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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 requested the Secretariat to produce a compendium of WFP policies relating to the Strategic Plan, to update the compendium annually and to present it as an information paper at the Board's second regular session each year.
2. The compendium is intended to guide the work of the Secretariat and the Board. As requested by the Board, it is updated annually to reflect any changes in the policies listed in it. In line with the Integrated Road Map,<sup>1</sup> the policies themselves will be reviewed in the light of the Strategic Plan (2017–2021) and the Policy on Country Strategic Plans and revised as necessary, including to align WFP with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).
3. The compendium is presented in two sections. Section I presents a table listing the areas in which policies relevant to the Strategic Plan are currently in effect, along with the symbols of the documents in which those policies are set out. Section II presents a brief discussion of each policy, including cross-cutting policies, policies that have been superseded and policies that need updating. Information on evaluations of policies and related studies is also provided. Administrative, financial and human resource issues are not covered.

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<sup>1</sup> The Strategic Plan (2017–2021) (WFP/EB.2/2016/4-A/1/Rev.2), the Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1), the Financial Framework Review (WFP/EB.2/2016/5-B/1/Rev.1) and the Corporate Results Framework (WFP/EB.2/2016/4-B/1/Rev.1) constitute the four components of the Integrated Road Map.

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## List of policy areas

4. The table below lists the areas in which policies relevant to the Strategic Plan (2017–2021) are currently in effect, the years in which the policies were adopted and the titles and symbols of the documents in which the policies are set out.

2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>
2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>
2003	Food aid and livelihoods in emergencies <i>Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)</i>
2004	Emergency needs assessment <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>
2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>
2005	Definition of emergencies <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>
2005	Exiting emergencies <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>
2006	Targeting in emergencies <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>
2006	Humanitarian access <i>Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)</i>
2006	Food procurement in developing countries <i>Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)</i>
2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>
2008	Vouchers and cash transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</i>
2009	Capacity development <i>WFP Policy on Capacity Development (WFP/EB.2/2009/4-B)</i>
2010	HIV and AIDS <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>
2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management (WFP/EB.2/2011/4-A)</i>
2012	Humanitarian protection <i>WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)</i>
2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>
2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1).</i>
2013	School feeding <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>
2014	Corporate partnership <i>WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B)</i>
2014	Workforce management <i>WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017) (WFP/EB.2/2014/4-B)</i>
2015	Gender <i>Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)</i>

2015	Enterprise risk management <i>Enterprise Risk Management Policy (WFP/EB.A/2015/5-B)</i> <i>Directive on the Corporate Risk Management Register (RM2012/004)</i> <i>Risk Appetite Statement (WFP/EB.1/2016/4-C)</i>
2015	Building resilience for food security and nutrition <i>Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)</i>
2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>
2015	Fraud and corruption <i>Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1)</i>
2015	Evaluation <i>Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)</i>
2016	Country strategic plans <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>
2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>
2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>
2017	Nutrition <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>

## Summary discussion of policies

### Participatory approaches

5. The participation of affected populations improves the design and implementation of WFP programmes and thus enhances their achievement of food security objectives. WFP integrates participation into all phases of the programme cycle: needs assessment, targeting, activity identification and implementation and monitoring.
6. The extent to which affected populations participate in decision-making and the processes by which they do so are situation-specific. WFP works to ensure that decision-making is inclusive, actively involves representative community structures and does not discriminate against marginalized groups. WFP's approach links top-down and bottom-up planning by actively involving communities with other stakeholders who influence processes that affect poor people's lives. This emphasis on broad-based participation moves decision-making closer to poor women and men through the decentralization of power and support for representative civil society organizations.
7. WFP's experience has shown that participatory approaches are as relevant in emergencies as they are in development. However, the constraints that are characteristic of emergency situations can be very different from those in development.
8. WFP will implement its participatory approach by providing field-based learning opportunities, allocating resources for participatory tool development and training.
9. In 2011, with WFP's endorsement of the Inter-Agency Standing Committee's commitments on accountability to affected populations,<sup>2</sup> participation became a key component of WFP's approach to such accountability, which aims to ensure that programme design, implementation, monitoring and evaluation are informed by and reflect the views of affected people.

<sup>2</sup> See

[https://interagencystandingcommittee.org/system/files/legacy\\_files/IASC%20Principals%20commitments%20on%20AAP%20%2528CAAP%2529March%202013.pdf](https://interagencystandingcommittee.org/system/files/legacy_files/IASC%20Principals%20commitments%20on%20AAP%20%2528CAAP%2529March%202013.pdf).

### Urban food insecurity

10. 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 in urban areas 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.
11. 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 following:
  - there is a need for good analysis to understand vulnerability in urban contexts;
  - the targeting in heterogeneous urban settings is challenging;
  - complementary programming is important to address the poor service delivery found in urban slums;
  - the characteristics of partnering in highly politicized environments must be taken into account; and
  - there is a need for well-planned exit strategies to prevent food assistance programmes from having a negative effect on economies.
12. Major changes have occurred in the external landscape in recent years, and WFP as an organization has also evolved significantly, most notably through the shift from food aid to food assistance. In the light of these changes a new policy on urban food insecurity will be presented during the Board's 2018 annual session. In addition to taking into account the Strategic Plan (2017–2021), it reflects the latest research, WFP's recent experience in urban contexts and the outcomes of relevant processes such as the New Urban Agenda, the 2030 Agenda and SDGs and the World Humanitarian Summit, as well as the roles of other key actors in the urban arena.

### Food aid and livelihoods in emergencies

13. Progress in the implementation of the policy on food aid and livelihoods in emergencies was reported on at the Board's 2005, 2006 and 2007 second regular sessions.<sup>3</sup>
14. The premise of WFP's policy 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.<sup>4</sup>
15. WFP can help to protect livelihoods by providing food for people whose livelihoods are threatened in order to prevent negative coping strategies; targeting women to enable them to meet the nutritional needs of themselves and their families; and 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 food-assistance-for-training activities in view of their different needs, and that women and men have equal access to the benefits of livelihood programmes.

<sup>3</sup> WFP/EB.2/2005/4-E, WFP/EB.2/2006/4-B/Rev.1 and WFP/EB.2/2007/4-C.

<sup>4</sup> See "Enabling Development" (WFP/EB.A/99/4-A), paras. 34 *et seq.*

### Emergency needs assessment

16. 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.
17. 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.
18. 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.
  - 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.
19. WFP's emergency needs assessment policy was evaluated in 2007. A summary report on that evaluation is set out in document WFP/EB.2/2007/6-A.

### Humanitarian principles

20. 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.

21. An evaluation of the policies on humanitarian principles (WFP/EB.A/2004/5-C) and humanitarian access (WFP/EB.1/2006/5-B/Rev.1) is under way; a summary evaluation report will be presented in 2018.

### **Definition of emergencies**

22. At its 2005 first regular session the Board endorsed the recommendations contained in the document “Definition of Emergencies” (WFP/EB.1/2005/4-A/Rev.1), which defines 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”.
23. 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 emergencies**

24. 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.
25. 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 exiting;
  - 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 emergencies**

26. Targeting entails finding the right balance between inclusion errors – when people who can meet their own needs receive food assistance – and exclusion errors – when eligible people who need food assistance do not receive it.
27. Targeting involves identifying communities and people in need of food assistance selecting delivery and distribution mechanisms to ensure that targeted women, men and children receive assistance when they need it.
28. In acute emergencies, inclusion errors are more acceptable than exclusion errors. 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.

29. As discussed in WFP's current policy document, "Targeting in Emergencies" (WFP/EB.1/2006/5-A), 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 country strategic plan (CSP) objectives; as emergencies evolve and population needs change, targeting processes must also evolve.
  - Use assessment, monitoring and early-warning tools to set targeting parameters and monitor changes during a programme cycle.
  - Monitor non-targeted areas and households 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.

#### **Humanitarian access**

30. 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.
31. 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.
32. 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.
33. An evaluation of WFP's policies on humanitarian access (WFP/EB.1/2006/5-B/Rev.1) and humanitarian principles (WFP/EB.A/2004/5-C) is under way; a summary evaluation report will be presented in 2018.

#### **Food procurement in developing countries**

34. 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" (WFP/EB.1/2006/5-C) 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.
35. During the Purchase for Progress pilot project, WFP tested various ways of procuring staple foods from smallholders, aiming to identify models that could sustainably promote smallholder agricultural development and access to public and private sector markets. The project featured pro-smallholder procurement modalities that fell into four general categories: pro-smallholder competitive (“soft”) tendering; direct contracting; forward contracting; and processing options.
36. With the aim of achieving 10 percent annual procurement from smallholder farmers, WFP is further innovating in its contracting through direct engagement and by leveraging competitive purchasing by local and regional buyers. Over half of WFP’s food purchases are made in the vicinity of where they are distributed. Acting on its belief in demand-led smallholder models, as a member of the Farm to Market Alliance WFP is working with seven other leading public-private agriculture-focused organizations to develop smallholder farmer skills and expertise to facilitate smallholder access to global markets.
37. WFP’s food procurement was the subject of an audit undertaken in 2014. The report of the External Auditor resulting from that audit (WFP/EB.A/2014/6-G/1) was presented at the Board’s 2014 annual regular session.

### **Economic analysis**

38. In 2006 the Board considered the document “The Role and Application of Economic Analysis in WFP” (WFP/EB.A/2006/5-C), 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.
39. 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. At the strategic, programmatic and operational levels, economic analysis is required to understand the impact of markets, food production, incomes, employment and other relevant economic variables that directly or indirectly affect the material conditions of the hungry poor. Economic analysis is also required to anticipate and assess the impact of food aid on markets and related economic factors.
40. Four areas where economic analysis could improve WFP’s understanding of food insecurity and enhance the effectiveness of its operations are analysis of the economic factors that contribute to food insecurity, integration of WFP’s operations into national development contexts, analysis of food markets and assessment of the impact and effectiveness of operations and the choice of approaches.
41. WFP will need to develop its analytical capacity in economics further to enhance its ability to establish and enhance partnerships. WFP should enhance its knowledge and understanding of economic factors contributing to food insecurity in a country and provide economic background analysis to support the formulation of transition strategies. As WFP further integrates economic analysis into its work, it will need to use that analysis to enhance the support given to country offices in the assessment, analysis and design of interventions.

### **Vouchers and cash-based transfers**

42. Cash-based transfers (CBTs) enable beneficiaries to purchase food directly on the market. CBTs can be central elements of responses to emergencies and protracted crises, as well as of development programmes and national social protection and safety net systems. In accordance with its current CBT policy document, “Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges” (WFP/EB.2/2008/4-B), WFP may scale up CBTs where feasible and appropriate; this is facilitated by changes in its financial framework that increase transparency and enhance the accountability for such programming.



43. When using CBTs, 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, as well as increase cost-efficiency and effectiveness and stimulate the local economy.
44. Following a 2015 evaluation of the cash and voucher policy (WFP/EB.1/2015/5-A) it was recommended that WFP update and disseminate CBT manuals and guidance rather than update its CBT policy. In response WFP rolled out a capacity development process, with e-learning modules and face-to-face training for WFP staff members, partner governments and non-governmental organizations (NGOs), making the updated manuals available to the wider CBT community of practice. In accordance with its policy WFP ensures that:
  - CBTs are based on needs and sector capacity assessments and the application of a comprehensive decision-making business process model;
  - Selection of transfer modalities is flexible and optimizes WFP's diverse delivery capabilities; 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.
45. An update on the implementation of WFP's policy on vouchers and cash transfers (WFP/EB.A/2011/5-A/Rev.1) was presented for information at the Board's 2011 annual regular session. An audit of WFP's use of cash and vouchers was undertaken in 2013. The report of the external auditor on the results of the audit (WFP/EB.A/2013/6-G/1) was presented at the Board's 2013 annual regular session.

### **Capacity development**

46. The current policy on capacity development updates the policy set out in the 2004 document "Building Country and Regional Capacities"<sup>5</sup> by outlining a more systematic approach to strengthening national institutions to help end hunger. The current policy was in 2010 supplemented by the "Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008–2013)",<sup>6</sup> which recognized that WFP should provide direct capacity when necessary to respond to hunger and should facilitate the development of national capacities to improve food security and nutrition by supporting policies, institutions and programmes.
47. A new country capacity-strengthening policy will be presented at the Board's 2018 annual session. Building on recommendations resulting from a 2015 evaluation of the current policy<sup>7</sup> and recognizing the clear and significant focus on supporting national means of SDG implementation endorsed by the WFP Strategic Plan (2017–2021), the new country capacity-strengthening policy will articulate an enhanced corporate approach to sustainably strengthening country systems and services.
48. The new policy will recognize that country capacity-strengthening is complex and that the achievement of international and national development targets hinges on the capacities of individuals, organizations and societies to transform in order to reach development objectives.
49. It will guide WFP in defining, designing and delivering effective country capacity-strengthening support that addresses the individual, organizational and enabling environment domains through a holistic systems-strengthening approach that engages a wide range of actors and thus moves the organization away from one-off interventions that are rarely sufficient to shift an entire system's behaviour and yield sustainable results over time.

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<sup>5</sup> WFP/EB.3/2004/4-B.

<sup>6</sup> WFP/EB.2/2010/4-D.

<sup>7</sup> WFP/EB.1/2017/6-A/Rev.1.

## HIV and AIDS

50. HIV remains one of the world's most serious challenges: in 2015 there were 36.7 million people living with HIV and 2.1 million became newly infected.<sup>8</sup> Many of the countries with high food insecurity rates have high prevalence of HIV and tuberculosis, and countries with high HIV prevalence often suffer from ongoing emergencies.
51. WFP's current policy on HIV and AIDS (WFP/EB.2/2010/4-A) supersedes its 2003 policy (WFP/EB.1/2003/4-B). Updates on WFP's implementation of the current policy were presented at the Board's 2014 and 2017 annual meetings (WFP/EB.A/2014/5-D and WFP/EB.A/2017/5-E).
52. Under the UNAIDS Division of Labour, and as the recent chair of the UNAIDS Committee of Cosponsoring Organizations, WFP has played a leading role in addressing the links between food security and HIV. WFP and the Office of the United Nations High Commissioner for Refugees are co-convenors for HIV-related issues in humanitarian emergencies and ensure that the special needs of people living with HIV are considered in emergency responses, a priority area for the Secretary-General and the United Nations system. WFP's HIV/AIDS programming accords with the SDGs; the UNAIDS strategy for 2016–2021, "On the Fast-Track to end AIDS";<sup>9</sup> the new post-2015 global tuberculosis strategy and its targets;<sup>10</sup> and WFP's Strategic Plan (2017–2021).
53. HIV/AIDS is one area of vulnerability among many. WFP has maintained a sustainable holistic approach to HIV programming, leveraging its several context-appropriate entry points in a manner consistent with SDG 17, including through HIV-sensitive social safety nets; addressing the needs of people living with HIV in humanitarian emergencies; providing technical support to governments and national partners; supporting vulnerable and food-insecure people living with HIV; providing school meals and other activities for children and adolescents to drive school attendance and reduce risk behaviour; and, through partnerships, providing supply chain support for HIV treatment and preventing commodity shortages in humanitarian settings and under precarious circumstances. This prioritization is explained in detail in the 2017 update on WFP's response to HIV and AIDS.
54. Looking forward, WFP will sharpen its focus on technical support and capacity development for governments. As the HIV response is further mainstreamed, WFP's work will need to follow suit to remain relevant and effective under the 2030 Agenda.
55. An evaluation of WFP's HIV and AIDS activities is planned for 2019.

## Disaster risk reduction and management

56. Article II of WFP's General Regulations stipulates that WFP will "assist in the continuum from emergency relief to development by giving priority to supporting disaster prevention, preparedness and mitigation...."
57. WFP's current policy on disaster risk reduction and management (WFP/EB.2/2011/4-A) supersedes the previous policy set out in "WFP Policy on Disaster Risk Reduction" (WFP/EB.1/2009/5-B) and "Disaster Mitigation: A Strategic Approach" (WFP/EB.1/2000/4-A).
58. 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.

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<sup>8</sup> UNAIDS. 2016. *Global AIDS Update*. 2016. Geneva. Available at: [http://www.unaids.org/sites/default/files/media\\_asset/global-AIDS-update-2016\\_en.pdf](http://www.unaids.org/sites/default/files/media_asset/global-AIDS-update-2016_en.pdf).

<sup>9</sup> Available at: [http://www.unaids.org/sites/default/files/media\\_asset/20151027\\_UNAIDS\\_PCB37\\_15\\_18\\_EN\\_rev1.pdf](http://www.unaids.org/sites/default/files/media_asset/20151027_UNAIDS_PCB37_15_18_EN_rev1.pdf).

<sup>10</sup> 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](http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_11-en.pdf?ua=1).

59. 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. 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.<sup>11</sup>
60. The policy calls for WFP to:
- Focus disaster risk reduction work on food assistance, targeting the most vulnerable households, communities and countries before, during and following disasters.
  - 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.
  - Ensure that women and men are equally involved in vulnerability assessments and CSP design and prioritization.
61. The current policy on disaster risk reduction and management will be analysed as part of a strategic evaluation of resilience that is under way.

### **Humanitarian protection**

62. WFP has a responsibility to ensure that its programmes do not expose to harm the people they are assisting but rather contribute to their safety, dignity and integrity. WFP's commitments in this regard are outlined in "WFP Humanitarian Protection Policy" (WFP/EB.1/2012/5-B/Rev.1), which makes humanitarian protection an integral element of WFP's work.
63. The policy calls for staff capacity to understand and respond to protection concerns; context and protection risk analysis; integration of protection into programme design and implementation; incorporation of protection into programme tools; management of information on protection; and partnerships for integrating protection.
64. An update on the implementation of the policy (WFP/EB.A/2014/5-F) was presented at the Board's 2014 annual regular session. More than a third of WFP country offices had by then begun to implement the policy, and the update provided an opportunity to reflect on lessons learned from their experiences. An evaluation of the policy is under way, and a summary evaluation report will be presented to the Board in 2018.

### **Social protection and safety nets**

65. 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.
66. In October 2004, WFP presented to the Board for approval a document entitled "WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities" (WFP/EB.3/2004/4-A) as one type of social protection intervention. While the policy outlined in that document remained relevant, an "Update of WFP's Safety Nets Policy" (WFP/EB.A/2012/5-A) was presented for consideration by the Board at its 2012 annual regular session in response to evolving global and internal environments and the results of a 2011 evaluation (WFP/EB.A/2011/7-B).

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<sup>11</sup> 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.

67. 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.
68. Following the update of the policy, WFP developed corporate safety net guidelines, made an e-learning course available in various United Nations languages, promoted research, enhanced technical skills and fostered knowledge management on safety nets and social protection.
69. In 2015–2017, WFP collaborated with the Institute of Development Studies (IDS) to identify areas of social protection where WFP could 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.
70. WFP's updated safety net policy will be evaluated in 2018. The 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 or revision of the policy.

#### **WFP's role in peacebuilding in transition settings**

71. Under its current policy (WFP/EB.2/2013/4-A/Rev.1), WFP's engagement in peacebuilding activities as part of larger United Nations efforts is based on eight stated principles: understand the context; maintain a focus on hunger; at a minimum avoid doing harm; support national priorities where possible but follow humanitarian principles where conflict continues; support United Nations coherence; be responsive to a dynamic environment; ensure inclusivity and equity; and be realistic.
72. Based on these principles, WFP will focus on three main areas in its support for countries moving towards peace: investing in institutional capacity in risk analysis; using conflict-sensitive programming; and engaging with peacebuilding partners.
73. 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.
74. There are limits to WFP's engagement, however, 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 it requires a carefully calibrated approach.
75. If these parameters are respected, WFP should be well positioned to make valuable contributions to wider efforts in helping countries transition towards peace.
76. An update (WFP/EB.2/2014/4-D) on WFP's peacebuilding policy was presented for information at the Board's 2014 second regular session, providing information on progress made and lessons learned during the early implementation of the policy.

## School feeding

77. Since the establishment of WFP, school meals have been part of its mission.<sup>12</sup> The Strategic Plan (2017–2021), in paragraph 49, reiterates that WFP will “support hunger-related safety nets, such as school meals programmes, and productive safety nets”.
78. Superseding the 2009 “WFP School Feeding Policy” (WFP/EB.2/2009/4-A), the 2013 “Revised School Feeding Policy” states that WFP’s overarching vision is to continue to advocate 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: to support food-insecure households by providing direct or indirect income transfers; to enhance children’s learning ability and access to education; to enhance children’s nutrition by reducing micronutrient deficiencies; to strengthen national capacity to manage sustainable and efficient school meals programmes through technical assistance; and to support governments in linking school meals to local agricultural production.
79. The 2013 policy also commits WFP to using the School Feeding Systems Approach for Better Education Results to assess progress in the transition to national programmes and to improve the assessment of country contexts. Currently, technical assistance on school meals is being refined to develop specific expertise on policy formulation, programme implementation and financial viability.
80. In CSPs, synergies between school meals programmes and social protection will be enhanced, particularly through the integration of school meals programmes into broader social protection systems. On the other hand, WFP will continue to implement school meals programmes in many countries, especially in emergency contexts.
81. The updated school feeding policy will further refine the position of school meals programmes as a social protection intervention at the nexus of education, nutrition, poverty and agricultural development. It will reinforce the dual role of WFP as an implementer of school meals programmes and as a provider of technical assistance in the context of country capacity strengthening.
82. WFP’s school feeding programme was the subject of an audit undertaken in 2015/16. The report of the external auditor on the results of the audit (WFP/EB.A/2016/6-F/1) was presented for consideration at the Board’s 2016 annual regular session.

## Corporate partnerships

83. The WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B) is aligned with the Strategic Plan (2017–2021) and provides a high-level framework for identifying and guiding the development of effective partnerships. An external evaluation (WFP/EB.A/2017/7-B) found that the Strategy outlined a clear vision for WFP’s partnerships, filling a gap in WFP’s strategic framework. The definition of partnership and types of WFP partner articulated in the Corporate Partnership Strategy inform the partnership pillar of the Strategic Plan.
84. WFP’s Integrated Road Map reflects a commitment to the approach outlined in the Corporate Partnership Strategy to building and maintaining partnerships that benefit the people that WFP serves. In accordance with the Strategy all partnerships should:
  - contribute to the achievement of WFP’s Strategic Objectives;
  - be cost-effective;
  - reflect international priorities in food security and nutrition;
  - confirm and enhance WFP’s standing as an ethical operator; and
  - be properly resourced by all parties.

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<sup>12</sup> See A/RES/1714 (XVI, annex, sect. I, para. 10 (b)).

85. The CSP policy specifically links the CSP processes to the principles of good partnership outlined in the Global Humanitarian Platform and articulated in the Corporate Partnership Strategy. Those principles are equity, transparency, a results-oriented approach, responsibility and complementarity.
86. WFP will continue to strengthen its systems for capturing qualitative data on partnering to facilitate reporting on the effectiveness, efficiency and innovative nature of partnerships at the level of CSPs and across WFP as a whole.

### **Workforce management**

87. WFP's current policy on the management of its workforce is set out in the "WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017)" (WFP/EB.2/2014/4-B). The People Strategy, which was approved by the Board at its 2014 second regular session, is a blueprint for reinforcing, building, retaining and recruiting WFP's workforce and creating a more people-centred organization that develops the capabilities of its employees.
88. WFP's capacity to deliver results depends on the skills of its employees and their commitment to WFP's mission.
89. WFP needs to retain, develop and reward high performing employees while attracting new and diverse talent. It must amplify the accountability of line managers, enhance performance and optimize operational efficiency. The People Strategy achieves impact through four imperatives, which were informed by and address long-standing issues reported in organizational evaluations. Each imperative has specific objectives. The four imperatives and their corresponding objectives are as follows:
  - *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.
  - *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 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 and hold senior leaders accountable.
90. Successful implementation of these four imperatives will significantly enhance WFP's management of its workforce. Implementation is measured through WFP's Corporate Results Framework.
91. An update on implementation of the People Strategy (WFP/EB.1/2016/4-E) was presented at the Board's 2016 first regular session. Achievements to date reinforce the Board's support for the strategy and encourage WFP to build on the momentum gained. An evaluation of the People Strategy is envisaged for 2020.

### **Gender**

92. 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.
93. With the adoption of the Gender Policy (2015–2020) (WFP/EB.A/2015/5-A), which superseded the previous gender policy adopted in 2009 (WFP/EB.1/2009/5-A/Rev.1), WFP committed to a gender transformative approach to achieving food security and nutrition for all women, men, girls and boys. The objectives of the policy will be achieved by embedding gender in policies, programming and practice, from headquarters to regional bureaux and country offices.

94. 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 work and facilitating WFP's gender-transformative agenda.
95. An update on the Gender Policy (WFP/EB.A/2017/5-D) was presented for consideration at the Board's 2017 annual regular session.

### **Enterprise risk management**

96. WFP first established an enterprise risk management policy (WFP/EB.2/2005/5-E/1) in November 2005. Numerous developments since then have contributed to the 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.
97. WFP's current enterprise risk management policy (WFP/EB.A/2015/5-B) 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.
98. 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" (RM2012/004) and "Risk Appetite Statement" (WFP/EB.1/2016/4-C), the policy constitutes WFP's enterprise risk management framework.
99. WFP's main objectives with regard to enterprise risk management 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 and informed 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 necessary changes in organizational culture.
100. A strategic evaluation of the enterprise risk management policy, and WFP's anti-fraud and anti-corruption policy, is envisaged for 2021.

### **Building resilience for food security and nutrition**

101. 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 over time 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. WFP's policy on building resilience for food security and nutrition guides the organization'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 policy refocuses the way WFP designs, implements and manages programming to ensure coherence in WFP's actions to reduce vulnerability; alignment with the global policy on resilience; and that WFP's activities complement the resilience-building programmes of other actors.

102. A resilience-building approach starts with the way that strategies and programmes are conceived, requiring a deep understanding of risks, the collective actions needed to reduce risks and the opportunities for people to better adapt to and absorb shocks and stressors. The approach requires WFP's strategies to transcend the humanitarian–development nexus and consider crisis, recovery and long-term development activities that are risk informed in order to protect vulnerable people from crises. Consequently, 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 address short-term challenges. A resilience-building approach to programming requires multi-year commitments from donors.
103. WFP's resilience-building approach will require long-term engagement with partners to develop strong partnerships and operations that complement WFP's strengths and the capabilities of other agencies. One example, the Rome-based agency conceptual framework to strengthen resilience for food security and nutrition, defines how WFP, the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development can collaborate in the face of multiple multi-level and complex vulnerabilities and risks.
104. An evaluation of the current policy on building resilience for food security and nutrition (WFP/EB.A/2015/5-C) is envisaged for 2020.

### **South–South and triangular cooperation**

105. South–South and triangular cooperation (SSTC) is recognized as a key means of implementing the 2030 Agenda and the Sendai Framework for Disaster Risk Reduction in accordance with SDG 17. In facilitating the sharing of expertise, capacities, knowledge, technologies and resources among two or more developing countries, WFP contributes to achieving greater impact on SDG 2 by supporting developing countries in sharing and scaling up nationally owned and locally tested hunger solutions and promoting national ownership of food security and nutrition. WFP's SSTC policy (WFP/EB.A/2015/5-D) builds on its existing SSTC engagement 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; and build on existing structures.
106. Supporting SSTC enables WFP to support national efforts in the following areas:
- enhancing country capacities by complementing other forms of WFP technical assistance;
  - maximizing resources (in kind or cash);
  - promoting the scaling up of locally tested innovations; and
  - engaging countries as advocates and agents for change towards a world of zero hunger.
107. In doing so, WFP:
- facilitates the sharing of experiences, knowledge, skills, information and practices for achieving zero hunger;
  - encourages innovations and the scaling up of innovative food security practices;
  - enhances SSTC engagement with developing countries that have experiences to share (e.g. through WFP's centres of excellence);
  - partners with regional and subregional organizations to spur intra-regional SSTC collaboration;
  - enhances links with local research institutions and NGOs to build the evidence base for zero hunger activities; and
  - integrates and aligns its work with broader United Nations system-wide SSTC initiatives.
108. SSTC should be seen as complementary to North–South cooperation and as one of a portfolio of mechanisms for enhancing WFP's engagement with host governments.
109. An evaluation of the SSTC policy is planned for 2019.



## **Fraud and corruption**

110. WFP's current anti-fraud and anti-corruption policy (WFP/EB.A/2015/5-E/1) supersedes the previous policy adopted in 2010 (WFP/EB.2/2010/4-C/1). 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 such practices come to light, whether they are perpetrated by WFP staff members and other personnel or by cooperating partners, suppliers or other third parties.
111. Changes introduced by the 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 on the part of vendors to grant the Office of Inspections and Investigations access to any records, documents and other relevant information; and
  - WFP's first online anti-fraud and anti-corruption training module, which is mandatory for all staff.
112. A strategic evaluation of the anti-fraud and anti-corruption policy, and of the enterprise risk management policy, is envisaged for 2021.

## **Evaluation**

113. Following the peer review of WFP's evaluation function by the United Nations Evaluation Group and the Development Assistance Committee,<sup>13</sup> the Board at its 2015 second regular session approved a revised WFP evaluation policy for the period 2016–2021 (WFP/EB.2/2015/4-A/Rev.1), which replaced the policy adopted in 2008 (WFP/EB.2/2008/4-A). The current 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 and demand-led decentralized evaluation to ensure that WFP is fit for the future under the 2030 Agenda.
114. 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 purpose of evaluation, 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 the norms and standards of the United Nations Evaluation Group; and
  - develop and model best practices in partnership with other evaluation actors involved in international humanitarian and development work relevant to WFP.

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<sup>13</sup> See WFP/EB.A/2014/7-D.

### **Policy on country strategic plans**

115. 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), WFP's policy on CSPs (WFP/EB.2/2016/4-C/1/Rev.1) responds to these challenges by replacing WFP's programme categories and project documents with coherent country portfolios that provide clear lines of sight from the resources deployed to the results achieved.
116. The CSP approach seeks to support countries in responding to emergencies and making progress towards zero hunger, operationalize the WFP Strategic Plan (2017–2021) at the country level and 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 identifying WFP's specific contributions in a country; establishing the basis for effective partnerships, including with the Rome-based agencies; increasing effectiveness and efficiency in emergency response and integrating it into a broader framework for zero hunger; aligning WFP's contribution with national SDG targets and national and United Nations plans; reducing transaction costs; and enhancing performance reporting and accountability.
117. CSPs are designed to run for up to five years based on national zero hunger strategic reviews that aim to catalyse country action 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 to run for a period of up to three years.

### **Environment**

118. Achieving food security and ending hunger require healthy natural ecosystems 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 impacts on human health and limit the availability, accessibility, utilization and stability of food.
119. WFP recognizes that care of the environment is essential to food security and sustainable development. The WFP environmental policy (WFP/EB.1/2017/4-B/Rev.1) commits WFP to developing mechanisms for systematically identifying, avoiding and managing risks to the environment arising from WFP's activities. It also recognizes that WFP's food assistance activities can generate environmental benefits and it commits WFP to pursuing such benefits while seeking to avoid harm.
120. Guided by a set of overarching principles, the policy supports WFP in:
  - progressively enhancing the environmental sustainability of its activities;
  - protecting the environment;
  - increasing resource efficiency and minimizing its carbon footprint;
  - aligning its actions with good international practice and global standards for environmental sustainability; and
  - strengthening the capacity of partners to plan and implement environmentally sound activities for food security and nutrition.
121. The policy commits WFP to developing planning and implementation tools, including environmental standards that lay out essential protection measures and minimum expectations, a screening and categorization process for identifying and managing environmental risks and an environmental management system consistent with standard ISO 14001 of the International Standards Organization.
122. The tools will be applied to both programme activities and support operations, spanning emergency humanitarian and longer-term development activities. Flexibility to deal with varying operational demands will be built into implementation procedures.

123. WFP's current environmental policy supersedes its former policy (WFP/EB.3/98/3), which was presented to the Board for consideration at its 1998 third regular session.

### **Climate change**

124. In the face of climate change risks to food security and nutrition, WFP's mandate and services have never been more relevant. WFP is being asked to respond to a growing number of climate disasters alongside demands to support efforts to deal with other complex hazards.
125. WFP's climate change policy (WFP/EB.1/2017/4-A/Rev.1) defines how WFP will contribute to national and global efforts to prevent climate change from undermining work to end hunger and malnutrition. It provides WFP staff with guiding principles and activity areas where WFP food assistance has proved effective in contributing to climate action. WFP will use this framework to identify the vulnerability of food-insecure populations and their adaptation priorities, to guide the use of food assistance in addressing climate-related vulnerability and to leverage innovative tools, approaches and partnerships to strengthen the resilience and coping capacities of the most vulnerable food-insecure populations.
126. The goal is to support the most vulnerable food-insecure communities and governments 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, WFP focuses on three main objectives, working with partners to maximize complementary capacities while incorporating these objectives into its CSPs and other programmes. The three objectives are:
- To support the most vulnerable people, communities and governments in managing and reducing climate-related risks to food security and nutrition and adapting to climate change.
  - To strengthen local, national and global institutions and systems to prepare for, respond to and support sustainable recovery from climate-related disasters and shocks.
  - To integrate enhanced understanding of the impacts of climate change on food security and nutrition into local, national and global policy and planning, including South–South cooperation, to address the impacts of climate change on food security and nutrition.
127. In addition, while focusing on climate change adaptation and addressing loss and damage from climate extreme events, WFP also recognizes the potential co-benefits of programmes, in terms of greenhouse gas emission reductions and carbon sequestration, and the importance of achieving climate neutrality, as reflected in WFP's environmental policy.
128. WFP actions will support implementation of the Paris Agreement on climate change and the 2030 Agenda and achievement of the SDGs, particularly SDG 2 on achieving zero hunger, SDG 17 on partnerships and SDG 13 on climate action.

### **Nutrition**

129. At EB.1/2017, the Executive Board approved a new nutrition policy covering the period 2017–2021 (WFP/EB.1/2017/4-C), which supersedes the previous nutrition policy (WFP/EB.1/2012/5-A), covering the period 2012–2014, and a number of other documents.<sup>14</sup>
130. The current policy builds on the recommendations of the previous nutrition policy and reinforces WFP's commitment to addressing malnutrition as a primary means of achieving SDG 2. The policy aligns WFP with SDG target 2.2, aiming to contribute to the elimination of all forms of malnutrition – including overweight and obesity – through both direct implementation of nutrition programmes and technical assistance to governments with regard to nutrition solutions developed by countries themselves.

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<sup>14</sup> “Food for Nutrition: Mainstreaming Nutrition in WFP” (WFP/EB.A/2004/5-A/1 and Corr.1), “Micronutrient Fortification: WFP Experiences and Ways Forward” (WFP/EB.A/2004/5-A/2); “Nutrition and Emergencies: WFP Experiences and Challenges” (WFP/EB.A/2004/5-A/3); and “Reaching Mothers and Children at Critical Times of Their Lives” (WFP/EB.3/97/3-B).

131. The policy simultaneously considers the availability of, access to, demand for and consumption of nutritious foods – with a goal of adequate and healthy diets for vulnerable people of all ages. Efforts are guided by evidence of where the greatest impact can be made, such as by targeting the first 1,000 days of life (from conception to a child’s second birthday) and by investing in the nutrition of adolescent girls. The policy also confirms that addressing nutrition in emergencies is a central priority.
132. In June 2017, the Board took note of the “Implementation Plan of the Nutrition Policy” (WFP/EB.A/2017/5-C), which was presented for consideration at the Board’s 2017 annual regular session. Building on priority archetypes identified at the regional level, the Plan identifies four policy priorities: improving the management of acute malnutrition; preventing stunting; aligning with national plans for nutrition; and working in partnership on nutrition from the field to global levels. The policy and plan emphasize improving and, in certain cases, expanding programming. Means of enhancing nutrition results include widespread integration of social behaviour change and communication, greater support for food fortification, leveraging all WFP interventions to address the underlying causes of malnutrition through nutrition-sensitive programming, strengthening capacities within WFP and among partners and building evidence, among others.
133. The Implementation Plan was developed to align with, complement and draw on CSPs. For CSPs that are still in progress, it will provide guidance on the nutrition priorities and programming that could be included in them. The plan also outlines a strategy for headquarters in supporting regional and country-level action and in offering global leadership on nutrition.

**Acronyms used in the document**

CBT	cash-based transfer
CSP	country strategic plan
IDS	Institute of Development Studies
NGO	non-governmental organization
SDG	Sustainable Development Goal
SSTC	South–South and triangular cooperation