

برنامج
الأغذية
العالمي



Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
First Regular Session**

Rome, 9–10 February 2015



Distribution: GENERAL
WFP/EB.1/2015/11
28 May 2015
ORIGINAL: ENGLISH

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

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

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

TABLE OF CONTENTS

	page
CURRENT AND FUTURE STRATEGIC ISSUES	
2015/EB.1/1 Opening Remarks by the Executive Director	1
EVALUATION REPORTS	
2015/EB.1/2 Summary Evaluation Report of WFP's Cash and Voucher Policy (2008–2014) and Management Response	2
2015/EB.1/3 Summary Evaluation Report of WFP's Use of Pooled Funds for Humanitarian Preparedness and Response (2009–2013) and Management Response	3
2015/EB.1/4 Summary Report of the Strategic Evaluation of WFP's Pilot Purchase for Progress Initiative (2008–2013) and Management Response	4
ADMINISTRATIVE AND MANAGERIAL MATTERS	
2015/EB.1/5 Reports by the Joint Inspection Unit Relevant to the Work of WFP	5
SOUTHERN AFRICA PORTFOLIO	
2015/EB.1/6 Country Programmes — Madagascar 200733 (2015–2019)	5
2015/EB.1/7 Budget Increases to Development Activities — Zambia Country Programme 200157	6
ASIA PORTFOLIO	
2015/EB.1/8 Summary Evaluation Report – Indonesia Country Portfolio (2009–2013) and Management Response	7
2015/EB.1/9 Protracted Relief and Recovery Operations — Philippines 200743	7
LATIN AMERICA AND THE CARIBBEAN PORTFOLIO	
2015/EB.1/10 Budget Increases to Development Activities — Honduras Country Programme 200240	8
2015/EB.1/11 Protracted Relief and Recovery Operations — Colombia 200708	9
WEST AFRICA PORTOLIO	
EAST AND CENTRAL AFRICA PORTFOLIO	
2015/EB.1/12 Protracted Relief and Recovery Operations — Kenya (refugees) 200737	11
2015/EB.1/13 Protracted Relief and Recovery Operations — Kenya (relief) 200736	11
MIDDLE EAST, NORTH AFRICA, EASTERN EUROPE AND CENTRAL ASIA PORTFOLIO	
Oral Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP	12
Annex I Decisions and Recommendations	14
Annex II Agenda	18

CURRENT AND FUTURE STRATEGIC ISSUES

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

1. The Executive Director welcomed Board members and highlighted the potential for 2015 to become a turning point in eliminating hunger. While the challenges of 2014 persisted, she stressed that WFP must continue to respond to the needs of beneficiaries in line with the Zero Hunger Challenge and meet increasing demand for WFP's logistics and common services.
2. She drew attention to the continued complexity of WFP's responses to emergencies, which at present included five Level 3, six Level 2 and other emergencies. The Ebola virus disease outbreak emergency in West Africa exemplified the range of responses now required of WFP and its staff. As United Nations Mission for Ebola Emergency Response scaled back and WFP scaled up its responses, ending the outbreak would require sustained commitment from WFP. In South Sudan there was just a three-month window during which to pre-position food; to reach 3.2 million people in need, the country team was working to overcome severe access restrictions resulting from the ongoing conflict.
3. The food security situation for many Syrians was deteriorating as the crisis dragged on into its fifth year. There were alarming levels of hunger in Yemen, where political crisis and insecurity could lead to higher levels of humanitarian need. Needs in Iraq and Libya were growing, drought was affecting a number of countries in Central America and work was underway with governments in Asia on disaster risk reduction. Host countries were increasingly emerging as donors, with Pakistan notable among them.
4. The Executive Director called attention to the need for contributions for several operations to ensure that gains achieved were not lost; steps were being taken to adjust programmes. For the Syrian regional operation, for example, WFP would have to prioritize needs and manage the associated risks.
5. The evident need for a strong, effective organization meant that staffing, management and operational reforms continued under Fit for Purpose. More multi-year, unearmarked funding was urgently needed to support operational flexibility.
6. Making 2015 a turning point would require coordinated and coherent participation in the major global conferences scheduled throughout the year to ensure that food and nutrition needs were prioritized by the governments setting humanitarian and development goals.
7. WFP would call for Zero Hunger to be a priority on a variety of global agendas, and would push for financial mechanisms that supported outcomes necessary to achieve the proposed Sustainable Development Goals. The Board thanked the Executive Director for her observations, and applauded the evident effectiveness of the Fit for Purpose reforms implemented to date. Board members accepted that sustained and predictable funding was essential for operations to continue effectively in 2015 and for enhanced measures for staff well-being, safety and security. Use of appropriate intervention modalities and improved controls would maximize efficiency; the focus on resilience was praised as an effective option for minimizing disaster risks. Board members urged WFP to continue to prioritize its interventions, particularly because donors were finding it increasingly difficult to provide funding.

8. Board members approved of WFP's partnership approach to its interventions, noting that some approaches were being adopted by partners with evident positive outcomes and suggesting that WFP engage with its peers to improve the humanitarian system and support the Transformative Agenda. Beneficiary needs should be the determinant of the choice of modalities and types of operation.
9. The Board felt that WFP's position as a leader in several aspects of humanitarian response should be maintained, even though funding shortfalls could be expected: WFP should aim to provide rapid, cost-effective responses and to be fully accountable. In particular, WFP should recognize that it could not achieve all its aims alone. WFP should focus on its comparative advantages and coordinate with other actors to ensure that funding and resources were utilized efficiently and effectively; greater coordination with the Rome-based agencies (RBAs) and South-South cooperation would help to achieve this aim.
10. A policy of containing crises to prevent them from becoming protracted food security emergencies was recommended; resilience programming would be a significant part of this approach. Consultations with donors should continue with a view to increasing the level of contributions, and Board members recommended that WFP optimize its internal financing mechanisms to achieve greater flexibility in resource allocations.
11. The commitment and courage of WFP staff working in difficult and dangerous situations was unanimously and warmly praised. Board members applauded the establishment of the Staff Wellness Unit and the talent pool system, and urged WFP to continue its work on the empowerment of women. Several members urged WFP to "tell the story" and publicize its successes, but it should avoid any perceived involvement in political issues even though political actions by others often precipitated food security problems.
12. In response, the Executive Director and the Leadership Group thanked the Board for its observations and advice. They agreed to prioritize WFP's focus on food and nutrition security, disaster risk reduction and resilience with a view to averting crises, particularly through the various international meetings in 2015. The funding gap could be managed, as it had been in previous biennia: in particular, internal lending mechanisms would continue to be utilized to manage the effects of the high proportion of earmarked contributions. Increased accountability at the Country Director level and the roll-out of the country office monitoring and evaluation tool would help to maximize efficiency.
13. Evaluations were seen as learning tools that would help WFP to define the direction of future operations and internal developments. The Leadership Group agreed that WFP could benefit from publicizing its achievements. It reiterated its commitment to partnerships that leveraged the effectiveness of WFP's operations and emphasized again the importance of multi-year flexible funding.

EVALUATION REPORTS

Summary Evaluation Report of WFP's Cash and Voucher Policy (2008–2014) and Management Response (*for consideration*) (2015/EB.1/2)

14. The Director of the Office of Evaluation (OEV) explained that the policy had met its broad objective of increasing WFP's response options and flexibility. The Secretariat was implementing the evaluation's nine recommendations.
15. The Board welcomed the increasing use of cash and vouchers (C&V), encouraging the Secretariat to maintain this growth. While some Board members suggested WFP use unconditional cash transfers when possible, selection of the most appropriate transfer

modality was context-specific and the Secretariat should ensure it was based on evidence. The policy enabled WFP to establish its basis for the use of C&V: increased use of C&V was not an end in itself, but a means to achieve WFP's Strategic Objectives.

16. Board members emphasized the need to fill capacity gaps instead of revising the policy. The lack of data for measuring results had to be addressed, but enhanced C&V monitoring should be integrated into corporate systems rather than being monitored separately. Members also agreed that C&V activities should have access to existing advance financing mechanisms so that they did not require a dedicated mechanism.
17. The Board encouraged the Secretariat to share experience with other organizations that used C&V, and to integrate WFP's C&V activities into national safety net systems. Bottlenecks hampering policy implementation should be identified and addressed, and risk analysis and mitigation should be incorporated into C&V management. Some members underlined the importance of ensuring consistency across all WFP policies. The Board looked forward to updates on guidance and tools, including monitoring arrangements for C&V.
18. Responding to Board concerns about fraud in connection with the use of C&V, the Director of OEV noted that these were assessed in both the 2013 external audit and the ongoing internal audit. The evaluation had focused on the quality of the policy and results of its implementation. To questions regarding C&V impact on nutrition, gender and protection, the Director of OEV explained that it depended more on programme design than transfer modality.
19. While recognizing the value of clear guidelines for C&V use, the Secretariat noted the need for flexibility to adapt to different contexts. It was establishing agreements with countries to improve integration into national systems. The benefits of collecting more disaggregated monitoring data had to be balanced against the costs.

Summary Evaluation Report of WFP's Use of Pooled Funds for Humanitarian Preparedness and Response (2009–2013) and Management Response (*for consideration*) (2015/EB.1/3)

20. The Director of Evaluation introduced the evaluation, which had made eight recommendations regarding WFP's use of pooled funds. Management welcomed the recommendations, and was committed to providing better guidance and to advocating with the Office for the Coordination of Humanitarian Affairs (OCHA) and the Central Emergency Response Fund (CERF) Secretariat and to working with Inter-Agency Standing Committee partners.
21. The Board noted that WFP was one of the principal users of pooled funds, which were used directly or as collateral for internal loans. Their predictability was noted, but Board members observed a mismatch between the CERF's project-based funding model and the scale of WFP's operations. Board members were satisfied that transaction costs were reasonable, but felt that reporting should be more consistent and that WFP should clarify the use of the CERF underfunded window to support "forgotten" crises.
22. The Board recommended that pooled funds be used primarily to save lives and noted that they could be used more to support common services in consultation with the clusters. Board members wondered if approvals and disbursements could be accelerated, and urged WFP to: i) work with donors to reduce the proportion of earmarked funding; ii) enhance reporting on pooled funding; and iii) address the associated bureaucracy.

23. Aligning the accounting of pooled funding with WFP's internal financing was a priority. Board members recommended that data for reporting should be disaggregated to ensure that donors and partners were better informed of the utilization of pooled funds. The Board emphasized the need for WFP to examine how to ensure that humanitarian response became available to beneficiaries faster than presently reported by the CERF.
24. Management observed that WFP was seeking to reduce the bureaucracy associated with pooled funding; payment of invoices to cooperating partners was taking place well within the deadline of 21 days. With regard to pooled funding for United Nations Humanitarian Response Depot (UNHRD), the Board's attention was drawn to Annex 6 of the main evaluation document. Work was under way to enhance reporting and to disaggregate information. The Secretariat undertook to continue its consultations with CERF and partners as to the use of the underfunded window.

Summary Report of the Strategic Evaluation of WFP's Pilot Purchase for Progress Initiative (2008–2013) and Management Response (for consideration) (2015/EB.1/4)

25. The Director of OEV presented this final evaluation of WFP's largest pilot programme ever. Results aimed to inform the mainstreaming of Purchase for Progress (P4P) into other programmes, but impact assessments conducted for three countries did not show impact of P4P on income of farmers attributable to P4P, and showed impact on increased production attributable to P4P in only one country.
26. The Secretariat was implementing the five recommendations and was pleased that governments were already adopting P4P-like programmes. The evaluation was to be discussed at the P4P annual consultation in February 2015.
27. The Board welcomed WFP's increased involvement with smallholder farmers and markets. Members agreed that P4P offered opportunities for obtaining results in various contexts, thereby contributing to more equitable development. P4P was a tool for WFP's transition from food aid to assistance and demonstrated WFP's value as a development partner to host governments. Partners, especially the other RBAs, should be involved in further development of P4P-like activities.
28. Members were concerned about the sustainability of results should WFP stop procuring from smallholder farmers. Capacity development had been slower than expected, which emphasized the need for longer-term involvement. Some members recommended that WFP purchase a wider range of local products from smallholder farmers. It was suggested that WFP participate in the June high-level conference on linking smallholder farmers to markets. One member requested more implementation of P4P in the Asia-Pacific region.
29. The Director of OEV noted that some factors affecting success or failure – such as market volatility – were beyond WFP's control. She explained that friction in partnerships arose mainly from unclear roles and relationships and variation in timeframes of engagement, particularly for capacity development activities. The P4P pilot had been a learning opportunity; management would continue its dialogue with the Board on the way ahead. Lack of evidence did not necessarily mean lack of results, and some improvements could be attributed directly to the pilot.

ADMINISTRATIVE AND MANAGERIAL MATTERS

Reports by the Joint Inspection Unit Relevant to the Work of WFP (for consideration) (2015/EB.1/5)

30. The Secretariat expressed its appreciation of the independent evaluations carried out by the Joint Inspection Unit (JIU) and thanked the Bureau working group for its review of recommendations for legislative body action. The Board complimented WFP management on its systematic and positive approach in evaluating and implementing JIU recommendations. In response to an enquiry as to the timeframe envisaged for the mandatory ethics training to be instituted in WFP in response to recommendation 10 of the report “Ethics in the United Nations System”, the Secretariat undertook to provide the information in writing.

SOUTHERN AFRICA PORTFOLIO

31. The Regional Director drew attention to three very recent natural disasters: flooding in Malawi had affected 600,000 people, floods in Mozambique 150,000 people, and tropical storms in Madagascar 100,000 people. Droughts in southern Madagascar had affected a further 100,000 people. WFP had responded rapidly to these challenges, using pre-positioned food along with supplies from the UNHRD hub in Dubai and providing telecommunications and logistics support. Emergency airlifts had added to the response costs.
32. The regional bureau was grateful to donors, but a further USD 19 million was needed to continue WFP’s work, and more extreme weather and associated increases in food insecurity were anticipated. Recovery would take time because animals and crops had been washed away. WFP’s work with governments on risk analysis and mapping, and its support for government disaster preparedness and response, had made a difference.
33. In the Democratic Republic of the Congo, WFP was making contingency plans to provide food to 120,000 who could be displaced by the military offensive; 6.5 million people faced acute food crisis in the humanitarian emergency.
34. WFP was working with governments to distribute know-how. In middle-income countries (MICs) WFP was focusing on supporting governments to develop their own safety net and social protection programmes with a view to empowering them to support their own citizens.
35. The Regional Director closed by noting a success story in which the Government of South Africa provided USD 20 million to WFP to support farmer livelihoods and assist vulnerable women and children in Lesotho. WFP provided training in storage techniques and post-harvest handling – a partnership approach that could be the basis for future operations in the region.

Country Programmes — Madagascar 200733 (2015–2019) (for approval) (2015/EB.1/6)

36. The Country Director presented the country programme (CP). After four years of political crisis, Madagascar was one of the world’s poorest countries; 72 percent of the population lived below the poverty line. Per capita overseas development assistance of less than half the African average reflected the country’s shortage of international donor support.

37. The Board welcomed the CP, particularly its support to public institutions and national capacity development, including development of a national school feeding programme; its work on linking smallholder farmers to markets; and its nutrition activities. Members emphasized the importance of partnerships; both the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) had ongoing programmes in Madagascar.
38. The Country Director confirmed that there were one national and two regional mechanisms for measuring food security. WFP focused on demand-side support for smallholder farmers and was working with IFAD and FAO. He offered to provide Board members with further details on the pilot project for combating stunting.

Budget Increases to Development Activities – Zambia Country Programme 200157 (*for approval*) (2015/EB.1/7)

39. The Country Director reported that elections had been peaceful and the transfer of power smooth. The national Government had already earmarked budget to support the CP, which included a 2015 budget allocation of USD 6 million for the provision of maize from the strategic grain reserve and for secondary transport. One very important partnership was the Conservation Agriculture Scaling Up, financed by the European Union and implemented by FAO through the Ministry of Agriculture, which provided smallholder farmers access to markets.
40. The Board expressed its appreciation of the CP's support to government initiatives, particularly the development of a legal framework and capacities for school feeding, including expansion of home-grown school feeding through the incorporation of P4P-like activities. Members were pleased with the plans to build resilience and develop exit strategies.
41. In response to a member's question, the Country Director noted that the CP would support 1,000 farming households in 2015, in close cooperation with the Government's Disaster Management and Mitigation Unit at provincial and national levels, making use of their grassroots network.
42. The Country Director expressed gratitude to Board members for their constructive comments.

ASIA PORTFOLIO

43. The regional bureau had initiated a strategic review process of WFP's work in Asia using a planning horizon of 10–15 years. It took into account the impact of urban hunger and persistent stunting, within a context of strong government capacities and capabilities. A larger and larger proportion of WFP's projects in Asia were focused on scaling up. WFP would increasingly work through national governments and align its programme strategies at the country level with global frameworks, including the Zero Hunger Challenge, the World Conference on Disaster Risk Reduction (Sendai), the World Humanitarian Summit and climate change discussions. Major strategic partnerships to be pursued included FAO, the Asian Development Bank, the Association of Southeast Asian Nations, the South Asian Association for Regional Cooperation and the World Bank.
44. The five strategic areas for the region remained: scaling up nutrition (SUN); strengthening government social safety nets; building resilience, mobilizing better emergency preparedness and response; and urban food security. Disaster risk reduction and management would help integrate these areas of work; a new resilience analysis approach would

contribute to reducing the impacts of climate change in disaster-prone areas. WFP was also exploring piloting programmes to address food insecurity in urban areas, starting with Yangon, Myanmar.

45. The Regional Director provided some performance highlights of interventions to date. Nutrition rates were improving among refugee children in Bangladesh, community asset scores were responding to programmes in Myanmar, and work with the Government of India had contributed to more efficient public food-distribution system. The Regional Director thanked the Board for its partnerships and support for 15 million people in 14 countries.
46. The Regional Director agreed with the Board that climate change had significant effects in the region, and informed the Board that the regional bureau would apply lessons learned from the Ebola virus disease response and disease response in general.

Summary Evaluation Report – Indonesia Country Portfolio (2009–2013) and Management Response (*for consideration*) (2015/EB.1/8)

47. The Director of OEV introduced this evaluation, which covered a period of rapid change in Indonesia's development. The Secretariat was implementing the nine recommendations, and emphasized that WFP's prototype projects served as a precursor to its capacity development activities rather than an alternative.
48. The Board was particularly interested in the evaluation's important conclusions regarding WFP's shift from food aid to assistance in a MIC context, and the scaling down of direct support. The evaluation findings provided valuable lessons for informing WFP's approach in MICs, although individual responses must be based on the context of the MIC concerned.
49. Members welcomed WFP's use of prototype projects as a way of making use of its limited resources. They recognized that resource shortfalls had impaired portfolio performance, including in the country office's partnerships. The Board was pleased to hear that evaluation findings were guiding development of the new CP.
50. The Executive Director noted that assessing the impact of assistance activities required new ways of measuring results beyond tonnages distributed and beneficiaries served. These new methods had to be acceptable to donors, the Board, governments and beneficiaries.

Protracted Relief and Recovery Operations – Philippines 200743 (*for approval*) (2015/EB.1/9)

51. The Country Director explained that with the political situation in Mindanao stabilizing, the aim of protracted relief and recovery operation (PRRO) 200743 was to support recovery and cooperate with the Government in building sustainable resilience based on partnerships. Food or C&V would be utilized as circumstances dictated, and gender was mainstreamed in all components. A priority was to address stunting among children, in alignment with the SUN movement. Hand-over would be gradual as local capacities were developed.
52. The Board noted that hunger and malnutrition persisted in spite of significant economic development in recent years; the situation was exacerbated by frequent weather-related disasters. Board members supported the focus on addressing stunting, supporting local organizations and developing capacities for recovery and development. The exploitation of WFP's comparative advantages, the synergies with government policies and programmes, the attention to gender issues and the hand-over policy were warmly welcomed. Board members noted that partnerships would minimize duplication and maximize efficiency, and welcomed the alignment with national development plans. Clarification was

requested as to cooperation with other United Nations agencies, the targeting of food reserves and component costs.

53. The Country Director stressed that partnerships with FAO, IFAD, municipalities and academic institutions aimed to build sustainable capacities in disaster preparedness and response; cooperation with banks was ongoing in connection with C&V. Food contingency stocks were intended for distribution to any area of the country affected by an emergency. Reduction of transaction costs in partnerships helped keep operational costs under control.

LATIN AMERICA AND THE CARIBBEAN PORTFOLIO

54. The Regional Director drew attention to the long dry spell and delay of rainfall in Central America during the first cropping season of 2014, which had affected the food security of the most vulnerable households and led to a continued need for humanitarian assistance and support for livelihoods. WFP was working with government counterparts to confront the crisis. While expressing gratitude for donor contributions of more than USD 15 million, the Regional Director stressed that an additional USD 18 million were needed to meet current needs.
55. WFP's capacity in Haiti was compromised by a lack of resources to assist a large food-insecure population in the areas of school feeding, asset creation, nutrition for people living with HIV and tuberculosis, and emergency preparedness. Heavy flooding in Bolivia had placed WFP on alert. In Bolivia, Honduras and Peru, WFP provided technical support to national governments to improve the quality and sustainability of their own school feeding programmes. In the Dominican Republic, the partnership between WFP and the Government had contributed to an almost 50 percent reduction in anaemia rates among 75,000 children included in the national programme "Progressing with Solidarity", which involved the distribution of micronutrient powder and fortified food.
56. In the Caribbean, WFP led capacity development and South–South cooperation initiatives on humanitarian assistance for Cuba, the Dominican Republic and Haiti.
57. WFP had worked to expand the use of C&V; in 2014 alone, the share of C&V in the regional portfolio had increased from 10 to 30 percent. The trust fund mechanism was expected to provide USD 67 million for the region, 85 percent of which was investments by the governments of Colombia and Honduras to support WFP work in their own countries.

Budget Increases to Development Activities – Honduras Country Programme 200240 (for approval) (2015/EB.1/10)

58. The Country Director presented this budget increase, which responded to increased needs and a changing government strategy. The Zero Hunger Challenge was within reach in Honduras, making it a good time to invest in the country's development.
59. The Board supported the increase, which took into account government priorities and those of the Dry Corridor Alliance. Members urged the Secretariat to enhance WFP's engagement and coordination with the Alliance and other organizations working on food security in Honduras.
60. Responding to the Board's points, the Country Director noted that the CP aimed to fill gaps without duplicating efforts with the PRRO.

Protracted Relief and Recovery Operations – Colombia 200708

(for approval) (2015/EB.1/11)

61. The Country Director emphasized that PRRO 200708 promoted dietary diversity among internally displaced persons and supported the rebuilding of livelihoods of people affected by conflict. Conditional vouchers were to be combined with nutrition trainings. On the basis of context analysis, components would focus on local purchases, protection and women's empowerment, taking into consideration local government priorities and partners' capacities.
62. The Board welcomed the innovative nature of the PRRO, and recommended that interventions take into account the inequities between urban and rural poor populations, especially considering the improving economic indicators of the country. Board members approved the alignment with the Zero Hunger Challenge and the national development plan with the emphasis on sustainable agriculture, gender equality, support for small farmers, local purchases and the development of sustainable assets that build resilience. The consultative and inclusive approach to planning and hand-over options were also approved, particularly with regard to anticipating and managing risks.
63. In response to Board questions, the Country Director explained that bi-national activities involved consultations between Colombia and Ecuador, with the participation of Office of the United Nations High Commissioner for Refugees (UNHCR), WFP and the International Organization for Migration. The tracking and monitoring of the voucher modality would be carried out with partners and included financial controls. Partnerships with FAO and others were being developed to increase agricultural production and improve marketing skills. The areas where WFP worked were extremely remote and presented challenges to monitoring and the introduction of innovative tools. The PRRO was aligned with the countries' humanitarian strategy; United Nations Development Assistance Framework and WFP coordinated the food and nutrition security cluster with FAO and the United Nations Children's Fund (UNICEF), preventing duplication.

WEST AFRICA PORTFOLIO

64. The Regional Director described the West Africa bureau's 2014 strategic analysis focussing on the Central African Republic, Mali and Nigeria, which had led to a significant shift from country-based approaches to a broader regional approach.
65. The Central African Republic regional operation covered five countries and spanned two regional bureaux. The approach had resulted in more equitable provision of nutrition assistance and sharing of lessons learned on the integration of food security and nutrition.
66. The regional emergency operation (EMOP) for refugees from Mali was extended into a third year as insecurity continued, while the Mali PRRO would assist people who could return.
67. The Nigeria regional EMOP covered Niger, Chad and Cameroon; as many as 3 million people were expected to face food gaps. A recent incursion of Boko Haram had led to evacuation of staff in Niger. Although WFP does not have an office in Nigeria, it was working with partners there on preparedness and capacity-development activities.
68. WFP had 1,000 people working on the Ebola response. Focus groups were providing feedback on the effectiveness of food assistance and a monitoring initiative with partners was contributing to a broader evidence base. Local producers and traders were being supported as a stimulus to markets. Governments were asking to use WFP's logistics

network for health and safety equipment, and WFP and the World Health Organization (WHO) were working in partnership to work at the community level to get to zero Ebola cases. WFP was undertaking risk management reviews of the operation.

69. WFP and the ministries of education of West Africa were developing home-grown school feeding initiatives, while WFP and UNICEF were working on a five-year multi-sectoral approach to nutrition security.
70. The Regional Director emphasized the vital importance of monitoring and vulnerability analysis, and her hope that in 2015 no new crisis would detract from nutrition and monitoring work.
71. Mr Bruce Aylward, Deputy Director-General of WHO, updated the Board on the Ebola situation. He described the horrific nature of the disease, which had affected nine countries and devastated communities, health services and livelihoods, with humanitarian and political consequences. The usual disease-control strategy of community ownership, case finding, and contact tracing had shifted to focus on scaling up burial teams and building treatment centres, along with behaviour change campaigns. This strategy rapidly decreased Ebola cases but the viral disease was still a serious threat over large areas.
72. WFP was a central player in the emergency operation not only in providing food assistance but also managing the air bridge conducted by United Nations Humanitarian Air Service maintaining a supply chain, and building warehouses and treatment centres. A special operation would help governments detect any new Ebola outbreaks.

EAST AND CENTRAL AFRICA PORTFOLIO

73. The Regional Director reported that the region's food security and nutrition status had generally improved since September 2014, but pockets of crisis remained, particularly in Ethiopia, Kenya, Somalia and South Sudan. WFP's regional-level collaboration with UNICEF, FAO, UNHCR and OCHA had improved, with shared food security monitoring and contingency planning.
74. The Level 3 crisis in South Sudan had an impact across the region. The country's total dependence on food deliveries was highlighted at a recent donor conference, which raised more than USD 500 million; 2.5 million people were acutely food-insecure, with more expected during the mid-year hunger season. WFP was expanding its lifesaving food support to reach 3.2 million people, and had a three-month window in which to pre-position food for the rainy season; failure to do so would increase delivery costs by USD 180 million. Resources for the pre-positioning were needed now.
75. A resource shortfall of 61 percent across the region had resulted in 350,000 fewer people on livelihood programmes in Somalia and further cuts in Uganda and other countries; pipelines for Kenya and Somalia had improved since September.
76. There existed the possibility that elections in Burundi could trigger violence and instability: the Burundi country office had contingency plans for scaling up operations if necessary. After 20 years, WFP's Somalia country office had returned to Mogadishu, with 35 staff, including 7 international.
77. A Board observer confirmed the importance of pre-positioning in South Sudan.

Protracted Relief and Recovery Operations – Kenya (refugees) 200737
(for approval) (2015/EB.1/12)

78. The Country Director drew attention to the huge number of refugees in Kenya, most of whom had little prospect of returning and were dependent on humanitarian assistance for the time being. The operation was based on biometric targeting; a feedback system helped ensure protection and optimization of services. Vouchers that substituted part of the general food ration would improve food consumption scores; minimize waste arising from sales of part of the ration; and stimulate local markets and agriculture. Given the inequalities arising in the camps' informal economies, differentiated assistance was being considered for the future.
79. The Board noted the refugees' dependence on government and international assistance. It endorsed the objectives of the operation and biometric targeting, and noted that vouchers would support choice and boost local markets. Members urged WFP to seek ways to enable refugees to develop livelihoods within the constraints of the encampment policy, bearing in mind the needs of host communities. They endorsed the focus on nutrition, particularly for women and children, and urged complementarity with PRRO 200736.
80. The Country Director pointed out that local markets were able to respond to demand created by the foreseen voucher transfers. The operation was aligned with the country integrated development plans and the partnership with the World Bank. The population group for the voucher pilot had been restricted to a manageable size for learning purposes. Following a comprehensive socio-economic study of the Dadaab and Kakuma camps and assessments, it was expected that graduated vulnerability-based targeting would eventually replace the current entitlement-based system.

Protracted Relief and Recovery Operations – Kenya (relief) 200736
(for approval) (2015/EB.1/13)

81. The Country Director related that the operation focused on reducing vulnerability, with resilience-building at its core. The components were to be integrated into the national safety net framework through strong partnership with the Government; partnerships with FAO and IFAD supported farmers in gaining access to credit and inputs. A gradual hand-over was integral to the operation.
82. The Board endorsed the move to more resilience-based programming, and recommended greater attention to developing capacities. Board members also appreciated the involvement of women in interventions and the use of electronic payments, which would enhance nutrition and support local economies. The alignment of the operation with national policies and programmes was praised, and the need for monitoring with a view to adapting and optimizing WFP's services was noted. The inter-agency cooperation was appreciated, but more details of the activities were requested.
83. Thanking the Board for its observations, the Country Director mentioned that capacity development under PRRO 200736 was linked to the current CP, and that beneficiaries graduating from WFP assistance would be taken into the programmes run by FAO and IFAD, in collaboration with the Ministry of Agriculture. The feedback system would be augmented to maximize accountability and guarantee the dignity of beneficiaries. Given that the long-term aim was to hand all the activities over to government social systems, capacity development and leadership training were crucial.
84. The Country Director thanked all donors for their support for WFP's work in Kenya.

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

85. The Regional Director reported that WFP's work in the region included Level 3 emergencies in Iraq and the Syrian Arab Republic, and Level 2 emergencies in Libya, Ukraine and Yemen.
86. In Iraq, access problems persisted in areas controlled by the Islamic State in Iraq and the Levant (ISIS); 2.2 million people were displaced, but the public distribution system had resumed, and WFP was supporting up to 1.4 million people. The Syrian operation supported almost 4.3 million people with food assistance; costs had been reduced following harmonization with other actors. WFP planned to introduce food assistance for assets, expanded school feeding and a targeted supplementary feeding programme. It supported 2 million Syrian refugees in other countries.
87. In Libya, WFP access from Tunisia and Egypt facilitated the delivery of 500 mt of food to support western and eastern areas; plans were to support an average of 115,000 beneficiaries per month. In Ukraine, WFP had reached 46,000 beneficiaries, with plans to reach 190,000 by June; it had strengthened its Kiev office and established sub-offices in the east. Food security in Yemen was deteriorating; in 2015 WFP would reach about 5 million beneficiaries. The Sudan EMOP had been extended in support of 3.7 million beneficiaries until a new PRRO started in June; the humanitarian corridor to South Sudan had been extended for six months.
88. Throughout the region, WFP focused on support to safety nets, including school feeding, which the Russian Federation supported in six countries. C&V accounted for 23 percent of the region's USD 1 billion budget. Funding shortfalls threatened WFP programmes in Algeria, Iraq, Libya, the Syrian Arab Republic, Ukraine and Yemen.
89. In response to questions, the Board heard that beneficiary numbers in Ukraine were based on inter-agency assessments. Harmonization of the food basket for the Syrian regional operation had reduced the voucher value and led to cost savings.

Oral Report on the Joint Meeting of the Executive Boards of

UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)

90. The President of the Board reported on the Joint Meeting of the Boards (JMB) held on 2 February in New York on the theme of innovation. For the first time, the Secretary-General of the United Nations had opened the JMB, emphasizing that innovation was not an end in itself but must lead to increased positive impacts, and that there was always a risk of failure, which should inform learning.
91. At the first session, during which WFP showcased its vulnerability analysis and mapping system for collecting food security data via mobile phones, discussions concluded that the users of innovations, including beneficiaries and local experts, were central to the development of successful projects. The results of a poll of the membership present demonstrated a perception that innovation was more likely to come from the private sector and governments rather than international organizations; discussions focussed on the work the United Nations needed to do to profile its innovation work. Other conclusions were that: innovation included developing new cultures and ways of doing business; risk-takers should be rewarded, including those who learned from failure; and excessive reporting requirements from governing bodies could hamper innovation.

92. Participants in the second session – on innovation in the Post-2015 Development Agenda – noted that gathering views of millions of people around the world through social media to provide their inputs into the agenda was itself an innovation; these innovative processes had to continue as the agenda was adopted and implemented to ensure accountability to those it was designed to serve. WFP spoke about its innovations such as C&V and mobile-phone collection of data on needs.
93. The Secretariat added that innovation often saved money; for example, the use of biometric data in Kenya could save WFP up to USD 1 million per month.

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

The Board adopted the Agenda.

9 February 2015

Election of the Bureau and Appointment of the Rapporteur

In accordance with the Rules of Procedure of the Board, the Board elected Mr Samuel Beever (Australia, List D) as President for a one-year term. Ms Vibeke Gram Mortensen (Denmark, List D) was elected as Alternate.

The Board elected Ms Elvira Elena Barrios Icaza (Panama, List C) as Vice-President. Mr Juan Carlos Sarmiento Umbarila (Colombia, List C) was elected as Alternate.

The Board elected as members of the Bureau, representing the other three WFP electoral lists, for a one-year term: Mr Robert Sabiiti (Uganda, List A); H.E. Saywan Sabir Mustafa Barzani (Iraq, List B) and Mr Victor Fedorinov (Russian Federation, List E). Elected as Alternates were: H.E. Crisantos Obama Ondo (Equatorial Guinea, List A); Mr Lee Je-hyoung (Republic of Korea, List B); and Mr Andrzej Halasiewicz (Poland, List E).

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Andrzej Halasiewicz (Poland, List E) Rapporteur of the First Regular Session of 2015.

9 February 2015

The decisions and recommendations in the current report will be implemented by the Secretariat in the light of the Board's deliberations, from which the main comments will be reflected in the summary of the work of the session.

CURRENT AND FUTURE STRATEGIC ISSUES**2015/EB.1/1 Opening Remarks by the Executive Director**

The Board took note of the presentation by the Executive Director. The main points of the presentation and the Board's comments would be contained in the summary of the work of the session.

9 February 2015

EVALUATION REPORTS**2015/EB.1/2 Summary Evaluation Report of WFP's Cash and Voucher Policy (2008–2014) and Management Response**

The Board took note of “Summary Evaluation Report of WFP’s Cash and Voucher Policy (2008–2014)” (WFP/EB.1/2015/5-A) and the management response in WFP/EB.1/2015/5-A/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

9 February 2015

2015/EB.1/3 Summary Evaluation Report of WFP's Use of Pooled Funds for Humanitarian Preparedness and Response (2009–2013) and Management Response

The Board took note of “Summary Evaluation Report of WFP’s Use of Pooled Funds for Humanitarian Preparedness and Response (2009–2013)” (WFP/EB.1/2015/5-B) and the management response in WFP/EB.1/2015/5-B/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

9 February 2015

2015/EB.1/4 Summary Report of the Strategic Evaluation of WFP's Pilot Purchase for Progress Initiative (2008–2013) and Management Response

The Board took note of “Summary Report of the Strategic Evaluation of WFP’s Pilot Purchase for Progress Initiative (2008–2013)” (WFP/EB.1/2015/5-C) and the management response in WFP/EB.1/2015/5-C/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

9 February 2015

ADMINISTRATIVE AND MANAGERIAL MATTERS**2015/EB.1/5 Reports by the Joint Inspection Unit Relevant to the Work of WFP**

The Board took note of the information and recommendations in “Reports by the Joint Inspection Unit Relevant to the Work of WFP” (WFP/EB.1/2015/10).

9 February 2015

SOUTHERN AFRICA PORTFOLIO

2015/EB.1/6 Country Programmes — Madagascar 200733 (2015–2019)

The Board approved proposed country programme Madagascar 200733 for 2015–2019 (WFP/EB.1/2015/6-A), for which the food transfer requirement is 49,677 mt at a cost of USD 31.6 million, the cash and voucher transfer cost is USD 3.2 million, and the capacity development and augmentation cost is USD 7 million. The total cost to WFP is USD 69 million.

9 February 2015

2015/EB.1/7 Budget Increases to Development Activities — Zambia Country Programme 200157

The Board approved the proposed budget increase of USD 9.2 million for Zambia country programme 200157 (WFP/EB.1/2015/7-A/2), with an extension of ten months from March 2015 to December 2015.

9 February 2015

ASIA PORTFOLIO

2015/EB.1/8 Summary Evaluation Report – Indonesia Country Portfolio (2009–2013) and Management Response

The Board took note of “Summary Evaluation Report – Indonesia Country Portfolio (2009–2013)” (WFP/EB.1/2015/5-D) and the management response in WFP/EB.1/2015/5-D/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

10 February 2015

2015/EB.1/9 Protracted Relief and Recovery Operations — Philippines 200743

The Board approved the proposed Philippines protracted relief and recovery operation 200743 “Enhancing the Resilience of Communities and Government Systems in Regions Affected by Conflict and Disasters” (WFP/EB.1/2015/7-B/1).

10 February 2015

LATIN AMERICA AND THE CARIBBEAN PORTFOLIO

2015/EB.1/10 Budget Increases to Development Activities — Honduras Country Programme 200240

The Board approved the proposed budget increase of USD 12.2 million for Honduras country programme 200240 (WFP/EB.1/2015/7-A/1/Rev.1).

10 February 2015

2015/EB.1/11 Protracted Relief and Recovery Operations — Colombia 200708

The Board approved the proposed protracted relief and recovery operation Colombia 200708 “Reintegration of Persons Affected by the Conflict” (WFP/EB.1/2015/7-B/2*).

10 February 2015

EAST AND CENTRAL AFRICA PORTFOLIO**2015/EB.1/12 Protracted Relief and Recovery Operations — Kenya (refugees) 200737**

The Board approved the proposed protracted relief and recovery operation Kenya 200737 “Food Assistance for Refugees” (WFP/EB.1/2015/7-B/3*).

10 February 2015

2015/EB.1/13 Protracted Relief and Recovery Operations — Kenya (relief) 200736

The Board approved the proposed protracted relief and recovery operation Kenya 200736 “Bridging Relief and Resilience in the Arid and Semi-Arid Lands” (WFP/EB.1/2015/7-B/4).

10 February 2015

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD**2015/EB.1/14 Summary of the Work of the Second Regular Session of the Executive Board, 2014**

The Board approved “Draft Summary of the Work of the Second Regular Session of the Executive Board, 2014”, the final version of which would be embodied in the document WFP/EB.2/2014/14.

10 February 2015

ANNEX II**AGENDA**

1. *Adoption of the Agenda (for approval)*
2. *Election of the Bureau and Appointment of the Rapporteur*
3. *Current and Future Strategic Issues*
4. *Policy Issues*
 - Update on the Implementation of the Quadrennial Comprehensive Policy Review (for information)
5. *Evaluation Reports (for consideration)*
 - a) Summary Evaluation Report of WFP's Cash and Voucher Policy (2008–2014) and Management Response
 - b) Summary Evaluation Report of WFP's Use of Pooled Funds for Humanitarian Preparedness and Response (2009–2013) and Management Response
 - c) Summary Report of the Strategic Evaluation of WFP's Pilot Purchase for Progress Initiative (2008–2013) and Management Response
 - d) Summary Evaluation Report – Indonesia Country Portfolio (2009–2013) and Management Response

Operational Matters

6. *Country Programmes (for approval)*
 - Madagascar 200733
7. *Projects for Executive Board Approval (for approval)*
 - a) Budget Increases to Development Activities
 - Honduras Country Programme 200240
 - Zambia Country Programme 200157
 - b) Protracted Relief and Recovery Operations
 - Colombia 200708
 - Kenya (refugees) 200737
 - Kenya (relief) 200736
 - Philippines 200743

8. ***Reports of the Executive Director on Operational Matters (for information)***
 - a) Budget Increases to Development Activities approved by the Executive Director (1 January–31 December 2014)
 - b) Protracted Relief and Recovery Operations Approved by the Executive Director (1 July–31 December 2014)
 - Ecuador 200701
 - Madagascar 200735
 - Nepal 200787
 - c) Budget Increases to Protracted Relief and Recovery Operations Approved by the Executive Director (1 July–31 December 2014)
 - d) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 July–31 December 2014)
9. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2015–2016) (*for information*)
10. ***Administrative and Managerial Matters***
 - Reports by the Joint Inspection Unit Relevant to the Work of WFP (*for consideration*)
11. ***Summary of the Work of the Second Regular Session of the Executive Board, 2014 (for approval)***
12. ***Other Business***
 - Oral Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)
13. ***Verification of Approved Decisions and Recommendations***

ACRONYMS USED IN THE DOCUMENT

C&V	cash and vouchers
CERF	Central Emergency Response Fund
CP	country programme
EMOP	emergency operations
JIU	Joint Inspection Unit
JMB	Joint Meeting of the Boards
MICs	middle-income countries
OCHA	Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation
P4P	Purchase for Progress
RBA	Rome-based agency
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
WHO	World Health Organization