects for Executive Board approval*

a) Development projects

- Chad 200288
- Haiti 200150

b) Budget Increases to Development Activities

- Egypt CP 104500
- Liberia 107330
- Madagascar CP 103400

c) Protracted Relief and Recovery Operations

- Chad 200289
- Colombia 200148
- Ethiopia 200290
- United Republic of Tanzania 200325

d) Budget Increases to Protracted Relief and Recovery Operations

- Yemen 200038
- Kenya 106660
- Kenya 200174

10. ***Reports of the Executive Director on Operational Matters (1 January–30 June 2011)***
(for information)
 - a) Protracted Relief and Recovery Operations Approved by the Executive Director
 - Burundi 200164
 - Cameroon 200053
 - Central America 200043
 - Republic of the Congo 200147
 - b) Budget Increases to Protracted Relief and Recovery Operations Approved by the Executive Director
 - c) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO
11. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2012–2013) (for approval)
12. ***Administrative and Managerial Matters***
 - a) Update on Collaboration among the Rome-Based Agencies (for information)
 - b) FAO–WFP Joint Strategy on Information Systems for Food and Nutrition Security (for information)
13. ***Summary of the Work of the 2011 Annual Session of the Executive Board***
(for approval)
14. ***Other Business***
 - Report on the Field Visit to Bangladesh of the WFP Executive Board (for information)
15. ***Verification of Adopted Decisions and Recommendations***

LIST OF ACRONYMS USED IN THE DOCUMENT

AC	Audit Committee
ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMS	Agriculture and Market Support (system)
BSF	blanket supplementary feeding
C&V	cash and voucher
CCTI	Committee on Commodities, Transport and Insurance
CERF	Central Emergency Response Fund
CFA	cash for assets
DEV	development project
DRC	Democratic Republic of the Congo
DRR/M	disaster risk reduction and management
ECOSOC	Economic and Social Council of the United Nations
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
FFT	food for training
HGSF	home-grown school feeding
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
ISC	indirect support costs
IT	information technology
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative
PSNP	Productive Safety Net Programme
RUSF	ready-to-use supplementary food
TSF	targeted supplementary feeding
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WINGS II	WFP Information Network and Global System II