POLICY ISSUES

Agenda item 4

*For information**

COMPENDIUM OF POLICIES RELATING TO THE STRATEGIC PLAN

* In accordance with the Executive Board's decisions on governance, approved at the Annual and Third Regular Sessions, 2000, items for information should not be discussed unless a Board member specifically requests it, well in advance of the meeting, and the Chair accepts the request on the grounds that it is a proper use of the Board's time.

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

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for information.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the focal points indicated below, preferably well in advance of the Board's meeting.

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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 highlighting the relevant policies by Strategic Objective. The Board also requested that the compendium be updated annually as an information paper to be presented at the Second Regular Session.

2.   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 each Strategic Objective in the Strategic Plan (2014–2017).[1] The compendium also sets out cross-cutting policies, policies that have been superseded by new ones, those that need updating and potential gaps. Information on evaluations and related studies is also provided. Administrative, financial and human resource issues are not covered.

3.   The compendium will be available on the Executive Board webpage.

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[1] WFP/EB.A/2013/5-A/1.

POLICIES RELATING TO THE STRATEGIC OBJECTIVES

4.   The chart below shows policies that underpin the Strategic Objectives in the Strategic Plan (2014–2017).

> **Green (G)** indicates a new policy or a policy that has recently been updated.

> **Blue (B)** indicates that the policy is scheduled to be updated.

> **Yellow (Y)** indicates that the policy is still applicable.

> **Red (R)** indicates that a new policy or an update is required.

Policies that Address Multiple Strategic Objectives

1998	WFP and the Environment *An update of the policy is scheduled for EB.2/2016.*	**B**
2004	Humanitarian Principles	**Y**
2006	The Role and Application of Economic Analysis in WFP	**Y**
2006	Food Procurement in Developing Countries *"Report of the External Auditor on Food Procurement in WFP" was presented at EB.A/2014 (WFP/EB.A/2014/6-G/1).*	**Y**
2008	Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges *The Board took note of an update on the implementation of WFP's policy on vouchers and cash transfers 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).*	**Y**
2008	WFP Evaluation Policy[2] *Following the peer review of WFP's evaluation function by the United Nations Evaluation Group and Development Assistance Committee, presented at EB.A/2014 (WFP/EB.A/2014/7-D), a revised evaluation policy is scheduled for approval at EB.2/2015.*	**B**
2009	WFP Policy on Capacity Development[3] *A summary Evaluation Report of WFP's Capacity Development Policy is scheduled to be presented during EB.2/2016.*	**Y**

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[2] Supersedes "WFP's Evaluation Policy" (WFP/EB.3/2003/4-C).

[3] The update does not replace the 2004 policy (WFP/EB.3/2004/4-B) but rather takes into account developments since the Strategic Plan (2008–2013) was approved.

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2012	WFP Nutrition Policy[4] *A follow-up to the policy was presented for information at EB.A/2012 (WFP/EB.A/2012/5-D) and an update was presented for information at EB.A/2013 (WFP/EB.A/2013/5-E). The summary evaluation report of the policy will be presented at EB.2/2015. The next policy update will be presented at EB.1/2016.*	**B**
2012	WFP Humanitarian Protection Policy *An update on implementation of the policy was presented at EB.A/2014 (WFP/EB.A/2014/5-F). An evaluation of the policy is planned for 2016.*	**G**
2012	Update of WFP's Safety Nets Policy[5] *An evaluation of the policy is planned for 2017.*	**Y**
2013	WFP Strategic Plan (2014–2017) *The Strategic Plan was adopted at EB.A/2013 (WFP/EB.A/2013/5-A/1). A mid-term review of the Strategic Plan will be presented to EB.1/2016; the new Strategic Plan (2017–2021) will be submitted for approval at EB.2/2016.*	**B**
2013	Revised WFP School Feeding Policy[6] *The revised policy was informed by the 2012 evaluation of WFP's school feeding policy (WFP/EB.1/2012/6-D.*	**G**
2014	WFP Corporate Partnership Strategy (2014–2017)	**G**
2014	WFP People Strategy; a People Management Framework for Achieving WFP's Strategic Plan 2014–2017	**G**
2015	Gender Policy[7] *The new policy was informed by the summary evaluation of the 2009 gender policy presented at EB.1/2014 (WFP/EB.1/2014/5-A*). It 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.*	**G**
2015	Policy on Building Resilience for Food Security and Nutrition[8]	**G**
2015	South–South and Triangular Cooperation Policy	**G**

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[4] 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). It also supersedes the 1997 policy "Reaching Mothers and Children at Critical Times of Their Lives" (WFP/EB.3/97/3-B).

[5] 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). The update recognized that while the range of considerations set out by the 2004 policy were still relevant, various global and internal developments generated the need to revisit the existing policy framework and provide an update.

[6] 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).

[7] "Gender Policy (2015–2020)" (WFP/EB.A/2015/5-A).

[8] The following policies have been superseded: i) "Transition from Relief to Development" (WFP/EB.A/2004/5-B); ii) "Enabling Development" (WFP/EB.A/99/4-A); and iii) "From Crisis to Recovery" (WFP/EB.A/98/4-A). They have been replaced by: "Policy on Building Resilience for Food Security and Nutrition" in 2015; the "WFP Policy on Capacity Development" in 2009; the "WFP Policy on Disaster Risk Reduction and Management" in 2011; the "Update of WFP's Safety Nets Policy" in 2012; the "WFP Nutrition Policy" in 2012; the policy on "WFP's Role in Peacebuilding and Transition Settings" in 2014 and the "Revised WFP School Feeding Policy" in 2013.

Strategic Objective 1 – Save lives and protect livelihoods in emergencies

2002	Urban Food Insecurity: Strategies for WFP *A new urban food insecurity policy will be presented to the Board during EB.A/2017 reflecting the latest research and WFP's experience in urban disasters, and the outcome of UN-HABITAT III in October 2016.*	**B**
2003	Food Aid and Livelihoods in Emergencies: Strategies for WFP *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).*	**Y**
2004	Emergency Needs Assessments *Progress on the implementation of this policy was reported annually to the Board for two years (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).*	**Y**
2005	Exiting Emergencies	**Y**
2005	Definition of Emergencies	**Y**
2006	Targeting in Emergencies *The approach was evaluated in 2007.*	**Y**
2006	Humanitarian Access and its Implications for WFP	**Y**
2015	WFP's Role in the Humanitarian Assistance System *WFP provides annual updates to the Board on WFP's role in the humanitarian assistance system; the last update was presented during EB.A/2014, and a new update will go to EB.2/2015.*	**G**

Strategic Objective 2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies

2013	WFP's Role in Peacebuilding in Transition Settings *An update of the policy was presented at EB.2/2014 (WFP/EB.2/2014/4-D).*	**G**

Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs

2011	WFP Policy on Disaster Risk Reduction and Management[9]	**Y**

Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger

2010	WFP HIV and AIDS Policy[10] *WFP provides regular updates on the implementation of its HIV and AIDS policy. 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 2016.*	**G**

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[9] 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).

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

THE STRATEGIC PLAN (2014–2017)[11]

5.   WFP's strategic plans constitute the framework for its response to hunger and malnutrition using its various tools and modalities. The WFP Strategic Plan (2014–2017), provided the framework for WFP's operations and its role in achieving a world with zero hunger. The Strategic Plan reinforced WFP's commitment to a shift from food aid to food assistance initiated by WFP's Strategic Plan for 2008–2013 (WFP/EB.A/2008/5-A/1/Rev.1), which positioned WFP to deliver hunger solutions rather than just food. It changed the way WFP implements programmes, shapes policy debates and engages with partners.

6.   The WFP Strategic Plan (2014–2017) sets out WFP's contribution to the broader global goals of reducing risk and vulnerability to shocks, breaking the cycle of hunger and achieving sustainable food security and nutrition, in line with the United Nations Secretary-General's Zero Hunger Challenge.

7.   WFP has adopted four Strategic Objectives based on the Millennium Development Goals (MDGs), the Quadrennial Comprehensive Policy Review, and WFP's Mission Statement and mandate:

1. Save lives and protect livelihoods in emergencies.
2. Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.
3. Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.
4. Reduce undernutrition and break the intergenerational cycle of hunger.

8.   The Strategic Objectives are in line with international humanitarian law and principles and with WFP's Fit for Purpose initiative. WFP will protect vulnerable people and promote gender equality and women's empowerment; it will deploy the right mix of tools in the right place at the right time to develop capacities and plans for hand-over to national or local ownership.

SUMMARY OF POLICIES THAT ADDRESS MULTIPLE STRATEGIC OBJECTIVES

WFP and the Environment[12]

9.   Environmental problems harm the health and livelihoods of the world's poorest people. The magnitude of environmental threats and the recognition that it is cheaper to avoid environmental damage today than to solve problems tomorrow have prompted development agencies to develop environmental assessment procedures and to encourage the evolution of national environmental policies. But many developing countries do not have the capacity to adequately apply environmental assessment procedures or enforce environmental policies. In view of this, reversing destructive environmental practices is an important development goal for the international community. WFP is committed to environmentally sustainable interventions in relief, recovery and development.

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[11] WFP/EB.A/2013/5-A/1.

[12] WFP/EB.3/98/3.

10.   The policy establishes the following procedures to be followed by WFP:

   ➢   consider energy issues when determining the composition of the food basket;

   ➢   apply environmental review procedures;

   ➢   promote environmentally friendly procurement and recycling in its operations;

   ➢   strengthen partnerships; and

   ➢   build the capacity of its country offices and, when possible, its beneficiaries on environmentally sustainable interventions.

11.   These procedures are based on the premise that it is more effective to build environmental considerations into WFP interventions at the outset with a view to protecting livelihoods – rather than later contributing to rehabilitation.

Humanitarian Principles[13]

12.   At the request of the Board, in 2004 WFP produced a summary of its humanitarian principles. The core humanitarian principles adopted by WFP are:

   ➢   *Humanity.* WFP will seek to prevent and alleviate human suffering wherever it is found and 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 in terms of ethnic origin, nationality, political opinion, gender, race or religion. Assistance will be targeted to those 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.* In its Strategic Plan (2014–2017), WFP adopted operational independence as another core principle. 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 such assistance is being provided.

The Role and Application of Economic Analysis in WFP[14]

13.   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.

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[13] WFP/EB.A/2004/5-C.

[14] WFP/EB.A/2006/5-C.

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14.   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 operations in that it can inform programme choices, maximize the efficiency and effectiveness of operations, and support local and regional food procurement.

15.   Evaluation findings indicate four areas where economic analysis could improve WFP's understanding of food insecurity and promote 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.

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

Food Procurement in Developing Countries[15]

17.   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. Local procurement can help to build 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 small traders' and farmers' groups;

➢   consider preferential treatment for farmers and farmers' groups where applicable;

➢   support locally developed food processing capacity; and

➢   promote Procurement Office capacities at the country and regional levels.

18.   A major result is the Purchase for Progress (P4P) initiative, which started in 2008. P4P uses WFP's purchasing power and expertise in procurement, logistics and food quality to give smallholder farmers access to markets so that they can generate income and improve their lives. In the pilot phase from December 2008 to December 2013 WFP purchased 450,000 mt of food for its programmes from smallholder farmers, putting USD 147 million into the farmers' pockets.

19.   The P4P initiative has had several positive results and learning from the initiative is being consolidated. The P4P concept is reflected in Strategic Objective 3 of WFP's Strategic Plan 2014–2017, enabling the mainstreaming of P4P throughout WFP's operations to: i) leverage WFP's purchasing power more effectively for the development of local agricultural markets; and ii) scale up and integrate P4P into activities addressing nutrition, home-grown school feeding, resilience-building and climate-change adaptation.

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[15] WFP/EB.1/2006/5-C.

Cash-Based Transfers

20.   Cash-based transfers (CBTs) provide beneficiaries with monetary assistance that enables them to obtain food of a predefined value or quantity from identified marketing outlets. 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[16] "Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges" and WFP's Strategic Plan (2014–2017), 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.

21.   CBTs are carried out under the premise that:

> ➢ 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 partner capacity – dictate project implementation;

> ➢ beneficiaries' flexibility in the choice of food is increased;

> ➢ cost-efficiency and effectiveness are improved;

> ➢ they can be used individually or in combination with food: there is no default transfer modality;

> ➢ they assist in stimulating the local economy; and

> ➢ WFP values beneficiary empowerment and dignity.

22.   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 on CBTs, and build evidence to clarify its position on conditionality in relation to food assistance.

23.   Following the evaluation recommendations, WFP will ensure that:

> ➢ CBTs are based on needs assessments, sector capacity assessments and application of a comparative decision-making business process model;

> ➢ CBT manual has been released to guide CBT implementation;

> ➢ a capacity development process is rolled out, including through eLearning, to staff in the field by December 2015;

> ➢ CBT workshops for government partners are organized;

> ➢ knowledge is shared with the humanitarian community and donor partners;

> ➢ selection of transfer modalities is flexible and optimizes WFP's enormous and diverse delivery capabilities when and where appropriate; and

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[16] WFP/EB.2/2008/4-B.

> ➢ CBTs complement country office efforts to build, support and leverage national social safety nets; foster small farmer productivity and improve financial inclusion for WFP beneficiaries.

WFP Evaluation Policy[17]

24.   WFP's evaluation policy (2008) defines a framework for ensuring the independence, credibility and utility of evaluation at WFP. It confirms that the role of the Office of Evaluation is to inform debate of strategic issues and to facilitate actions that replicate success and correct mistakes.

25.   The policy seeks to:

> ➢ safeguard the independence of evaluation at WFP through both structural and institutional means;

> ➢ enhance the credibility of both evaluation processes and products by ensuring that planned evaluations are representative of the WFP portfolio of operations and that selection criteria meet rigorous standards for impartiality and transparency;

> ➢ increase the utility of evaluation at WFP by expanding accountability with external stakeholders, strengthening participatory approaches to evaluation and clarifying the lines of responsibility for management response to recommendations.

26.   Following the peer review of WFP's evaluation function by the United Nations Evaluation Group and Development Assistance Committee,[18] a revised evaluation policy is scheduled to be submitted for approval at EB.2/2015.

Capacity Development[19]

27.   The "WFP Policy on Capacity Development" updates the 2004 policy "Building National and Regional Capacities"[20] towards a more systematic approach to strengthening national institutions to end hunger. This update was necessary in the context of WFP's Strategic Plan (2008–2013) that initiated the organization's shift from food aid to food assistance. This shift, which was maintained in the Strategic Plan (2014−2017), had profound implications for the way WFP engages and supports national capacities, and a specific Strategic Objective on capacity development was included.

28.   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)"[21] 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.

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[17] WFP/EB.2/2008/4-A.

[18] WFP/EB.A/2014/7-D.

[19] WFP/EB.2/2009/4-B.

[20] WFP/EB.3/2004/4-B.

[21] WFP/EB.2/2010/4-D.

29.   Through the Country Strategic Plan approach, WFP will collaborate with governments and other partners, and assess capacity needs to establish realistic bases upon which to design and implement capacity development initiatives. The policy on capacity development will be implemented at three levels:

➢   At the policy and institutional level, providing technical advice and facilitating consultations, advocacy and outreach.

➢   At the Headquarters level, developing plans and guidelines for implementing food assistance, seconding staff, supporting stakeholder organizations and networks, and providing equipment and capital services.

➢   At the field office level, implementing training workshops, exchange visits and hosting of partner staff.

30.   An update of the policy is expected to follow adoption of the new WFP Strategic Plan (2017–2021), and the evaluation of the policy, both scheduled for EB.2/2016.

Nutrition[22]

31.   Following the 2008 study in *The Lancet*,[23] the Strategic Plan (2014–2017) continues to emphasize the promotion of nutrition for WFP's beneficiaries, particularly during emergencies and particularly for the 1,000 days between conception and 2 years of age. This has become a focus of governments, relief organizations and the United Nations. WFP adopted the nutrition improvement approach[24] in August 2009.

32.   At EB.1/2012 the Board approved a nutrition policy that defines the role of nutrition in WFP, focusing on its strengths in ensuring "access to the right food, at the right place, at the right time"; further clarifications to the policy were provided at EB.A/2012.[25] At EB.A/2013, the Board took note of an update.[26]

33.   On the basis of scientific findings and lessons learned from scaling up nutrition interventions in emergencies, the update of the WFP nutrition policy prioritizes:

➢   treating moderate acute malnutrition (wasting);

➢   preventing acute malnutrition (wasting);

➢   preventing chronic malnutrition (stunting and micronutrient deficiencies);

➢   addressing micronutrient deficiencies among vulnerable people, particularly to reduce the risk of mortality during emergencies and to improve health; and

➢   ensuring that programmes such as general distributions, school feeding and food for assets contribute to improved nutrition outcomes.

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[22] WFP/EB.1/2012/5-A.

[23] Black, R., Allen, L., Bhutta, Z., Caulfield, L., de Onis, M., Ezzati, M., Mathers, C. and Rivera, J. 2008. Maternal and child undernutrition: global and regional exposures and health consequences. *The Lancet* 371(9608): 243–260.

[24] WFP/EB.A/2004/5-A/1 + Corr.1, WFP/EB.A/2004/5-A/2 and WFP/EB.A/2004/5-A/3.

[25] WFP/EB.1/2012/5-A and WFP/EB.A/2012/5-D.

[26] WFP/EB.A/2013/5-E.

34.   To implement the policy, WFP will:

➢   scale up high-quality food assistance and programming to ensure that the nutrition needs of target groups are met and to maximize the impact of WFP's operations;

➢   serve as a resource, advocate and mentor for food-based nutrition interventions;

➢   enhance systems, skills and processes with a view to assuming leadership in nutrition 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 the efficiency and effectiveness of: i) the performance of specialized nutritious foods in various aspects of nutrition programming; ii) influencing households to make better choices to improve their food intake and reduce sharing; and iii) programme changes to maximize the achievement of nutritional objectives.

35.   The 2013 update noted that to implement its nutrition policy, WFP would have to make one-off extra-budgetary allocations to: i) enhance partnerships and develop national capacities in nutrition; ii) increase nutrition-related skills among staff; iii) assess the availability and utilization of nutrient-rich foods for young children and women; iv) accelerate delivery mechanisms and make them more reliable, for example through forward purchasing and local and regional procurement; v) improve monitoring and evaluation capacities; and vi) carry out research and cost-effectiveness studies.

WFP Humanitarian Protection[27]

36.   WFP has a responsibility to ensure that its programmes do not expose the people they are assisting to harm, but rather contribute to their 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.

37.   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.

38.   The Board received an update on implementation of the policy in 2014.[28] More than one-third of WFP country offices had started to implement the protection policy across all six of its objectives. The update provided an opportunity to reflect on lessons learned from these experiences.

Social Protection and Safety Nets

39.   The WFP Strategic Plan (2014–2017) underlines that WFP complements the actions of other actors "to reduce vulnerability and build lasting resilience". WFP assists in building national and local capacity to establish, manage and scale up effective and equitable safety net systems.

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[27] WFP/EB.1/2012/5-B/Rev.1.

[28] WFP/EB.A/2014/5-F.

40.   In October 2004, WFP presented its policy on safety nets "WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities"[29] as one type of social protection interventions. While recognizing that the 2004 policy remained relevant, evolving global and internal environments and 2011 evaluation findings led to the 2012 "Update of WFP's Safety Net Policy".[30]

41.   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 safety net effectiveness and efficiency, emergency response and service integration. Safety nets can promote inclusive development and ownership of national priorities if they are adequately targeted. Therefore, the evaluation recommended that WFP strengthen internal organizational capacity to support partner and national government work with safety nets.

42.   In following up on the 2011 evaluation WFP will continue to provide partners and governments with technical support and practical expertise in building coordinated, flexible and evidence-based safety net systems that reflect food security and nutrition objectives. It will forge partnerships with key safety net actors and pursue non-traditional resources to support its engagement in safety nets at the country level.

43.   In 2015, WFP has finalized its corporate Safety Net Guidelines and related e-learning package, promoted research, enhanced technical skills and fostered knowledge management.

School Feeding

44.   WFP school feeding is based on two documents: the 2009 "WFP School Feeding Policy"[31] and the 2013 "Revised School Feeding Policy".[32] The 2013 policy outlines a new path for efficient school feeding operations. 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 feeding programmes through policy support and technical assistance; and v) support governments in linking school feeding to local agricultural production where feasible.

45.   Particular attention is given to linking school feeding to local agricultural production, micronutrient supplementation, improved dietary diversity, and opportunities for using cash and vouchers and two new tools on transition and costs. Transition to sustainable national school feeding programmes is the main focus of the revised policy. In countries requiring WFP's support, school feeding programmes will be implemented with clear hand-over strategies.

46.   In the 2013 policy, WFP committed to using the School Feeding Systems Approach for Better Education Results (SF SABER) to assess progress in the transition to national ownership and to improve assessment of the country contexts for all school feeding operations; mainstreaming of SF SABER into all school feeding projects started in 2015.

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[29] WFP/EB.3/2004/4-A.

[30] WFP/EB.A/2012/5-A.

[31] WFP/EB.2/2009/4-A.

[32] WFP/EB.2/2013/4-C.

WFP also committed to reporting the annual cost per child of all new school feeding interventions. This cost reporting will help WFP monitor the costs of its school feeding operations, compare costs across countries, and identify projects with high costs and where programme changes could increase efficiency.

47.   Policy guidance for country offices and regional bureaux was rolled out in the first quarter of 2014.

Corporate Partnerships Strategy (2014−2017)[33]

48.   WFP's corporate partnership strategy (CPS) is aligned with the Strategic Plan (2014–2017) and provides a high-level framework for identifying, and guiding the development of effective partnerships. Improved partnering will increase the cost-effectiveness and sustainability of WFP operations and enhance the beneficial impact on the people they serve. The CPS supports rather than supersedes other partner-specific policies.

49.   WFP defines partnerships as collaborative relationships between actors that 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. With partnerships, WFP can achieve objectives more efficiently, effectively or innovatively when the value created is greater than the transaction costs involved.

50.   The overarching message of the CPS 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 WFP's Strategic Objectives;

➢   are cost-effective;

➢   reflect international priorities in food security and nutrition;

➢   confirm and enhance WFP's standing as an ethical operator;

➢   and are properly resourced by all parties.

51.   The strategy calls for WFP to evolve from a culture of "we deliver" to one of "we deliver better together". It outlines five partnership objectives to support this shift:

➢   a common understanding across 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.

52.   WFP is starting to implement the CPS to achieve these objectives. Planned actions 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;

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[33] WFP/EB.A/2014/5-B.

➢ 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 across WFP; and

➢ partnership management: plan the day-to-day management of specific partnerships, and support offices and staff in implementing these plans.

53. In line with its monitoring and evaluation guidelines, WFP will ensure that the strategic and management results frameworks include partnership results, with indicators to measure various aspects of partnering at the project and institutional levels.

People Strategy[34]

54. To help enable WFP to achieve its Strategic Objectives, the People Strategy lays out how it will reinforce, build, retain and recruit its workforce, creating a more people-centred organization that focuses on the development and welfare of its employees so they can better serve its beneficiaries. Its 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. Progress is evident in many areas through an expanded corporate toolbox and programmatic and operational innovations that help WFP to evolve.

55. 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, enhancing performance and optimizing the processes that drive operational efficiencies. WFP's People Strategy will achieve 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 involving all WFP employees and external partners. Each imperative has specific objectives

i) *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.

ii) *Build WFP's talent*. Develop career frameworks and provide opportunities for learning and growth to make WFP a desirable place to work.

iii) *Shift the focus*. Make the country level the central focus of WFP, and define long-term projects to ensure that national staff – 80 percent of WFP's workforce – are engaged and provided with opportunities to continue building their capacities in response to operational and strategic organizational needs.

iv) *Equip high-impact leaders*. Mobilize senior leaders, enhance leadership and management capabilities to deliver on WFP's Strategic Objectives, and hold senior leaders accountable.

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[34] WFP/EB.2/2014/4-B.

56. Successful implementation of these four imperatives will significantly enhance WFP's management of its greatest asset – its workforce. In the implementation of the People Strategy, WFP continues to focus on efficiency and effectiveness. The implementation will be measured through WFP's corporate accountability framework, the Management Results Framework, to ensure that impacts will create value for stakeholders, including WFP's leaders, staff and partners. The strategy will enable WFP to serve beneficiaries by delivering more, for more, with less.

Gender[35]

57. 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 effective and sustainable development and the enjoyment of universal human rights.

58. Twenty years of policies and programmes have improved WFP's promotion of a gender-transformative agenda. However, a significant shift in gear is still needed for WFP to meet its global and institutional commitments to addressing gender issues, and implement its mandate fully and equitably.

59. The Board approved WFP's Gender Policy (2015–2020) at EB.A/2015. The 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.

60. WFP will promote a gender-transformative agenda at two levels:

i) In programmes, WFP will implement a twin-track strategy of gender mainstreaming and targeted actions. An established set of minimum standards will allow WFP to measure and evaluate its progress on this front.

ii) Internally, WFP will implement measures for ensuring that its employees and senior-level managers have clear a 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 the following seven strategic areas:
- human resources;
- capacity development;
- communications, knowledge and information;
- partnerships;
- financial resources;
- evaluation; and
- oversight.

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[35] WFP/EB.A/2015/5-A.

61.   WFP recognizes gender equality and women's empowerment as a cross-cutting theme, and expects that responsibilities and accountabilities are 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 transformative agenda.

Building Resilience for Food Security and Nutrition[36]

62.   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.

63.   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 being initiated by this policy is *how* programming is designed, implemented and managed and: 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.

64.   A resilience-building approach starts with the way strategies and programmes are conceived, and is based on a deep understanding of risk and its evolving nature, the collective actions needed to reduce it, 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.

65.   In applying a resilience-building approach to programming, WFP needs to act as a system player that is 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 Rome-based agencies (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.

66.   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.

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[36] WFP/EB.A/2015/5-C.

South–South and Triangular Cooperation[37]

67.   South–South and triangular cooperation are crucial for achieving the transfer of technology, capacity and knowledge that is necessary to implement the post-2015 development agenda. WFP's contribution to achieving Sustainable Development Goal 2 on ending hunger depends for a large part on its abilty to support governments in designing and managing nationally owned hunger solutions and in enabling goverments to support and share 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; and

➢   add value; and build on existing structures.

68.   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 with regional and sub-regional organizations to enhance cooperation on ending hunger and improving food security and nutrition among developing countries;

➢   enhance links with local research institutions and non-governmental organizations 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.

69.   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 countries.

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[37] WFP/EB.A/2015/5-D.

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> **Strategic Objective 1: Save lives and protect livelihoods in emergencies**
>
> Goal 1: Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels
>
> Goal 2: Protect lives and livelihoods while enabling safe access to food and nutrition for women and men
>
> Goal 3: Strengthen the capacity of governments and regional organizations and enable the international community to prepare for, assess and respond to shocks

Food Aid and Livelihoods in Emergencies[38]

70.   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. But many of the coping strategies adopted to meet food needs can undermine health and well-being and erode people's ability to meet future food needs.[39]

71.   WFP can help to protect livelihoods by: i) providing food for people whose livelihoods are threatened with a view to preventing 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 infrastructures and providing opportunities for income generation, for example through food-for-assets activities. It is important that women and men participate equally in identifying food-for-work and food-for-training activities in view of their different needs, and that women and men have equal access to the benefits of livelihood programmes.

72.   A synthesis report of the joint UNHCR/WFP impact evaluations on the contributions of food assistance to durable solutions in protracted refugee situations was presented to the Board at EB.1/2013.[40] The evaluations noted that the intended evolution towards self-reliance has not occurred and that concerted action is required among all actors.

73.   The synthesis makes five recommendations:

1.   WFP and UNHCR should develop a strategy and management mechanisms for the transition to self-reliance.
2.   WFP and UNHCR should use a more holistic approach and establish the partnerships necessary to achieve such an approach at the corporate and country levels.
3.   The Inter-Agency Standing Committee (IASC) should forge an action plan to enhance the architecture for accountability in this shared responsibility.
4.   United Nations country teams should engage livelihoods actors and build political will for a new approach.
5.   Donors should overcome funding barriers.

74.   In 2013, WFP and UNHCR established a joint working group to address issues and recommendations highlighted during the evaluation and formulate a joint corporate strategy and operational framework for building self-reliance in protracted refugee situations.

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[38] WFP/EB.A/2003/5-A.

[39] WFP/EB.A/2003/5-A and WFP/EB.A/99/4-A.

[40] WFP/EB.1/2013/6-C.

Emergency Needs Assessment[41]

75. 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.

76. 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.

77. 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 economics 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.

Exiting Emergencies[42]

78. 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 an operation or a country or by shifting to longer-term programmes that protect and improve livelihoods and increase resilience. The shift frequently involves moving from an emergency operation to a protracted relief and recovery operation.

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[41] WFP/EB.1/2004/4-A.

[42] WFP/EB.1/2005/4-B.

79. 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 them;

➢ 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 in alignment with government plans or donor priorities.

Definition of Emergencies[43]

80. 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".

81. 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 failures, pests and diseases affecting people or livestock;

➢ restricted access to food as a result of 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.

Targeting in Emergencies[44]

82. 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.

83. 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.

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[43] WFP/EB.1/2005/4-A/Rev.1.

[44] WFP/EB.1/2006/5-A.

84.   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. 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."

85.   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 project 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.

86.   WFP must help prevent violence against women, girls and children, particularly in complex emergencies. It should:

➢ reduce burdens 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 WFP[45]

87.   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 to humanitarian action.

88.   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.

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[45] WFP/EB.1/2006/5-B/Rev.1.

89.   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.

WFP's Role in the Humanitarian Assistance System[46]

90.   WFP is a prominent driver of change in the humanitarian system. It collaborates with a range of partners and continuously enhances its leadership of the global logistics and emergency telecommunications clusters, and its co-leadership of the global food security cluster with FAO. WFP supported the wider humanitarian community through these clusters in each of the system-wide Level 3 responses, as well as numerous other operations around the world, coordinating an unprecedented scale of deployments and operational capacity.

91.   Over the past year, a number of severe crises pushed the humanitarian system to its limit. Activating the system-wide humanitarian response designed under the IASC Transformative Agenda, a Level 3 emergency was declared in November 2013 when typhoon Haiyan made landfall in the Philippines, wreaking massive destruction. Within a few months, humanitarian crises deteriorated dramatically in the Central African Republic and South Sudan, prompting the declaration of two more system-wide Level 3 responses. In these simultaneous emergencies, WFP and other humanitarian organizations scaled up their relief work in difficult circumstances. At the same time, conflict in the Syrian Arab Republic continued to have a heavy impact on civilian populations, and refugees entering neighbouring countries stretched national capacities to provide support. Protracted emergencies continued in Afghanistan, the Democratic Republic of the Congo, the Sahel, Somalia, Yemen and elsewhere.

92.   The IASC Principals conceived the Transformative Agenda in 2011 as a means of simplifying and streamlining the coordination of humanitarian activities. Protocols developed through collaborative efforts are now shaping the planning, coordination and delivery of humanitarian responses. Annual updates on WFP's role in the humanitarian assistance system will highlight WFP's contributions to rolling out the Transformative Agenda and ensuring that coordination with parners enables more efficient delivery of humanitarian assistance.

Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies

Goal 1:   Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance

Goal 2:   Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems

Goal 3:   Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons

Goal 4:   Ensure equitable access to and control over food and nutrition assistance for women and men

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[46] WFP/EB.1/2010/5-C; most recent update: WFP/EB.A/2014/5-A.

WFP's Role in Peacebuilding in Transition Settings[47]

93. 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 hunger focus; 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.

94. Based on these principles, WFP will focus on three main areas in its support to countries transitioning towards peace:

 i)   investing in institutional capacity in risk analysis;

 ii)   using conflict-sensitive programming; and

 iii)   engaging with peacebuilding partners.

95. WFP applies three main approaches in pursuing conflict-sensitive programming in transitions, depending on the appropriate level of its engagement in peacebuilding:

 i)   avoiding to do harm;

 ii)   supporting peacebuilding at the local level; and

 iii)   supporting peacebuilding at the national level.

96. 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.

97. If these parameters are respected, WFP should be well positioned to make valuable contributions to wider efforts in helping countries transition towards peace.

98. In 2014 an update[48] was provided to the Board on the progress made and lessons learned during early implementation of the policy.

Strategic Objective 3: Reduce Risk and Enable People, Communities and Countries to Meet their own Food and Nutrition Needs

Goal 1:   Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance

Goal 2:   Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities

Goal 3:   Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food and security and nutrition institutions, infrastructure and safety net systems, including systems linked to local agricultural supply chains

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[47] WFP/EB.2/2013/4-A/Rev.1.

[48] WFP/EB.2/2014/4-D.

Disaster Risk Reduction and Management[49]

99.   WFP's Mission Statement 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".[50]

100. The disaster risk reduction and management policy, approved at EB.2/2011, focuses on building resilience and capacity among the most vulnerable people, communities and countries by ensuring food and nutrition security, reducing the risk of disaster and protecting and enhancing lives and livelihoods. The policy is reflected in the Strategic Plan (2014–2017), the climate change concept note and the policies on gender and risk management.[51]

101. The policy emphasizes that disaster risk reduction involves complementing emergency responses with targeted prevention, mitigation and preparedness activities. Gender considerations are crucial in addressing disaster risks because in inequitable societies women are more vulnerable than men when gender stereotyping affects their access to resources.[52]

102. 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.

103. The policy identifies the following principles:

- ➢   focus on food assistance targeting the most vulnerable households, communities and countries during and after disasters;

- ➢   use food security and vulnerability analyses to determine the most effective ways to address 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;

- ➢   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, United Nations agencies, civil society, non-governmental organizations (NGOs), research institutions and private-sector organizations;

- ➢   emphasize participatory approaches with governments, partners and communities and foster links with national and local priorities;

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[49] WFP/EB.2/2011/4-A.

[50] Available at: http://www.wfp.org/about/mission-statement

[51] WFP/EB.A/2011/5-F, WFP/EB.1/2009/5-A/Rev.1 and WFP/EB.2/2005/5-E/1.

[52] 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 Amer. Ass. of Geog.* 97(3): 551–566.

> ➢ generate multiple outcomes to maximize the impact and sustainability of interventions by integrating disaster risk reduction principles at all stages of programming;

> ➢ specify outcomes, scales and timeframes to ensure that programmes are designed to deliver the expected results;

> ➢ consider alternative and complementary approaches with a view to supporting national objectives;

> ➢ provide technical assistance for programme development and implementation, working with national authorities and partners such as FAO, the United Nations Children's Fund (UNICEF) and the United Nations Development Programme (UNDP); and

> ➢ ensure that women and men are equally involved in vulnerability assessments and project 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.

104. 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.

Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger

Goal 1:   Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance

Goal 2:   Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families

Goal 3:   Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality

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HIV, AIDS and Tuberculosis[53]

105. HIV is one of today's major challenges. An estimated 35 million people are living with HIV,[54] and many of the 2 billion people suffering from micronutrient deficiencies are in countries with high prevalence of HIV, tuberculosis (TB) and malnutrition. Within 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.

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[53] WFP/EB.2/2010/4-A.

[54] UNAIDS. 2014. The Gap report. Geneva. Available at:
http://www.unaids.org/en/media/unaids/contentassets/documents/unaidspublication/2014/UNAIDS_Gap_report_en.pdf.

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106. In line with its 2010 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 through food and nutrition support. Three years into implementation of the policy, and in response to the UNAIDS strategy, WFP has adopted a two-pronged approach: collaborating with countries to ensure that food and nutrition support is included in all national HIV and TB strategies and programmes; and working with governments to provide such support to people living with HIV.

107. WFP's HIV and AIDS policy accords with: i) the UNAIDS strategy for 2011–2015, "Getting to Zero";[55] ii) the UNAIDS Division of Labour; iii) the new post-2015 global TB strategy and its targets;[56] and iv) the Strategic Plan (2014–2017). WFP aims to ensure nutrition support for food−insecure people receiving anti-retroviral treatment in low-income countries, and that people affected by HIV or TB do not resort to negative coping mechanisms to meet household expenses.

108. WFP also supports people living with HIV and TB through broader interventions in high-prevalence areas. These interventions are sensitive to and mitigate the consequences of HIV and TB infection on individuals, households and communities, and include school feeding programmes, which reach many orphans and other vulnerable children and often include life skills training; productive safety nets; and general food distributions.

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[55] UNAIDS. 2011–2015 Strategy. Getting to Zero. Geneva. Available at:
http://www.unaids.org/en/aboutunaids/unaidsstrategygoalsby2015/

[56] 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

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ACRONYMS USED IN THE DOCUMENT

CBTs	Cash Based Transfers
CPS	Corporate Partnership Strategy
FAO	Food and Agriculture Organization of the United Nations
P4P	Purchase for Progress
RBA	Rome-based agencies
SF SABER	School Feeding Systems Approach for Better Education Results
TB	tuberculosis
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNHCR	Office of the United Nations High Commissioner for Refugees

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