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Policy Issues

For information

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Compendium of Policies Relating to the Strategic Plan

Introduction

1. At its 2010 Second Regular Session the Board asked the Secretariat to produce a compendium of WFP policies relating to the Strategic Plan. The Board also requested that the compendium be updated annually as an information paper to be presented at the Second Regular Session.
2. Presentation of the compendium has been deferred to the First Regular Session of 2017 (EB.1/2017) to follow approval of the Integrated Road Map at EB.2/2016.
3. The compendium is intended to guide the work of the Secretariat and the Board. It contains a chart and a summary of current policies supporting the Strategic Plan (2017–2021) – which aligns WFP with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) – and the other documents in the Integrated Road Map. The compendium also sets out cross-cutting policies, policies that have been superseded by new ones, policies that need updating, and potential policy gaps. Information on evaluations and related studies is also provided. Administrative, financial and human resource issues are not covered.
4. All policies will be reviewed in light of the new Strategic Plan (2017–2021) and the Policy on Country Strategic Plans (CSPs), and revised as necessary.
5. The compendium will be available on the Executive Board webpage.

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The Integrated Road Map

The Strategic Plan (2017–2021)¹

6. The Strategic Plan (2017–2021) aligns WFP’s work with the 2030 Agenda for Sustainable Development. WFP prioritizes SDG 2 on achieving zero hunger, and SDG 17 on partnering to work towards the SDGs. Reflecting WFP’s mandate and capacities, as demonstrated in its Programme of Work and the demand for its services, WFP bases assessment of its performance towards Strategic Objectives on Strategic Results that correspond to the targets of SDGs 2 and 17. Focusing on these Strategic Results ensures that WFP’s reporting is in line with countries’ measurement of and reporting on progress in implementing the 2030 Agenda.
7. The Strategic Plan, supported by revised financial and corporate results frameworks, guides the preparation and implementation of CSPs. Its implementation will be adapted to local contexts, capacities and partnerships in each country where WFP operates.
8. The Strategic Plan (2017–2021) provides a new planning and operational framework to reinforce, through effective partnerships, WFP’s work in emergencies, life saving and logistics and its contributions to ending hunger and chronic malnutrition.
9. In its Decision, the Executive Board approved the WFP Strategic Plan (2017–2021). Reaffirming its commitment to WFP’s mandate, the Board noted its expectation that responding to food security-related emergencies, providing direct humanitarian assistance that helps save lives and livelihoods, and upholding the humanitarian principles shall continue to be WFP’s primary focus and the major part of its operations. The Board emphasized the importance of implementing the WFP Strategic Plan (2017–2021) in collaboration with the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and other entities in the United Nations development system to maximize results for achieving the SDGs.

Policy on Country Strategic Plans²

10. WFP operates in an increasingly complex world that is marked by protracted humanitarian crises and other global food security and nutrition challenges. Guided by WFP’s Strategic Plan (2017–2021), the Policy on CSPs responds to these challenges by replacing WFP’s programme categories and project documents with coherent country portfolios that provide “lines of sight” from the resources deployed to the results achieved.
11. The CSP approach seeks to: i) support countries in responding to emergencies and making progress towards zero hunger; ii) operationalize the WFP Strategic Plan at the country level; and iii) enhance strategic coherence, focus, operational effectiveness and partnerships. Combined with new financial and corporate results frameworks, the CSP framework has the potential to improve the quality of WFP’s assistance by: i) identifying WFP’s specific contributions within a country; ii) establishing the basis for effective partnerships, including with the Rome-based agencies (RBAs); iii) increasing effectiveness and efficiency in emergency response and integrating it into a broader framework for zero hunger; iv) aligning WFP’s contribution with national SDG targets and national and United Nations plans; v) reducing transaction costs; and vi) enhancing performance reporting and accountability.
12. CSPs will be designed for up to five years based on national zero hunger strategic reviews that aim to catalyse country actions towards achieving SDG 2 through jointly agreed strategic outcomes. In contexts where the development of a national zero hunger strategic review is not feasible or has not been completed, an Interim CSP will be designed for a shorter period of up to three years.

¹ WFP/EB.2/2016/4-A/1/Rev.2*.

² WFP/EB.2/2016/4-C/1/Rev.1*.

Financial Framework³

13. The financial framework for the Strategic Plan (2017–2021) – developed from a review of the existing financial framework – is fundamental for implementing CSPs. To enhance transparency and accountability in resource management, demonstrate value for money and improve decision-making, the new financial framework aims to clarify the links between resources and results. It builds on the Quadrennial Comprehensive Policy Review, while also drawing lessons from other United Nations organizations.
14. As part of the new financial framework, Country Portfolio Budgets (CPBs) will facilitate the implementation of CSPs. The simplified, more transparent and flexible CPB framework will ensure clear links between strategic planning and financial and operational performance. CPBs will also facilitate better alignment of WFP activities with those of other United Nations agencies, supporting joint planning, joint performance and joint resource mobilization.
15. The CPB approach is very different from the current use of multiple projects each with its own start and end dates. The CPB is based on a calendar year and linked to SDG targets and results. While the CSP will encompass all the outcomes that WFP plans to support in a country, the accompanying CPB will provide clear links from corporate strategy to resourcing for WFP Strategic Outcomes, and will enable WFP to plan its portfolio of activities annually. Through CPBs, WFP will be able to shift from its current reliance on inputs and cost components for individual projects. This is expected to maximize WFP's ability to respond efficiently; help prioritize operational needs; contribute to better financial management, reporting and analysis to provide better data on cost-efficiency; and facilitate resource mobilization.

Corporate Results Framework⁴

16. With the new Strategic Plan (2017–2021), WFP is seizing the opportunity to integrate strategic and management results into a single Corporate Results Framework (CRF). The CRF is built around two Strategic Goals drawn from SDG 2 and SDG 17, and supported by the five Strategic Objectives and eight Strategic Results set out in the Strategic Plan (2017–2021).
17. The five Strategic Objectives frame WFP's programmatic and operational focus, and are linked to national and global efforts to meet the targets for SDGs 2 and 17. In addition to the eight Strategic Results, WFP also uses Strategic Outcomes, outputs and activities. Each country selects its own Strategic Outcomes, outputs and activities, which are linked to standardized categories, allowing for flexibility and contextualization at the country level while ensuring standardized performance measurement and reporting among countries.
18. The CRF will ensure harmonized design, monitoring and reporting for CSPs in all WFP offices. Adoption of the CRF will further align WFP's monitoring and reporting on results with those of other United Nations agencies, particularly the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP) and the United Nations Population Fund.
19. In line with international norms, the monitoring of SDG and selected national, sub-national and thematic indicators will be the responsibility of national authorities, assisted by international organizations. WFP's performance management will involve tracking outcome, process, output and activity indicators. Outcome and output achievement values will be reported on in annual performance reports at the country and global levels. In addition, WFP's evaluation function will provide independent assessment of WFP's contributions to country-specific and global strategic results and objectives, in line with the Evaluation Policy's coverage norms, standards and principles.
20. To support consistent monitoring of CRF indicators, WFP will update its normative framework for monitoring, including by revising the standard operating procedures and minimum requirements for monitoring. All corporate guidance on monitoring will be updated, and all logical frameworks will be realigned with the new Strategic Results and Strategic Objectives, incorporating the new planning elements and indicators. WFP will also develop sustainable

³ WFP/EB.2/2016/5-B/1/Rev.1.

⁴ WFP/EB.2/2016/4-B/1/Rev.1*.

funding models for assessment and monitoring systems that enable it to improve its capture of and reporting on results at the outcome level.

Compendium of Policies

21. All policies will be reviewed in light of the new Strategic Plan (2017–2021) and the Policy on CSPs, and revised as necessary.

2002	Urban Food Insecurity: Strategies for WFP. Food Assistance to Urban Areas <i>A new policy on urban food insecurity will be presented during EB.A/2017 reflecting the latest research, WFP's experience in urban disasters and the outcome of the Third United Nations Conference on Housing and Sustainable Urban Development (HABITAT III) in October 2016.</i>
2003	Food Aid and Livelihoods in Emergencies: Strategies for WFP <i>A synthesis of the joint impact evaluations by WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) on the contribution of food assistance to durable solutions in protracted refugee situations was presented at EB.1/2013 (WFP/EB.1/2013/6-C).</i>
2004	Emergency Needs Assessments <i>Progress on the implementation of this policy was reported at EB.2/2005 and EB.2/2006 (WFP/EB.2/2005/4-E and WFP/EB.2/2006/4-B/Rev.1). The summary evaluation report was presented in 2007 (WFP/EB.2/2007/6-A). A final progress report on the implementation plan and next steps was submitted in 2007 (WFP/EB.2/2007/4-C).</i>
2004	Humanitarian Principles <i>An evaluation of this and related policies concerning humanitarian principles and access will be undertaken in 2017.</i>
2005	Definition of Emergencies
2005	Exiting Emergencies
2006	Targeting in Emergencies
2006	Humanitarian Access and its Implications for WFP <i>An evaluation of this and related policies concerning humanitarian principles and access will be undertaken in 2017.</i>
2006	Food Procurement in Developing Countries <i>"Report of the External Auditor on Food Procurement in WFP" was presented at EB.A/2014 (WFP/EB.A/2014/6-G/1).</i>
2006	The Role and Application of Economic Analysis in WFP
2008	Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges <i>An update on the implementation of this policy was presented at EB.A/2011 (WFP/EB.A/2011/5-A/Rev.1). "Report of the External Auditor on Use of Cash and Vouchers" was presented at EB.A/2013 (WFP/EB.A/2013/6-G/1). The evaluation of the policy was presented at EB.1/2015 (WFP/EB.1/2015/5-A).</i>
2009	WFP Policy on Capacity Development <i>An evaluation of this policy is under way; the summary evaluation report will be presented during EB.1/2017.</i>
2010	WFP HIV and AIDS Policy ⁵ <i>An update on WFP's response to HIV and AIDS was presented at EB.A/2015 (WFP/EB.A/2015/5-F). An evaluation of the policy is planned for 2019.</i>
2011	WFP Policy on Disaster Risk Reduction and Management ⁶

⁵ Supersedes "Programming in the Era of AIDS: WFP's Response to HIV/AIDS" (WFP/EB.1/2003/4-B).

⁶ Supersedes "WFP Policy on Disaster Risk Reduction" (WFP/EB.1/2009/5-B) and "Disaster Mitigation: A Strategic Approach" (WFP/EB.1/2000/4-A).

2012	WFP Nutrition Policy ⁷ <i>A new nutrition policy will be presented at EB.1/2017 reflecting the latest evidence and WFP's commitment to preventing all forms of malnutrition in its support to governments in achieving the SDGs.</i>
2012	Humanitarian Protection Policy <i>An update on the implementation of this policy was presented at EB.A/2014 (WFP/EB.A/2014/5-F). An evaluation of the policy is planned for 2017.</i>
2012	Update of WFP's Safety Nets Policy – The Role of Food Assistance in Social Protection ⁸ <i>An evaluation of the policy is planned for 2018. The policy will be revised for 2018–2021 to expand the scope from safety nets to social protection and incorporate the findings of the WFP position paper on social protection and the 2018 evaluation.</i>
2013	WFP's Role in Peacebuilding in Transition Settings <i>An update on the implementation of this policy was presented at EB.2/2014 (WFP/EB.2/2014/4-D). An evaluation of the updated policy is planned for 2018.</i>
2013	Revised School Feeding Policy ⁹ <i>The policy will be updated for 2018–2021 to reflect developments in the approach of WFP and partners to school meal programmes. An evaluation of the revised policy is planned for 2018.</i>
2014	WFP Corporate Partnership Strategy (2014–2017)
2014	WFP People Strategy – People Management Framework for Achieving WFP's Strategic Plan (2014–2017)
2015	Gender Policy <i>The policy was approved at EB.A/2015 (WFP/EB.A/2015/5-A) when an Update on the Implementation of the WFP Gender Mainstreaming Accountability Framework (WFP/EB.A/2015/5-G) was also presented.</i>
2015	Enterprise Risk Management Policy
2015	Policy on Building Resilience for Food Security and Nutrition ¹⁰
2015	South–South and Triangular Cooperation Policy
2015	Anti-Fraud and Anti-Corruption Policy
2015	WFP Evaluation Policy (2016–2021)
2017	Environment Policy <i>An update of the 1998 “WFP and the Environment” policy will be presented at EB.1/2017.</i>
2017	Climate Change Policy <i>This policy will be presented at EB.1/2017.</i>

⁷ Supersedes “Food for Nutrition: Mainstreaming Nutrition in WFP” (WFP/EB.A/2004/5-A/1+Corr.1), “Micronutrient Fortification: WFP Experiences and Ways Forward” (WFP/EB.A/2004/5-A/2) and “Nutrition and Emergencies: WFP Experiences and Challenges” (WFP/EB.A/2004/5-A/3). Also supersedes “Reaching Mothers and Children at Critical Times of Their Lives” (WFP/EB.3/97/3-B).

⁸ The “Update of WFP's Safety Nets Policy” represents a significant update to the “WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities” (WFP/EB.3/2004/4-A).

⁹ Updates WFP's school feeding policy of 2009 (WFP/EB.2/2009/4-A) and supersedes previous WFP school feeding documents such as “Exit Strategies for School Feeding: WFP's Experience” (WFP/EB.1/2003/4-C).

¹⁰ “Transition from Relief to Development” (WFP/EB.A/2004/5-B), “Enabling Development” (WFP/EB.A/99/4-A) and “From Crisis to Recovery” (WFP/EB.A/98/4-A) have been superseded by “Policy on Building Resilience for Food Security and Nutrition” (2015), “WFP Policy on Capacity Development” (2009), “WFP Policy on Disaster Risk Reduction and Management” (2011), “Update of WFP's Safety Nets Policy” (2012), “WFP Nutrition Policy” (2012), “WFP's Role in Peacebuilding in Transition Settings” (2013) and “Revised WFP School Feeding Policy” (2013).

Urban Food Insecurity¹¹

22. Urban poverty, food insecurity and malnutrition affect many cities in the countries where WFP works and are likely to worsen in the foreseeable future. To address these problems, WFP and its partners will need to consider the factors that affect the food and livelihood security of poor people in urban areas. These factors include greater dependency on cash income and less reliance on agriculture and natural resources than in rural areas; low wages from work at insecure jobs; a large number of women working outside the home; legal obstacles, including insecure land and housing tenure; inadequate access to safe water, sanitation and health services; and weak social networks, which often transcend the geographical boundaries of communities.
23. People cannot lift themselves out of poverty unless they have access to secure employment, so food programmes in urban areas will continue to be necessary as safety net interventions, especially when economic conditions decline. Lessons drawn from past and ongoing programmes will be essential for programme planners and include:
 - the need for good analysis to understand vulnerability in urban contexts;
 - the challenges of targeting in heterogeneous urban settings;
 - the importance of complementary programming to address the poor service delivery found in urban slums;
 - the characteristics of partnering in highly politicized environments; and
 - the need for well-planned exit strategies to prevent food assistance programmes from having a negative effect on the economy.
24. An update of the 2002 urban policy, expected in 2017, will bring the policy into line with the New Urban Agenda and the outcomes of other processes, such as the 2030 Agenda, the World Humanitarian Summit, and WFP's Strategic Plan (2017–2021).

Food Aid and Livelihoods in Emergencies¹²

25. The premise of WFP's policy on livelihoods is that people will go to great lengths to protect their livelihoods as well as their lives. People affected by a crisis are not merely passive victims and recipients of aid: they rely primarily on their own capabilities, resources and networks to survive and recover. However, many of the coping strategies adopted to meet food needs can undermine people's health and well-being and erode their ability to meet future food needs.¹³
26. WFP can help to protect livelihoods by: i) providing food for people whose livelihoods are threatened, to prevent negative coping strategies; ii) targeting women to enable them to meet their nutritional needs and those of their families; and iii) supporting programmes for improving community infrastructure and providing opportunities for income generation, for example through food assistance-for-assets activities. It is important that women and men participate equally in identifying food assistance-for-work and -training activities in view of their different needs, and that women and men have equal access to the benefits of livelihood programmes.

Emergency Needs Assessment¹⁴

27. In emergency situations, WFP determines whether external food assistance is needed to preserve lives and livelihoods. Emergency needs assessments must be accurate to ensure that people are not left at risk and that humanitarian resources are allocated effectively.

¹¹ WFP/EB.A/2002/5-B.

¹² WFP/EB.A/2003/5-A.

¹³ WFP/EB.A/2003/5-A and WFP/EB.A/99/4-A.

¹⁴ WFP/EB.1/2004/4-A.

28. Needs assessments gather information regarding:
- the number of people affected;
 - the magnitude and location of the crisis;
 - food and nutrition gaps;
 - differences in vulnerability among men, women, children and social groups;
 - local capacities and livelihood systems;
 - household coping capacities in terms of ability to produce or otherwise obtain food;
 - the extent to which food needs can be met through market interventions or existing safety-net programmes; and
 - when livelihoods can be expected to return to normal.
29. Rapid assessment missions, crop and food supply assessment missions and joint assessment missions should take the following points into account:
- Pre-crisis information is important – regular assessments of crisis-prone areas improve the quality of emergency assessments.
 - Inadequate knowledge of local and regional markets and economies can be a significant impediment.
 - Assessments must be insulated from political pressures.
 - Particular care is needed in estimating numbers of internally displaced people, and pastoralists.
 - Carrying out nutrition and food security assessments separately may impede targeting, programme design and outcome measurements.
 - Assessments should be a regular part of country office duties, to ensure that robust information is available before a crisis and for adjusting programmes and targeting during a crisis.

Humanitarian Principles¹⁵

30. At the request of the Board, in 2004 WFP produced a summary of its core humanitarian principles:
- *Humanity.* WFP will seek to prevent and alleviate human suffering wherever it is found, and will respond with food assistance when appropriate. It will provide assistance in ways that respect life, health and dignity.
 - *Neutrality.* WFP will not take sides in a conflict and will not engage in controversies of a political, racial, religious or ideological nature. Food assistance will not be provided to active combatants.
 - *Impartiality.* WFP's assistance will be guided solely by need and will not discriminate on the basis of ethnic origin, nationality, political opinion, gender, race or religion. Assistance will target the people and groups most at risk, following assessment of the different needs and vulnerabilities of women, men and children.
 - *Respect.* WFP will respect local customs, traditions and the sovereignty of the State in which it is working, upholding internationally recognized human rights.
 - *Independence.* WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where the assistance is being provided.

¹⁵ WFP/EB.A/2004/5-C.

Definition of Emergencies¹⁶

31. At EB.1/2005 the Board endorsed the recommendations contained in “Definition of Emergencies”, which defined emergencies as “urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale”.
32. Emergency situations include:
 - earthquakes, floods, locust infestations and similar unforeseen events;
 - human-made emergencies that force people to leave their homes as refugees or internally displaced people or that cause other distress;
 - food shortages or food insecurity resulting from slow-onset events such as drought, crop failure, pests and diseases affecting people or livestock;
 - restricted access to food resulting from economic shocks, market failure or economic collapse; and
 - complex situations in which a government or the Secretary-General of the United Nations requests the support of WFP.

Exiting Emergencies¹⁷

33. Decisions as to when and how to exit from an emergency can be as important as the decision to respond. WFP exits from emergencies either by withdrawing resources from a country or by shifting to longer-term programmes that protect and improve livelihoods and increase resilience.
34. Exiting presents opportunities for engaging in early recovery activities, but also introduces challenges for the communities involved. A sound exit strategy requires:
 - clear criteria for exit;
 - benchmarks for assessing progress in meeting the criteria;
 - steps for reaching the benchmarks and identification of the people responsible for implementing such steps;
 - periodic assessment of progress and modifications to minimize risks;
 - a flexible timeline for reaching benchmarks and conducting assessments;
 - triggers such as progress towards objectives, improvement in the humanitarian situation, increased government capacity to meet needs, declining levels of donor contributions and willingness to allocate funding to a recovery programme; and
 - long-term objectives aligned with government plans or donor priorities.

Targeting in Emergencies¹⁸

35. Targeting entails finding the right balance between inclusion errors – when people receive food but are not entitled to it – and exclusion errors – when people who need food and are eligible for it do not receive it.
36. Targeting involves: i) identifying communities and people in need of food assistance; and ii) selecting delivery and distribution mechanisms to ensure that targeted women, men and children receive assistance when they need it.
37. The Board’s guidance on targeting during acute emergencies has been inserted into WFP’s policy: “In acute emergencies, inclusion errors are more acceptable than exclusion errors.

¹⁶ WFP/EB.1/2005/4-A/Rev.1.

¹⁷ WFP/EB.1/2005/4-B.

¹⁸ WFP/EB.1/2006/5-A.

Other targeting objectives include providing a safe environment for food deliveries and maintaining flexibility to adapt to rapidly changing situations. Targeting costs increase in proportion to the level and detail of targeting approaches. WFP should analyse benefits and budget for costs associated with different targeting approaches, keeping in mind that cost-efficiency for WFP may imply increased transaction or opportunity costs for recipients.”

38. The principles of targeting include the following:
- Targeting is never perfect, so seek a balance between inclusion and exclusion errors.
 - Base targeting decisions on a full-resource scenario but prioritize objectives in case resources are reduced or delayed; communicate the priorities to all stakeholders as soon as possible and ensure that they are understood.
 - Be flexible in adjusting targeting according to context and CSP objectives; as emergencies evolve and population needs change, targeting processes must also evolve.
 - Use assessment and early-warning tools such as vulnerability analysis and mapping to set targeting parameters and monitor changes during a programme cycle.
 - Monitor non-targeted areas to ensure that emerging needs are assessed.
 - Analyse the costs and benefits of different targeting approaches, the potential costs of leakage and the costs borne by beneficiaries.
39. WFP must help prevent violence against women, girls and children, particularly in complex emergencies. It should:
- reduce the burdens on and maximize the safety of women and girls in camps;
 - use food assistance programmes to support income-generating activities for women and girls;
 - support the creation of safe and private spaces for women and girls; and
 - facilitate the formation of support groups in camps to enable women to make decisions and be heard, particularly on matters concerning food and nutrition security.

Humanitarian Access and its Implications for WFP¹⁹

40. The primary responsibility for providing humanitarian assistance in a crisis lies with the State concerned. If it cannot respond, its government or the United Nations Secretary-General may ask for WFP’s assistance in the form of food assistance or logistics support. To assess the situation and transport, deliver and monitor its food assistance, WFP must have safe and unhindered access to those in need. Humanitarian access is a precondition for humanitarian action.
41. There is no standard WFP approach to access: every case is situation-specific and demands flexibility and creativity to balance needs and safety issues. Ensuring safe access requires sound situation analysis and security management, adherence to international law and humanitarian principles, coordination and partnerships among stakeholders, and advocacy at various levels.
42. While Humanitarian Coordinators lead advocacy for access, WFP often negotiates permission for its own operations to ensure that timely assistance can be delivered across borders and conflict lines, especially when food insecurity is a major element of the crisis or when WFP is working on behalf of other humanitarian actors, for example, as the logistics cluster lead. In all cases, WFP ensures that governments and other parties are informed of and in agreement with its activities.

¹⁹ WFP/EB.1/2006/5-B/Rev.1.

Food Procurement in Developing Countries²⁰

43. WFP's policy is to procure food in a manner that is cost-efficient, timely and appropriate to beneficiary needs, and to encourage procurement from developing countries. When coupled with adequate capacity development, local procurement can help to enhance local capacities in agriculture and food production, handling and storage. The 2006 policy document "Food Procurement in Developing Countries" recommends that WFP:
- promote market development as an objective;
 - call for flexible and timely cash contributions from donors;
 - encourage groups of small-scale traders and farmers;
 - consider preferential treatment for farmers and farmers' groups where applicable;
 - support locally developed food processing capacity; and
 - promote the capacities of the Procurement Office at the country and regional levels.
44. A major result is the Purchase for Progress (P4P) programme, which started in 2008. P4P uses WFP's purchasing power and expertise in procurement, logistics and food quality to facilitate smallholder farmers' access to formal markets, improving their lives and livelihoods. Between 2008 and 2015, P4P helped WFP to procure more than 600,000 mt of commodities from smallholder farmers in 20 countries, putting USD 230 million into the farmers' pockets.²¹
45. The P4P pilot yielded many positive results beyond the tonnage procured: local market systems were transformed, farmers' organizations were strengthened, and the livelihoods of smallholder farmers were improved. Following P4P's incorporation into WFP's Strategic Plan (2014–2017), the knowledge developed during the pilot is being consolidated into corporate guidance on smallholder market support programmes, which lays out WFP's operational framework for linking smallholder farmers to markets in the growing number of countries implementing the P4P approach. The guidance will facilitate the mainstreaming of demand-side market support for smallholder farmers, contribute to meeting WFP's commitment of sourcing 10 percent of its annual food procurement from smallholders, and define an approach through which WFP can contribute to achieving SDG target 2.3.

The Role and Application of Economic Analysis in WFP²²

46. In 2006 the Board considered the document "The Role and Application of Economic Analysis in WFP", which stresses the importance of economic analysis coupled with analysis of nutrition, social, political, gender and environmental issues as essential for full understanding of the causes and effects of hunger. Actions designed to address acute and chronic hunger should therefore include analysis of economic forces affecting prices, production and consumption, which can affect food security and vulnerability.
47. In WFP, economic analysis is integral to the analysis of hunger and the design of strategies to reduce hunger. It also relates to results-based management of WFP's contribution in a country in that it can inform programme choices, maximize the efficiency and effectiveness of WFP's work, and support local and regional food procurement.
48. Evaluation findings indicate four areas where economic analysis could improve WFP's understanding of food insecurity and enhance the effectiveness of its operations: i) analysing the economic factors that contribute to food insecurity; ii) integrating WFP's operations into national development contexts; iii) analysing food markets; and iv) assessing the impact and effectiveness of operations and the choice of approaches.

²⁰ WFP/EB.1/2006/5-C.

²¹ Preliminary figures.

²² WFP/EB.A/2006/5-C.

49. As WFP integrates economic analysis into its work, it will need to enhance the support given to country offices in assessment, analysis and design of interventions. WFP must define the roles of country offices, regional bureaux and Headquarters and of partners. It must also intensify its partnerships with other organizations to exploit synergies and avoid duplication of efforts.

Cash-Based Transfers²³

50. Cash-based transfers (CBTs) provide beneficiaries with monetary assistance that enables them to obtain food directly from the market. CBTs can be central elements of responses to emergencies and protracted crises, development programmes and national social protection and safety net systems. Under the 2008 policy “Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges” WFP can scale up CBTs where feasible and appropriate, supported by changes in its financial framework that increase transparency and enhance the accountability for such programming.
51. CBTs are carried out under the following premises:
- Food security and nutrition outcomes remain the main objectives.
 - Depending on the context, CBTs can address beneficiaries’ food security needs better than in-kind transfers.
 - Local conditions – markets, security and cooperating partners’ capacity – dictate CSP implementation.
 - Beneficiaries’ flexibility in the choice of food is increased.
 - Cost-efficiency and effectiveness are improved.
 - CBTs can be used individually or in combination with food: there is no default transfer modality.
 - CBTs assist in stimulating the local economy.
 - WFP values beneficiary empowerment and dignity.
52. An evaluation of the cash and voucher policy presented to the Board in 2015 found that although the policy does not represent WFP’s current best practice for policies, it served its purpose in establishing the basis for authorizing use of CBTs under WFP’s mandate. The evaluation recommended that WFP rapidly update and disseminate revised manuals and guidance rather than updating the policy, and that WFP invest in capacity development, identify and empower leadership in CBTs, and build evidence to clarify its position on conditionality in relation to food assistance.
53. Following the evaluation recommendations, WFP rolled out a capacity development process in 2015, with e-learning modules and five days of face-to-face training reaching a total of 2,300 WFP staff members in 73 country offices, and 100 staff members from partner governments and non-governmental organizations (NGOs). The training material has been adapted to the needs of external partners and shared with the humanitarian community and donors. The revised and updated CBT manual is also available for use by the wider CBT community of practice. WFP ensures that:
- CBTs are based on needs assessments, sector capacity assessments and application of a comprehensive decision-making business process model;
 - selection of transfer modalities is flexible and optimizes WFP’s enormous and diverse delivery capabilities when and where appropriate; and
 - CBTs complement country offices’ efforts to build, support and leverage national social safety nets, foster small farmers’ productivity and improve financial inclusion for WFP beneficiaries.

²³ WFP/EB.2/2008/4-B.

Capacity Development²⁴

54. The “WFP Policy on Capacity Development” updates the 2004 policy “Building Country and Regional Capacities”²⁵ by outlining a more systematic approach to strengthening national institutions to help end hunger. This update was necessary in the context of WFP’s Strategic Plan (2008–2013), which initiated the shift from food aid to food assistance. The shift had profound implications for the way WFP engages and supports national capacities, and a Strategic Objective on capacity development was included.
55. WFP’s 2009 policy on capacity development was supplemented by “Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008–2013)”²⁶, which recognized that WFP should: i) provide direct capacity when necessary to respond to hunger; and ii) facilitate the development of national capacities to improve food security and nutrition by supporting policies, institutions and programmes.
56. Through the CSP approach, WFP will collaborate with governments and other partners, and assess capacity needs to establish realistic bases on which to design and implement capacity development initiatives. The policy on capacity development will be implemented at three levels:
- the policy and institutional level, providing technical advice and facilitating consultations, advocacy and outreach;
 - the Headquarters level, developing plans and guidelines for implementing food assistance, seconding staff, supporting stakeholder organizations and networks, and providing equipment and capital services; and
 - the field office level, implementing training workshops, exchange visits and hosting of partner staff.
57. The need to update and/or revise the policy will be assessed following consideration of the findings of the policy evaluation.

HIV, AIDS and Tuberculosis²⁷

58. Despite significant progress in the last decade, HIV is still a major challenge globally, and an estimated 36.7 million people are living with HIV.²⁸ Many of the countries with high food insecurity and malnutrition rates have high prevalence of HIV and tuberculosis (TB), and there is considerable overlap between countries with ongoing emergencies and those with high HIV prevalence. In the Joint United Nations Programme on HIV/AIDS (UNAIDS), WFP is the lead agency for ensuring that food and nutrition support are integrated into national plans and programmes for people living with HIV. WFP also co-leads work to address HIV in emergency contexts, together with UNHCR.
59. WFP’s HIV and AIDS programming accords with: i) SDGs; ii) the UNAIDS strategy for 2016–2021 “On the Fast-Track to end AIDS”;²⁹ iii) the new post-2015 global TB strategy and its targets;³⁰ and iv) the WFP Strategic Plan (2017–2021). WFP aims to ensure nutrition support for and adherence to treatment by food-insecure and malnourished people receiving anti-retroviral treatment in low-income countries and humanitarian settings. WFP’s food and nutrition interventions can also contribute to HIV prevention by addressing the structural drivers of HIV infection and non-adherence to treatment, such as food insecurity, while preventing the

²⁴ WFP/EB.2/2009/4-B.

²⁵ WFP/EB.3/2004/4-B.

²⁶ WFP/EB.2/2010/4-D.

²⁷ WFP/EB.2/2010/4-A. and update WFP/EB.A/2015/5-F.

²⁸ UNAIDS. 2016. Global AIDS update 2016. Available at: http://www.unaids.org/sites/default/files/media_asset/global-AIDS-update-2016_en.pdf

²⁹ Available at: http://www.unaids.org/sites/default/files/media_asset/20151027_UNAIDS_PCB37_15_18_EN_rev1.pdf

³⁰ The Sixty-Seventh Session of the World Health Assembly. 2014. *Global Strategy and Targets for Tuberculosis Prevention, Care and Control After 2015*. Available at: http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_11-en.pdf?ua=1

adoption of negative coping mechanisms that increase the risk of HIV infection, such as transactional sex.

60. In line with its HIV policy, WFP has shifted the focus of its HIV programmes from mitigating the consequences of HIV infection to enabling access to treatment and improving treatment outcomes by providing food and nutrition support through different modalities. To ensure effective responses to HIV and to align with the UNAIDS strategy and the 2030 Agenda, WFP's HIV work focuses on linking food and health systems by providing nutrition and food assistance for better health outcomes, such as nutritional recovery for malnourished people living with HIV and TB, and adherence to treatment, including by people affected by emergencies. Increasingly, WFP collaborates with countries to ensure that food and nutrition support is included in all national HIV and TB strategies and programmes and at all stages of the treatment continuum – including prevention, testing, treatment, care and support – and works with governments to provide such support to people living with HIV.
61. In high-prevalence areas, WFP also supports people living with HIV and TB through broader interventions that are sensitive to and mitigate the consequences of HIV and TB infection on individuals, households and communities. For example, WFP contributes to the empowerment of people living with HIV through its HIV-sensitive social protection programmes, which support national governments in designing, operationalizing and evaluating cost-effective food security and nutrition-sensitive safety net and social protection mechanisms for people living with HIV and for other vulnerable populations, such as those in fragile and challenging operational contexts.

Disaster Risk Reduction and Management³¹

62. WFP's and General Regulations stipulate that: "WFP will assist in the continuum from emergency relief to development by giving priority to supporting disaster prevention, preparedness and mitigation."³²
63. The disaster risk reduction and management policy focuses on building resilience and capacity among the most vulnerable people, communities and countries by ensuring food and nutrition security while reducing the risk of disaster and protecting and enhancing lives and livelihoods. The policy is reflected in the Strategic Plan (2017–2021) and policies on climate change, gender and risk management.
64. The policy emphasizes that disaster risk reduction bridges emergency response, recovery and development with targeted prevention, mitigation and preparedness activities. Gender considerations are crucial in addressing disaster risks because men and women are affected differently by disasters. In inequitable societies, women are more vulnerable to natural disasters than men because of socially constructed gender roles and behaviours that affect access to resources.³³
65. WFP's comparative advantage in disaster risk reduction and management is the result of decades of work with governments and food-insecure communities to prepare for and respond to disasters, reduce disaster risk and build resilience. WFP's internationally recognized expertise in food security-related disaster risk reduction is based on: i) food security analysis and early warning; ii) vulnerability analysis; iii) emergency response and recovery; iv) resilience-building and capacity development; and v) inter-agency coordination.
66. The policy identifies the following principles:
 - Focus disaster risk reduction work on food assistance, targeting the most vulnerable households, communities and countries during and following disasters.

³¹ WFP/EB.2/2011/4-A.

³² Available at: <http://www.wfp.org/about/mission-statement>

³³ WFP/EB.1/2009/5-A/Rev.1, citing Neumayer, E. and Pluemper, T. 2007. The gendered nature of natural disasters: the impact of catastrophic events on the gender gap in life expectancy, 1981–2002. *Annals of the Ass. of Amer. Geog.*, 97(3): 551–566.

- Use food security and vulnerability analyses to determine the most effective ways of addressing hunger and malnutrition.
 - Invest in emergency preparedness to maximize the effectiveness of emergency responses.
 - Help governments to develop disaster risk reduction policies, plans and programmes with a food-security dimension, including through capacity development.
 - Take into account the impacts of climate change, conflict and other drivers of food insecurity, with particular attention to women and children.
 - Promote partnerships and emphasize participatory approaches with governments, vulnerable communities, United Nations agencies, civil society, NGOs, research institutions and private-sector organizations.
 - Emphasize participatory approaches with governments, partners and communities to foster effective links between national and local plans and priorities.
 - Generate multiple outcomes to maximize the impact and sustainability of interventions by integrating disaster risk reduction principles into all stages of programming.
 - Identify outcomes, scales and timeframes to ensure that programmes are designed to deliver effective results.
 - Consider alternative and complementary instruments and approaches with a view to supporting national objectives while leveraging opportunities to integrate action.
 - When possible, provide adequate technical assistance for programme development and implementation, working with national authorities and partners such as FAO, UNDP and UNICEF.
 - Ensure that women and men are equally involved in vulnerability assessments and CSP design and prioritization; work with partners to take advantage of women's skills and knowledge and ensure that burdens and opportunities are equitable and appropriate.
67. The policy will be supported by an action plan and systems for implementation, monitoring and evaluation, and reporting. An operational framework for WFP's emergency preparedness and response has been developed to support the policy.

Nutrition³⁴

68. The Strategic Plan (2017–2021) places “improve nutrition” as Strategic Objective 2, continuing to emphasize the promotion of nutrition for all of WFP's beneficiaries, particularly during emergencies and for the 1,000 days between conception and 2 years of age. With adoption of the SDGs the approach for preventing all forms of malnutrition has become a focus of governments.
69. WFP adopted the nutrition improvement approach³⁵ in August 2009 and the first comprehensive nutrition policy in February 2012. At EB.1/2017, the Secretariat will present a new nutrition policy that defines the roles of nutrition in all of WFP's work. This policy builds on the findings and recommendations of the Summary Evaluation Report of the Nutrition Policy (2012–2014).³⁶
70. On the basis of scientific findings and lessons learned from scaling up nutrition interventions in emergencies, the WFP nutrition policy prioritizes:
- treating moderate acute malnutrition (wasting);
 - preventing all forms of malnutrition – including acute malnutrition (wasting); chronic malnutrition (stunting), micronutrient deficiencies, and overweight and obesity – while recognizing the linkages between undernutrition early in life and non-communicable diseases later in life;

³⁴ WFP/EB.1/2012/5-A.

³⁵ WFP/EB.A/2004/5-A/1 + Corr.1, WFP/EB.A/2004/5-A/2 and WFP/EB.A/2004/5-A/3.

³⁶ WFP/EB.2/2015/6-A.

- ensuring that all interventions and activities are leveraged to contribute to improved nutrition outcomes; and
 - engaging in and promoting coordinated partnerships using multi-stakeholder and multi-sectoral platforms to ensure a package of essential services.
71. To implement the policy, WFP will:
- scale up the use of improved analysis to identify sustainable and effective strategies for meeting the nutrition needs of target groups and maximizing the impact of WFP's operations;
 - serve as a resource, advocate and mentor for food-based nutrition interventions;
 - support the national policies and systems required for sustainable nutrition solutions;
 - enhance systems, skills and processes with a view to assuming leadership in nutrition-specific and nutrition-sensitive programming, and enhancing its quality;
 - develop the capacity of governments and partners to implement cost-effective programmes; and
 - contribute to the nutrition evidence base by researching, with partners, approaches for optimizing nutrition interventions in malnutrition prevention and treatment programmes.

Humanitarian Protection³⁷

72. WFP has a responsibility to ensure that its programmes do not expose to harm the people they are assisting, but rather contribute to beneficiaries' safety, dignity and integrity. WFP's commitments in this regard are outlined in the Humanitarian Protection Policy, which was adopted by the Board in 2012 and makes humanitarian protection an integral element of WFP's work.
73. The policy calls for: i) staff capacity to understand and respond to protection concerns; ii) context and protection risk analysis; iii) integration of protection into programme design and implementation; iv) incorporation of protection into programme tools; v) management of information on protection; and vi) partnerships for integrating protection.
74. The Board received an update on implementation of the policy in 2014.³⁸ More than one third of WFP country offices had started to implement the policy to achieve all six of its objectives. The update provided an opportunity to reflect on lessons learned from these experiences.

Social Protection and Safety Nets³⁹

75. The WFP Strategic Plan (2017–2021) states that “WFP will work to strengthen countries' capacities to provide social protection measures that protect access to adequate, nutritious and safe food for all.” This includes food-based safety nets such as school meal programmes.
76. In October 2004, WFP presented its policy on safety nets “WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities”⁴⁰ as one type of social protection intervention. While the 2004 policy was recognized as remaining relevant, evolving global and internal environments and 2011 evaluation findings led to the “Update of WFP's Safety Net Policy” in 2012.
77. The update outlines WFP roles and comparative advantages in supporting national safety nets, clarifies social protection and safety net concepts and their relevance to WFP's activities, identifies emerging issues, and sets out priorities, opportunities and challenges for the future. It presents lessons learned from the policy's implementation: safety nets must be nationally led, context-sensitive and fiscally and politically sustainable. Cross-sector coordination, longer-term contingency planning and a systems approach are essential to maximizing the effectiveness and

³⁷ WFP/EB.1/2012/5-B/Rev.1.

³⁸ WFP/EB.A/2014/5-F.

³⁹ WFP/EB.A/2012/5-A.

⁴⁰ WFP/EB.3/2004/4-A.

efficiency of safety nets, emergency response and service integration. Safety nets can promote inclusive development and ownership of national priorities if they are adequately targeted. The evaluation therefore recommended that WFP strengthen internal organizational capacity to support the work of partners and national governments in safety nets.

78. In 2014, WFP finalized its corporate safety net guidelines – the related e-learning package will be finalized and launched in early 2017 – promoted research, enhanced technical skills and fostered knowledge management.
79. In 2015–2016, WFP collaborated with the Institute of Development Studies (IDS) to identify areas of social protection where WFP can add value in supporting governments. In 2016–2018, WFP is expanding collaboration with the World Bank and other major actors on social protection in shock-prone and fragile contexts, and linking humanitarian response to social protection.
80. The 2018 evaluation, the consultative process leading to the IDS position paper, the recommendations of that paper, and inter-agency collaboration on social protection will inform an update/revision of the WFP safety net policy.

WFP's Role in Peacebuilding in Transition Settings⁴¹

81. WFP's engagement in peacebuilding activities as part of larger United Nations efforts is based on eight principles: i) understand the context; ii) maintain a focus on hunger; iii) at a minimum avoid doing harm; iv) support national priorities where possible, but follow humanitarian principles where conflict continues; v) support United Nations coherence; vi) be responsive to a dynamic environment; vii) ensure inclusivity and equity; and viii) be realistic.
82. Based on these principles, WFP will focus on three main areas in its support to countries transitioning towards peace:
 - investing in institutional capacity in risk analysis;
 - using conflict-sensitive programming; and
 - engaging with peacebuilding partners.
83. WFP applies three main approaches in pursuing conflict-sensitive programming in transitions, depending on the level of its engagement in peacebuilding:
 - avoiding doing harm;
 - supporting peacebuilding at the local level; and
 - supporting peacebuilding at the national level.
84. However, there are boundaries to WFP's engagement, and peacebuilding should not become its overriding objective in a country. WFP must be guided by humanitarian principles, with addressing hunger needs as its entry point. WFP supports the principle of United Nations coherence and recognizes that in certain high-risk environments this requires a carefully calibrated approach.
85. If these parameters are respected, WFP should be well positioned to make valuable contributions to wider efforts in helping countries transition towards peace.
86. In 2014, an update⁴² was provided to the Board on progress made and lessons learned during early implementation of the policy.

⁴¹ WFP/EB.2/2013/4-A/Rev.1.

⁴² WFP/EB.2/2014/4-D.

School Feeding⁴³

87. Since the establishment of WFP, school meals have been part of its mission,⁴⁴ and the 2017–2021 Strategic Framework reiterates that WFP will “support hunger-related safety nets, such as school meals programmes”, and “productive safety nets”. Home-grown school meals programmes belong in this category.
88. The 2009 WFP school feeding policy⁴⁵ was superseded by the 2013 “Revised School Feeding Policy”, which states that WFP’s overarching vision is to continue advocating for the universal adoption of school meals programmes as a safety net that helps increase children’s access to education and learning opportunities and strengthens their health and nutrition status. The policy has five objectives: i) support food-insecure households by providing direct or indirect income transfers; ii) enhance children’s learning ability and access to education; iii) enhance children’s nutrition by reducing micronutrient deficiencies; iv) strengthen national capacity to manage sustainable and efficient school meals programmes through policy support and technical assistance; and v) support governments in linking school meals to local agricultural production where feasible.
89. The 2013 policy gives particular attention to linking school meals to local agricultural production, micronutrient supplementation, improved dietary diversity and opportunities for using CBTs. Transition to sustainable national school meals programmes is the main focus of the revised policy. In countries requiring WFP’s support, school meals programmes are implemented with clear hand-over strategies.
90. The 2013 policy also commits WFP to using the School Feeding Systems Approach for Better Education Results (SABER SF) to assess progress in the transition to national ownership and to improve assessment of the country contexts for all school meals operations. Mainstreaming of SABER SF into all school meals programming started in 2015, and by 2016, 36 countries were using the methodology to assess and strengthen their national school meals programmes. Currently, technical assistance on school meals is being refined to promote innovation and develop specific expertise on policy development, the supply chain, monitoring and evaluation, costing analysis, nutrition, and support to smallholder farmers, as part of assessment-based national dialogues on school meals.
91. In CSPs, synergies and links between school meals programmes and social protection will be enhanced, particularly through the adoption of social protection “floors” by governments to guarantee basic social protection at the country level. A technical assistance framework has been developed to support the transition to national school meals programmes that are well integrated into the social protection system, nutrition-sensitive and cost-efficient.
92. The updated school feeding policy will reflect these developments in the approach of WFP and its partners to school meals programmes. For example, while SABER SF still plays a fundamental role in the assessment of national school meals programmes, WFP and partners have taken further steps in integrating school meals programmes into national social protection systems and enhancing and documenting their approach to home-grown school meals programmes.

Corporate Partnerships Strategy (2014–2017)⁴⁶

93. WFP’s Corporate Partnership Strategy is aligned with the Strategic Plan (2017–2021) and provides a high-level framework for identifying and guiding the development of effective partnerships. Improved partnering increases the cost-effectiveness and sustainability of WFP operations and enhances the beneficial impact on the people they serve. The Corporate Partnership Strategy supports, rather than supersedes, other partner-specific policies.

⁴³ WFP/EB.2/2013/4-C.

⁴⁴ A/RES/1714 (XVI, Annex I, paragraph 10).

⁴⁵ WFP/EB.2/2009/4-A.

⁴⁶ WFP/EB.A/2014/5-B.

94. WFP defines partnerships as collaborative relationships among actors, which achieve better outcomes for the people they serve by: i) combining and leveraging complementary resources; ii) sharing risks, responsibilities and accountability; and iii) working together in a transparent, equitable and mutually beneficial way. Through partnerships, WFP can achieve objectives more efficiently, effectively or innovatively, with the value created being greater than the transaction costs involved.
95. The overarching message of the Corporate Partnership Strategy is that WFP takes a “partnering approach” to all its relationships and is guided by principles that are strategic, precautionary and prescriptive. WFP will ensure that the partnerships it engages in:
- contribute to the achievement of its Strategic Objectives;
 - are cost-effective;
 - reflect international priorities in food security and nutrition;
 - confirm and enhance its standing as an ethical operator; and
 - are properly resourced by all parties.
96. The strategy supports WFP’s evolution from a culture of “we deliver” to one of “we deliver better together”. It outlines five partnership objectives:
- a common understanding throughout WFP of the benefits of working in partnership;
 - a strategic focus on partnerships at the global, regional and country levels;
 - a consistent approach to the selection, maintenance, monitoring, evaluation and reporting of partnerships;
 - a range of best practice tools, guidance and training to support country offices; and
 - cost-effective collaboration to reduce overlap and duplication.
97. Under the Corporate Partnership Strategy, actions to support achievement of these objectives in line with the Strategic Plan (2017–2021) and the CSP policy include:
- strategy – identify and define actual, potential and desirable partners;
 - advocacy – promote, position and advocate for WFP as an effective partner;
 - engagement – determine WFP’s objectives in formal engagement strategies;
 - agreement – determine what can be negotiated and agreed with partners and what form of agreement best suits each type of relationship;
 - relationship management – determine how best to manage relationships in large-scale partnerships that affect many units in WFP; and
 - partnership management – plan the day-to-day management of specific partnerships, and support offices and staff in implementing these plans.
98. In line with its monitoring and evaluation guidelines, WFP will ensure that the CRF includes partnership results, with indicators to measure various aspects of partnering at the CSP and WFP-wide levels.

People Strategy⁴⁷

99. In 2014, the Board approved WFP’s People Strategy. The strategy presents the blueprint for how WFP plans to reinforce, build, retain and recruit its workforce, creating a more people-centred organization that focuses on developing the capabilities of its employees to provide better assistance to the people it serves.

⁴⁷ WFP/EB.2/2014/4-B.

100. WFP's capacity to deliver results depends on the skills of its employees and their commitment to WFP's mission to contribute to building a world without hunger. Positive impacts have already been achieved through implementation of several initiatives.
101. To meet the future priorities of food assistance, WFP needs to retain, develop and reward its high-performing employees while attracting new and diverse talent. It has to amplify the accountability of line managers, enhance performance and optimize the processes that drive operational efficiency. WFP's People Strategy achieves impact through four imperatives that are critical to its successful implementation. These four imperatives were informed by and address the principal long-standing issues reported in several organizational evaluations and involve all WFP employees and external partners. Each imperative has specific objectives:
- *Reinforce a performance mind-set.* Embed WFP values and behaviours and refresh performance management to recognize and reward good performance, identifying criteria for success and demanding individual accountability.
 - *Build WFP's talent.* Develop career frameworks and provide opportunities for learning and growth to make WFP a desirable place to work.
 - *Shift the focus.* Make the country level the central focus of WFP, and define long-term programming to ensure that national staff – 80 percent of WFP's workforce – are engaged and provided with opportunities to continue developing their capacities in response to operational and strategic organizational needs.
 - *Equip high-impact leaders.* Mobilize senior leaders, enhance leadership and management capabilities to deliver on WFP's Strategic Objectives, and hold senior leaders accountable.
102. Successful implementation of these four imperatives will significantly enhance WFP's management of its greatest asset – its workforce. In implementing the People Strategy, WFP continues to focus on efficiency and effectiveness. Implementation is measured through WFP's corporate accountability framework, the CRF, to ensure that impacts create value for stakeholders, including WFP's leaders, staff and partners.
103. An update⁴⁸ on implementation of the People Strategy was presented at EB.1/2016. Achievements so far reinforce the Board's support of the strategy and encourage WFP to build on the momentum gained, implementing the strategy at all levels and ensuring effective management of its workforce. WFP is continuing to apply the four imperatives of the strategy, bearing in mind the lessons learned as it seeks to do more, for more people, with less.

Gender⁴⁹

104. For WFP, the pursuit of gender equality and women's empowerment is central to fulfilling its mandate to end global hunger and save lives. Gender equality and women's empowerment are preconditions for equitable and inclusive sustainable development through which all people can fully and freely exercise universal human rights.
105. With the adoption of the Gender Policy (2015–2020), WFP committed to pursuing gender-transformative programming, replacing the “women in development” with the “gender and development” approach to achieve food security and nutrition for all women, men, girls and boys.
106. The Gender Policy sets the strategic direction for WFP in terms of gender equality and women's empowerment. The goal of the policy is to enable WFP to integrate gender equality and women's empowerment into all of its work and to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed.

⁴⁸ WFP/EB.1/2016/4-E.

⁴⁹ WFP/EB.A/2015/5-A.

107. WFP will promote a gender-transformative agenda at two levels:
- i) In programmes WFP will implement a twin-track strategy of gender mainstreaming and actions aimed at achieving gender equality. A set of minimum standards, the corporate Gender Action Plan and the cross-cutting indicators in the CRF constitute the accountability framework through which WFP measures and evaluates its progress in realizing the four objectives of the Gender Policy (2015–2020), meeting its commitments under the Strategic Plan (2017–2021).
 - ii) Internally WFP will implement measures for ensuring that its employees and senior-level managers have clear understanding of their accountabilities and responsibilities and the institutional mechanisms for achieving organizational change towards gender equality and women’s empowerment in WFP. Organizational changes will take place in seven strategic areas:
 - human resources;
 - capacity development;
 - communications, knowledge and information;
 - partnerships;
 - financial resources;
 - evaluation; and
 - oversight.
108. WFP recognizes gender equality and women’s empowerment as a cross-cutting theme, and expects responsibilities and accountabilities to be spread throughout its offices, divisions, functional areas and responsibility levels: gender equality and women’s empowerment are everybody’s business. All WFP employees are responsible and accountable for systematically mainstreaming gender into their respective work and facilitating WFP’s gender-transformative agenda.

Enterprise Risk Management⁵⁰

109. WFP first established an enterprise risk management policy in November 2005.⁵¹ Numerous developments since then have contributed to mainstreaming and integration of risk management into WFP’s strategy, CSP design and operations and to increased understanding of risk management as an integral part of WFP’s internal control environment.
110. WFP’s new enterprise risk management policy supersedes the 2005 policy and describes the systems and processes through which risks are identified and managed throughout WFP. With a risk management framework based on international standards, WFP seeks to promote a risk management culture and to ensure that its operating environment supports effective levels of internal control. While moving from theory to implementation was initially challenging, significant progress has been made in recent years and WFP is now recognized as a leader in risk management in the United Nations system.
111. The enterprise risk management policy seeks to establish a systematic and sustainable approach to managing risks and opportunities throughout WFP that is clearly linked to the achievement of objectives. Together with the “Directive on the Corporate Risk Register”⁵² and “Risk Appetite Statement”,⁵³ the policy constitutes WFP’s enterprise risk management framework.

⁵⁰ WFP/EB.A/2015/5-B.

⁵¹ WFP/EB.2/2005-E/1.

⁵² RM2012/004.

⁵³ WFP/EB.1/2016/4-C.

112. The main objectives of the new policy are to:
- provide assurance to stakeholders that WFP's objectives will be met and expected results achieved;
 - support the effective and efficient allocation and use of resources;
 - provide a sound basis for confident decision-making and planning;
 - support proactive rather than reactive management by encouraging well-planned and well-managed risk taking;
 - establish a consistent risk management framework through which risks can be identified, analysed and addressed, and accountability assigned; and
 - facilitate continuous improvement in performance and the necessary changes in organizational culture.

Building Resilience for Food Security and Nutrition⁵⁴

113. Humanitarian responses to crises save lives and help restore livelihoods, but have not always addressed underlying vulnerabilities. Development gains can be wiped out quickly by a natural disaster or conflict or undermined by the cumulative effects of stressors. A resilience-building approach to programming helps to mitigate the damaging effects of shocks and stressors before, during and after crises, thereby minimizing human suffering and economic loss.
114. The objective of WFP's policy on building resilience for food security and nutrition is to guide WFP's work in enabling the most vulnerable people to absorb, adapt and transform in the face of shocks and stressors in order to achieve sustainable food security and nutrition. The fundamental shift that is initiated by this policy is in the design, implementation and management of programming, and the policy: i) provides coherence for WFP's actions to reduce vulnerability; ii) aligns WFP with global policy on resilience; and iii) ensures that WFP's activities complement the resilience-building programmes of other actors.
115. A resilience-building approach starts with the way strategies and programmes are conceived, and is based on a deep understanding of risks and their evolving nature, the collective actions needed to reduce risks, and the opportunities for people to become more resilient to shocks and stressors. Country offices must ensure that crisis responses provide for recovery and investments in long-term development and that development activities reflect an understanding of risk and vulnerability and ways of protecting vulnerable people from crises.
116. In applying a resilience-building approach to programming, WFP needs to work within a system by actively helping to shape the way in which partners interact and relate to each other. This will require long-term engagement with partners to develop strong partnerships and concrete ways forward based on context-specific demands and WFP's comparative advantage. To this effect, the RBAs have developed a conceptual framework to strengthen resilience for food security and nutrition, which sets the stage for greater collaboration in the face of multiple, multi-level and complex vulnerabilities and risks. The resilience policy builds on the RBA framework.
117. The policy recognizes that food insecurity and undernutrition cannot be addressed adequately in the short term. WFP needs to develop long-term, country-level strategic and operational plans that also address short term challenges. A resilience-building approach to programming requires multi-year commitments from donors.

South–South and Triangular Cooperation⁵⁵

118. South–South and triangular cooperation are crucial for implementation of the 2030 Agenda in facilitating the sharing of expertise, capacities, knowledge, technologies and resources among two or more developing countries. Their relevance for the 2030 Agenda is highlighted and recognized in SDG 17. WFP's contribution to achieving SDG 2 on ending hunger depends to a large degree on its ability to support governments in designing and managing nationally owned

⁵⁴ WFP/EB.A/2015/5-C.

⁵⁵ WFP/EB.A/2015/5-D.

hunger solutions and supporting and sharing food security and nutrition solutions and expertise with other developing countries. This policy builds on WFP's current support for South–South and triangular cooperation and is based on the following guiding principles:

- Focus on the most vulnerable.
- Promote local ownership.
- Ensure inclusiveness and balance.
- Facilitate learning and innovation.
- Strengthen country systems and capacities.
- Emphasize complementarity.
- Add value.
- Build on existing structures.

119. Supporting South–South and triangular cooperation enables WFP to provide support to nationally owned efforts in three main areas:

- i) enhancing country capacities, by facilitating the sharing of expertise and skills among countries so that they can strengthen their own national systems and capacities;
- ii) maximizing resources, through South–South and triangular arrangements that mobilize in-kind or cash contributions – such as through twinning – providing important funding sources that can complement WFP's work; and
- iii) facilitating the many innovations that emerge from practices in developing countries through South–South cooperation that helps identify and test potential prototype solutions in diverse, real-world conditions.

120. In line with these principles, WFP will:

- facilitate at the country and regional levels the sharing of experiences, knowledge, skills, information and practices related to ending hunger and improving food security and nutrition;
- encourage innovations and disseminate lessons on scaling up innovative food security practices;
- enhance its engagement and partnerships with developing countries that have experiences to share;
- partner regional and subregional organizations to enhance cooperation on ending hunger and improving food security and nutrition among developing countries;
- enhance links with local research institutions and NGOs to build the evidence base for zero hunger activities; and
- integrate and align its work with broader United Nations-wide initiatives for promoting South–South and triangular cooperation, including with the RBAs, the United Nations Office for South–South Cooperation and the United Nations system as a whole.

121. South–South cooperation should be seen as complementary to North–South cooperation, and WFP recognizes that North–South cooperation remains essential for achieving a world without hunger. WFP therefore supports South–South and triangular cooperation as one of a portfolio of mechanisms for enhancing its engagement with host governments.

Anti-Fraud and Anti-Corruption⁵⁶

122. The new anti-fraud and anti-corruption (AFAC) policy supersedes the AFAC policy of 2010.⁵⁷ The core principle of the policy is zero tolerance; WFP will not tolerate any fraudulent, corrupt or collusive practices in the course of its operations and will take robust action whenever these

⁵⁶ WFP/EB.A/2015/5-E/1.

⁵⁷ WFP/EB.2/2010/4-C/1.

occur. Such practices include fraud and corruption perpetrated by WFP staff members and other personnel; fraud perpetrated against WFP by cooperating partners, suppliers or other third parties; and any collusive practice among these parties.

123. Changes introduced by the new policy include:

- greater authority to investigate wrongdoing committed by third parties to WFP's detriment;
- authority to conduct proactive integrity reviews in high-risk processes and operations;
- the prohibition of obstructive practices during the course of investigations and reviews by the Office of Inspections and Investigations;
- enhanced obligations for vendors to grant the Office of Inspections and Investigations access to any records, documents and other relevant information; and
- WFP's first AFAC online training module, which is mandatory for all staff.

Evaluation⁵⁸

124. Following the peer review of WFP's evaluation function by the United Nations Evaluation Group (UNEG) and the Development Assistance Committee,⁵⁹ a revised WFP Evaluation Policy (2016-2021) was approved at EB.2/2015, superseding all previous evaluation policies. The new policy reaffirms WFP's commitment to international evaluation principles, norms and standards, and sets a new strategic direction and normative framework for WFP's evaluation function, combining centralized with demand-led decentralized evaluation to ensure that WFP is fit for the future under the 2030 Agenda.

125. The policy seeks to:

- embed evaluation at the heart of WFP's culture of accountability and learning, ensuring that evaluation is planned for and evaluation findings and lessons are comprehensively incorporated into all WFP policies, strategies and programmes;
- inform WFP staff and stakeholders of the evaluation function's purpose, its conceptual and normative framework, and the roles, accountabilities and standards for evaluation throughout WFP, including coverage, use and human and financial resource requirements;
- ensure that evaluation coverage norms are applied to WFP's policies, strategies and programmes, by the Office of Evaluation for centralized evaluations and by other Headquarters divisions, regional bureaux and country offices for decentralized evaluations;
- enhance capacities for evaluation throughout WFP, with management arrangements that meet UNEG norms and standards; and
- develop and model best practices in partnership with other evaluation actors involved in international humanitarian and development work relevant to WFP.

Environment⁶⁰

126. Achieving food security and ending hunger require healthy natural environments and sustainable use of natural resources. Many food-insecure populations bear the consequences of degraded land and forests, scarce water, biodiversity loss, polluted soils, water and air, and unmanaged waste. These environmental factors have an impact on human health and limit the availability, accessibility, utilization and stability of food.

127. WFP embraces the 2030 Agenda's vision of a world free from hunger within a context of socially equitable and environmentally responsible sustainable development, and recognizes the need to reflect all three dimensions of sustainable development – social, economic and environmental – in its work. The environmental policy updates the 1998 "WFP and the Environment",⁶¹ focusing

⁵⁸ WFP/EB.2/2015/4-A/Rev.1

⁵⁹ WFP/EB.A/2014/7-D.

⁶⁰ WFP/EB.1/2017/4-B.

⁶¹ WFP/EB.3/98/3.

on mechanisms for identifying, avoiding, addressing and managing environmental risks in WFP's interventions, while also acknowledging that WFP's food assistance activities can generate environmental benefits. WFP will continue to pursue benefits as it seeks to avoid harm.

128. Guided by a set of overarching principles, the policy supports WFP in:
- protecting the environment;
 - increasing its resource efficiency and minimizing its carbon footprint;
 - aligning its actions with good international practice and global standards for environmental sustainability;
 - strengthening the capacity of partners to plan and implement environmentally sound activities for food security and nutrition; and
 - improving the efficiency and quality of outcomes over time.
129. The policy commits WFP to developing implementation tools, which are outlined in separate guidance documents: environmental standards that lay out essential protection measures and minimum expectations; a screening and categorization process to identify and manage environmental risks; and an environmental management system consistent with International Organization for Standardization 14001.
130. WFP's approach to environmental accountability affects both programme activities and in-house operations. It spans emergency humanitarian and longer-term development activities. Flexibility to deal with varying operational demands will be built into implementation procedures.

Climate Change⁶²

131. In the face of climate change, WFP's mandate and services have never been more relevant. WFP recognizes that it is being asked to respond to a growing number of climate disasters, alongside demands to support other complex disasters.
132. This policy defines how WFP will contribute to national and global efforts to prevent climate change from undermining work to end hunger. The policy provides WFP staff with guiding principles on how to integrate action to address climate change into their work.
133. The goal of the policy is to support governments and communities in building their resilience and capacities to address the impacts of climate change on hunger, in line with the WFP Strategic Plan (2017–2021). To achieve this goal, WFP focuses on three main objectives, working with partners to capitalize on its experience and capacities while incorporating these objectives into its CSPs and other programmes:
- Support the efforts of food-insecure people, communities and governments to increase their capacity to manage and reduce climate-related risks to food security.
 - Continuously improve the capacity, effectiveness and performance of global, national and local institutions and systems for anticipating, preparing for, responding to and supporting resilient recovery from climate disasters.
 - Support national, regional and global policy, advocacy, analysis and learning on addressing the impacts of climate change on food security and humanitarian disasters, and foster South-South cooperation towards this aim.
134. The policy aims to augment disaster risk reduction through the integration of climate change approaches. In addition to its focus on climate change adaptation and losses and damage from climate extremes, WFP also recognizes that climate change mitigation can have co-benefits, and aims to achieve climate neutrality in its operations, as reflected in the WFP Environmental Policy. WFP actions will support implementation of the Paris Agreement of the United Nations Framework Convention on Climate Change (UNFCCC) and the 2030 Agenda and achievement

⁶² WFP/EB.1/2017/4-A.

of the SDGs, particularly SDG 2 on achieving zero hunger, SDG 17 on partnerships, and SDG 13 on climate action.

135. Partnerships and country-level action are essential to WFP's achievement of its goals under this policy, working with governments to develop CSPs and to integrate WFP tools and activities into national priorities and plans. The policy outlines 11 policy and programme principles and four key programme activity areas where WFP has a mandate and demonstrated strength for climate action: i) emergency preparedness and response; ii) food security analysis, early-warning and climate services; iii) community resilience, risk reduction, social protection and adaptation; and iv) policy support.
136. Climate change is expected to increase the need for response in the coming decades, with financial and resource implications for WFP. A climate action plan will outline how this policy will be implemented, using extra-budgetary resources to develop staff capacities, integrate specialized climate change funding into WFP's financial framework, and develop more specific guidance for staff and partners. WFP will also continue its leadership in scaling up innovative tools and approaches, development of more predictable immediate-response financing for climate disasters, and work with governments to attract climate financing for activities aligned with national plans and priorities under the UNFCCC.

Acronyms Used in the Document

AFAC	anti-fraud and anti-corruption
CBT	cash-based transfer
CPB	Country Portfolio Budget
CRF	Corporate Results Framework
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization of the United Nations
IDS	Institute of Development Studies
NGO	non-governmental organization
P4P	Purchase for Progress
RBA	Rome-based agency
SABER SF	School Feeding Systems Approach for Better Education Results
SDG	Sustainable Development Goal
TB	tuberculosis
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund