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SUMMARY OF THE WORK OF THE SECOND REGULAR SESSION OF THE EXECUTIVE BOARD, 2013

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

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CURRENT AND FUTURE STRATEGIC ISSUES

Opening Remarks by the Executive Director (2013/EB.2/1)

1. The Executive Director welcomed all delegates, making special mention of those who had arrived from their capitals. She opened by stating that threats to humanitarian access were a major concern for WFP and other humanitarian agencies, particularly for the Syrian regional response and for operations in Mali, Afghanistan and parts of Pakistan. Even though WFP was consistent in observing internationally accepted humanitarian principles, its staff, partners and beneficiaries were regularly threatened. More non-state armed actors were involved in conflicts, and the distinction between peacebuilding and humanitarian elements in the United Nations systems was often blurred. She emphasized that it was critical for WFP and other humanitarians to clearly communicate their obligations, manage and share risks, and prevent the politicization of food-assistance operations.
2. Noting that the Millennium Development Goal deadline in 2015 was fast approaching, the Executive Director urged the Board to help ensure that food security and nutrition were high on the post-2015 sustainable development agenda and to reaffirm the commitment to making food accessible to those in need. Increased collaboration among the Rome-based agencies (RBAs) was reflected in the award for successful joint programmes; the next award ceremony would be convened at WFP during the 2014 Annual Session and those winners were to participate in a side-event at the upcoming United Nations General Assembly (UNGA). The RBAs would work with the Board to develop more sustainable funding mechanisms for the Committee on World Food Security (CFS). RBAs were also working to further the joint programme for the empowerment of rural women launched in 2013. The Executive Director briefed the Board on inter-agency dialogue and actions for operationalizing the Quadrennial Comprehensive Policy Review (QCPR) and the Transformative Agenda.
3. With regard to policy developments, the Executive Director noted the guidance to staff provided in the document on peacebuilding and referred to the revised school feeding policy: partnerships with the United Nations Children's Fund (UNICEF) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) enhanced educational opportunities and improved operational tracking mechanisms. In the view of the Executive Director, the USD 4.2 billion estimated funding figure used in the Management Plan was a reasonable projection given WFP's large operational requirements, reflecting the needs to prioritize and to address the current funding gap. The Fit for Purpose initiative continued to result in greater economies and efficiencies across WFP: travel costs had been reduced by USD 9 million in one year and enhanced energy efficiency at WFP facilities around the world would save up to USD 1.5 million. An increase in the number of evaluations of single operations would help to improve accountability and to identify successful approaches for replication.
4. In view of its aim to be the "partner of choice", WFP was developing a new partnership strategy and action plan, and in August had launched a Partnership Innovation Fund for non-governmental organizations (NGOs) and WFP country offices. WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) continued to work to expand the use of cash and vouchers (C&V) in refugee operations. Priority continued to be given to cooperation with the Scaling Up Nutrition (SUN) movement and targeted efforts with the United Nations Population Fund, UNICEF and other United Nations agencies along with regional bodies such as the African Union.

5. The Executive Director drew the Board's attention to important emergency operations such as those in the Central African Republic, the Democratic Republic of the Congo (DRC), Kenya and Yemen, where shortfalls were an immediate operational concern. She also reported on the status of WFP's Syrian emergency response, noting that C&V modalities now accounted for 90 percent of the response and were helping to maintain regional stability.
6. Commemorating the 150th year of the International Committee of the Red Cross (ICRC), its President Mr Peter Maurer thanked the Board and Executive Director for the opportunity to speak and praised the partnership between WFP and the ICRC at both central and field levels. He noted the evolving context of international humanitarian law and the increasing number of Red Cross and Red Crescent national societies. Current challenges included high levels of violence, new weapons, battles waged in densely populated areas and the disperse nature of power. While there were record numbers of internally displaced persons (IDPs) and long-term refugees, austerity budgets were limiting the support of traditional donors. Increased earmarking of funds for high-visibility conflicts was leading to neglect of other needs.
7. Lack of humanitarian access prevented both adequate needs assessments and provision of assistance, while the fragmentation of armed groups made it crucial to ensure adequate communication with the right actors. Missions integrating civilian and military personnel heightened the need for neutral and independent actors. A lack of respect for health care personnel was of particular concern: it was unethical and increasingly difficult to distinguish between combatants and civilian populations when medical assistance was needed. A possible mitigation measure would be to facilitate evacuation for treatment outside combat areas.
8. Mr Maurer emphasized the importance of preserving the autonomy and neutrality of national societies of the Red Cross and Red Crescent and of ensuring they were not overstretched. The ICRC and the International Federation were finalizing a model agreement with WFP governing national societies. Work was also ongoing with WFP to define and structure civilian–military relations; ensure collaboration at the outset of emergencies; and to address the implications of anti-terrorism.
9. In closing comments, Mr Maurer paid tribute to WFP, saying that reports had repeatedly shown it to be one of the most efficient and effective United Nations agencies. He reiterated that neutral, impartial and independent humanitarian action required active political support from Member States.
10. The Board welcomed the Executive Director's overview and the remarks of Mr Maurer. It commended the Executive Director's leadership in implementing institutional changes that had increased efficiency and improved service delivery and accountability, and in enhancing WFP's leadership in the international humanitarian system. The Board was unanimous in applauding the commitment and dedication of WFP staff, many of whom worked in insecure and dangerous situations, and recommended that staff protection policies be updated to reflect the changing security and humanitarian environment. The Board also highlighted the need to continue the dialogue to manage humanitarian needs and expectations in increasingly volatile security situations, citing the Syrian operation as a milestone in WFP's history. The Board also commended the recent Global Staff Survey as a contribution to enhanced accountability.
11. Some Board members observed that humanitarian needs were starting to outrun resources as governments found it increasingly difficult to find funding. The Board expressed concern that humanitarian access was being eroded as operational environments became more complex and insecure. In this context WFP's shift to food assistance modalities was proving

effective and sustainable in emergency and protracted humanitarian situations, and its revised policies were consistent with the need to promote development under the post-2015 agenda. Board members were encouraged by evidence that WFP was able to evolve and improve to meet emerging challenges. They urged WFP to be realistic and pragmatic in addressing its funding gap: increased coordination with partners, new funding options and greater efficiency would all be part of this process.

12. The Board noted with approval that WFP's activities were increasingly contributing to national programmes and hence promoting resilience: the new approach to school feeding and the use of locally grown foods were good examples. Board members also approved the consultative and often innovative approaches adopted in developing such activities, and recommended that WFP ensure that policies and guidelines were updated accordingly and that partnerships were developed – especially with the RBAs – to implement the programmes. One focus for this work could be the International Year of Family Farming in 2014.
13. The ongoing needs to diversify the donor base and develop new financing options was noted by several Board members: this work would have to be based on sound analysis. WFP must ensure that its country offices had the tools and skills to implement and develop new approaches and to establish partnerships to leverage resources, for example by working directly with credit card companies to develop cash-based modalities. In this context the development of local capacities was an essential aim.
14. Board members stressed that dialogue with new and existing partners must continue to be a priority; working in partnerships would also reduce competition for resources. Some Board members emphasized that the WFP must focus on its comparative advantages such as vulnerability analysis and mapping (VAM) expertise and its food assistance capacities.
15. The Board praised WFP's commitment to humanitarian principles and to maintaining human dignity in all its interventions, noting that consultation and involvement with local organizations was an effective means of achieving this aim. Members recalled that the geography of poverty and hunger was changing, and that many of the world's poorest people lived in middle-income countries: WFP's evolving approaches must take this into account as part of its work in implementing its Strategic Plan. Board members noted that food and nutrition security was an underlying theme of the "Feeding the Planet" Expo 2015 in Milan, to be financed by the Italian Government; Board members anticipated that WFP would make a significant contribution to this event.
16. Observing that the topics raised in the discussion would be covered during the current session, the Executive Director thanked the Board for its observations and support and looked forward to fruitful debate.

POLICY ISSUES

WFP's Role in Peacebuilding in Transition Settings (2013/EB.2/2)

(for approval)

17. The policy responded to country office requests for more guidance on peacebuilding and the Board's request for more information on WFP's role in transition settings. Following the latest Board consultation in September 2013, the document had been adapted to better define the terminology used; clarify the policy's scope; highlight WFP's role in risk analysis rather than conflict analysis; emphasize the importance of United Nations integration issues; and

outline the resource implications of implementing the policy, which involved marginal investments in existing instruments and capacities rather than the development of new ones.

18. The Board welcomed the policy, which identified the boundaries of WFP's engagement in this very sensitive area and considered peacebuilding at the local as well as the national level. Members noted that it was important that WFP participate in the wider United Nations system efforts and that it work with partners, in particular the United Nations Peacebuilding Commission. WFP should support the whole-of-government approach outlined in the document; peacebuilding required dynamic, context-specific engagement. Ideally training could be extended to national partners. Some members requested more details on the guidance to be provided to country offices for implementing the policy in the field.
19. The Board noted that WFP's contribution to preventing conflict would require fully funded programme plans and coordination with United Nations country teams (UNCTs); the financial implications of implementing the policy should be more clearly identified. The policy should be aligned with the Strategic Results Framework of WFP and other United Nations agencies. Adherence to the humanitarian principles was essential, and efforts to ensure access to affected populations should be part of programme preparation.
20. Members observed that while addressing hunger could reduce the risk of conflict, long-term solutions also depended on other causes of conflict, which should be analysed. WFP should also analyse the structural causes of hunger that go beyond conflict. WFP programmes should ensure the right balance between responding to the needs of conflict-affected populations and supporting other vulnerable groups.
21. The Board requested that a timeline for review of other WFP policies related to transition settings be presented at the 2014 Annual Session and an update on implementation of the policy be submitted to the 2014 Second Regular Session. The Secretariat agreed to the requests, as reflected in the reworded Board decision approving the policy.

WFP Strategic Results Framework (2014–2017) (2013/EB.2/3) (for approval)

22. The Executive Director thanked the Board for deferring discussion of the SRF, which had allowed alignment with the SRFs of other United Nations agencies and incorporation of issues raised at Board consultations. The document would be adjusted as it was put into use, and adapted to the post-2015 agenda.
23. The Secretariat outlined the main features of the SRF. Outcome 1.2 was worded to capture individuals in addition to households when a project targeted individuals; the food consumption indicator was adapted to cover consumption at the individual level when required. "Enrolment rate" had been added under Strategic Objective 1 and "food consumption score" under Strategic Objective 4. Recent changes also included improved sex disaggregation and inclusion of a new indicator on gender.
24. The Board appreciated the robust consultation process that had guided development of the SRF and its alignment with other United Nations agencies. Members suggested providing a short explanation of the cross-cutting results and indicators; and to attempt to better disaggregate data by sex, age and disability. They also called attention to the need to ensure baselines were established as soon as possible in emergency settings.
25. The Board appreciated the introduction of business rules. It stressed that it was important that SRF indicators feed into aggregated reporting and that capacity development interventions be properly monitored. Concern was expressed about the removal of stunting and wasting indicators and the support some countries would need to monitor the new gender and protection indicators in particular. Members looked forward to receiving more detailed

information on the Management Results Framework (MRF) and on WFP's overall performance management system.

26. The Secretariat noted that increasing the disaggregation of data in the SRF required capacity and improved systems on the ground; roll-out of the country office management and evaluation tool (COMET) was important in this regard. Guidance was being developed to improve measurement of capacity development. Elevation of stunting and wasting indicators from outcome to impact level was in line with practices of the SUN initiative, involving the other United Nations agencies in the nutrition sector. There were difficulties inherent in tracking stunting and wasting of individual beneficiaries at project level.
27. The MRF was being developed in broad consultations, including with other United Nations agencies; indicators were to be validated at field level. The Secretariat would keep the Board informed and share more information on indicators in early 2014. The MRF was meant to guide day-to-day management as well as to report progress and was not expected to be submitted for Board approval.

Revised School Feeding Policy (2013/EB.2/4) (for approval)

28. The Secretariat drew attention to the consultative and evidence-based approach adopted in revising the policy. It stressed that the fundamental feature of the revised policy was WFP's intention to work with governments to develop their own national school feeding programmes. School feeding was to complement other national priorities and would serve as food-security safety nets, with benefits also in the education and nutrition of schoolchildren, particularly girls. Local food procurement and cost-efficiency was to be emphasized; food baskets would include fresh produce where possible. Enhanced results-measurement mechanisms would record outcomes for individuals and institutions.
29. The policy was well received by the Board. Members recommended that transfers to government ownership should be made initially in middle-income countries, and that collaboration with UNICEF be pursued to ensure that an appropriate package of support was provided. Concern was expressed over the potential complexities of school feeding in fragile states. Several Board members cautioned that many of the poorest children were not in school and thus might not receive the food and nutrition support that they needed.
30. Board members recommended that appropriate guidance and assessment tools be ensured. The use of locally procured food was strongly supported, particularly through Purchase for Progress (P4P), but members also urged WFP to ensure that food markets could cope with envisaged demand. The Board noted with satisfaction that regular assessments were programmed, which would help identify successful approaches for replication. Such assessments would also help WFP to prioritize its support; school feeding should not necessarily be prioritized over other approaches to reducing undernutrition, especially for the poorest groups. Board members recommended that school feeding be developed in collaboration with initiatives such as Nourishing Bodies, Nourishing Minds and in line with local educational and cultural practices.
31. The Secretariat appreciated the Board's observations, emphasizing that WFP was fully committed to efficiency and cost effectiveness. WFP would ensure that it benefited from the particular areas of expertise of partners including UNESCO, UNICEF, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the World Bank and the Partnership for Child Development as it adjusted to the new context in which governments sought WFP's support in establishing and maintaining national school feeding approaches.

Update on Collaboration among the Rome-Based Agencies (2013/EB.2/5) *(for consideration)*

32. This update was jointly developed by the three RBAs. The Secretariat suggested that similar updates be requested of the governing bodies of FAO and IFAD if joint reporting were to be the way forward.
33. Noting that collaboration was more relevant than ever, the Board commended RBA collaboration, especially in advocacy and policy mechanisms for food security, such as the post-2015 process and the CFS; the International Year of Family Farming in 2014 would provide additional opportunities. Members welcomed the new award for excellence in RBA country-level collaboration, suggesting that it be expanded at the regional level. They emphasized that RBA collaboration should also focus on field-level implementation of the Transformative Agenda and cluster coordination.
34. The Board stressed that WFP's collaboration and partnerships should be results-based and seen in the context of wider collaboration, especially at the country level; FAO's recent decentralization increased the opportunities for such collaboration. WFP should establish standards and guidelines for staff on collaboration and should raise awareness of inter-agency collaboration and its benefits. Members requested that future updates be submitted on an annual basis and include more information on: i) the cost savings from collaboration; ii) how the RBAs coordinated their resourcing; iii) harmonization of the RBAs' respective results frameworks including measurement of RBA coordination; iv) progress in Delivering as One in the eight pilot countries; v) good practices and lessons learned, including overcoming the challenges of collaboration; and vi) the numbers of joint projects led by each of the RBAs. Each agency should include financing for collaborative work in its annual budget. The Board also invited WFP to organize briefings on RBA collaboration in the setting of the post-2015 agenda.
35. The Secretariat emphasized that the update submitted provided only an overview of the main achievements over the past two years, although it had prepared separate examples of country-level collaboration. The RBAs would continue to enhance their collaboration, including for setting the post-2015 agenda and supporting the CFS Secretariat.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

WFP Management Plan (2014–2016) (2013/EB.2/6) *(for approval)*

36. The Executive Director expressed appreciation for the Board's inputs in the extensive preparatory consultations, and assured members that their concerns were being addressed. Programme Support and Administrative (PSA) investments supported changes in line with the Fit for Purpose initiative, with emphasis on field offices.
37. The Secretariat stressed that the anticipated USD 4.20 billion of funding in 2014 was realistic, and that the USD 5.85 billion level of operational requirements was based on country office plans and on a six-month provision for the Syrian emergency, while the remaining portion of the Syrian operation was presented in Annex IV, Unforeseen Requirements. Operations were being prioritized in line with the Strategic Plan and PSA costs were being contained by reducing Headquarters expenditures; but certain staff costs, and other costs including support for the Resident Coordinator system and United Nations Department of Safety and Security (UNDSS) requirements, had to be met. The benefits of PSA investment would often be evident indirectly in outcomes such as improved

supply chains rather than as economies reported in PSA documentation. Major aims for 2014 were to reduce non-recurring expenditure and minimize long-term liabilities.

38. The Board expressed its appreciation for the work that had gone into preparation of the Management Plan and for the detailed consultations held. The plan was a significant step in the realignment of WFP and a realistic resource base for the Strategic Plan. The Board appreciated the new monthly costs per beneficiary estimates, and supported the proposal to review the indirect support cost (ISC) rate. Some members were concerned that the funding required for large-scale operations such as the Syrian response could affect funding of other operations, but were pleased with the inclusion of a prioritization approach to manage the estimated funding gap.
39. There was general approval of the proposed Capital Budgeting Facility and for the increase in the Working Capital Financing Facility ceiling. Some members were concerned that unlike other United Nations agencies WFP was requesting a 10 percent increase in its PSA level. Observing that “one-time” expenditures had become regular, members recommended a review of the funding options for such items. Board members agreed on the need to identify new donors, obtain more multilateral funding, reduce the earmarking of contributions from the current level of 90 percent, and review the uses of the General Fund. A new approach to covering UNDSO costs would be needed. Several Board members requested details of the efficiencies and savings envisaged in the plan, and urged WFP to track them. Board members approved the focus on regional bureaux and country offices, but asked for clarification of the PSA implications of the new staff posts.
40. The Secretariat appreciated the Board’s observations and support, and undertook to do all it could to maximize value for money. It acknowledged that the Syrian emergency may absorb up to 20 percent of WFP’s resources in the coming year. The Secretariat agreed to provide more information on the ISC rate as requested. The Secretariat would try to report on efficiencies and savings in detail as requested by the Board, but this would call for costlier reporting approaches. It agreed to work with the Board on the format of future Management Plans.
41. The Executive Director closed by expressing her appreciation for the current transparent and effective dialogue between the Board and senior management.

EVALUATION REPORTS

Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Bangladesh (2008–2011) and Management Response (2013/EB.2/7) (*for consideration*)

42. The Director of the Office of Evaluation (OEV) presented the evaluation as the first in a five-country series. The evaluation had found positive results on beneficiaries’ economic status and disaster preparedness but not on their food consumption, dietary diversity or coping strategy scores. Evidence pointed to the programme’s contribution to women’s empowerment and social transformation. The lack of systematic monitoring and baselines limited the analysis that was possible.
43. Management welcomed the evaluation and agreed with all the evaluation recommendations.
44. The Board noted the significant positive results overall and supported the evaluation findings and recommendations. Success factors included community ownership; well-targeted assets; complementary partner resources; women’s participation; and the

innovative network approach. Members were concerned that households headed by women achieved fewer positive results than those headed by men, and that some programme activities had negative effects on women's well-being; they encouraged WFP to study this issue further. Asset-management plans should take into account the Government's limited resources and capacity. Members questioned why some assets were not completed. The Board encouraged management to enhance monitoring and establish clear base-lines and targets, and to coordinate among NGO and government partners for the eventual hand-over of projects.

45. In response, the Director of OEV noted that 13 percent of assets had not been completed, and underlined the importance of full asset monitoring during implementation. The network approach established a system of checks and balances that increased transparency and reduced risk of elite capture.
46. Management emphasized the need to be realistic about WFP's capacity to track the nutrition status of beneficiaries. Regarding a specific concern about a partner mentioned in a Transparency International report, the Regional Director pointed out that the partner in question was a technical partner. Women participants in the current project received a cash grant from the Government, with NGOs providing technical support; WFP expected those actions to enhance impacts on women participants. Lack of funds had impeded WFP from completing some of its projects.

Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Nepal (2002–2010) and Management Response (2013/EB.2/8) (*for consideration*)

47. The Director of OEV introduced this second impact evaluation in the five-country series. WFP's asset-creation activities had addressed immediate food security needs in the face of extended conflict, environmental crisis, poverty and inequality, but had limited effect on reducing chronic structural food insecurity.
48. Management agreed with all recommendations except recommendation 4 with which it partially agreed, noting that targeting needed to be improved in line with government policies and criteria.
49. The Board welcomed the evaluation and supported its conclusions and recommendations. Members stressed the need for an effective financing strategy, a balance between short- and long-term objectives, and clear asset-maintenance plans. The Board encouraged WFP to rigorously pursue partnerships, noting their potential for enhancing impacts. Members commended the high quality of OEV's evaluation reports and management's constructive approach to their recommendations. They looked forward to findings from the OEV Peer Review, and requested more information on how lessons from evaluations were used to support evidence-based decision-making, policy development and staff training.
50. Responding to the Board, the Director of OEV noted that it was not possible to conduct a full cost/benefit analysis due to lack of high-quality data. There were challenges to placing values on the wide range of benefits observed. OEV and management were collaborating closely on the monitoring and evaluation (M&E) strategy, and in consideration of the forthcoming recommendations from the Peer Review, OEV would continue to seek opportunities to increase engagement with the Board and management. She welcomed the suggestion to hold a seminar on evaluation methodology, possibly in collaboration with the evaluation offices of the other RBAs.

51. The Nepal Country Director reported that joint programming was required because WFP was not able to provide by itself the support package needed. The country office aimed to support communities for three years to enhance impact, but unless funding constraints were resolved, longer-term support could not be predicted. Geographical targeting was based on high-quality data and analysis by the VAM team working with the Government, in preparation for hand-over in the coming years. To address the social inclusion issue, food assistance for assets (FFA) activities should be better adapted for landless community members.

WEST AFRICA REGIONAL PORTFOLIO

52. The Regional Director outlined WFP's activities in the region's 19 countries, which – although geographically diverse – faced similar challenges. Global consensus on the importance of resilience-building provided an excellent opportunity for WFP to enhance sustainable solutions to hunger and malnutrition in the region. Country offices' common objectives were to establish safety nets, reinforce livelihoods, improve well-being and tackle the high levels of child malnutrition.
53. As households were increasingly forced to use negative coping strategies, WFP's responses helped support education, livelihoods and food security. Recent successes included local procurement and the establishment of village granaries in Cameroon; a cash-for-assets programme with IFAD to build community resilience in the Niger; and programmes with UNICEF for treating and preventing malnutrition with fortified food.
54. WFP facilitated nutrition activities and the prevention of child malnutrition through its relations with communities. With Oxfam, it used asset-creation activities to ensure nutrition screening in the Niger; and Tufts University was exploring ways of using WFP programmes as an entry point for promoting behaviour change. Linking school feeding to local procurement assisted small farmers, including women. Milk was being purchased locally in Burkina Faso, and rice was being purchased and processed locally in other countries. C&V were distributed in 11 countries, and accounted for 11 percent of WFP response in the region. The use of C&V was to be expanded, but most countries required prior capacity development, including in M&E.
55. Mali and the Central African Republic were level-2 emergencies, and WFP was stepping up its support in the areas with greatest needs. Protecting livelihoods and human capital while also protecting humanitarian staff in these risky situations was a challenge.
56. Fighting hunger and malnutrition needed good health care, education, environmental protection and empowerment of women. WFP efforts to establish safety nets and increase resilience therefore needed partners with a shared vision and multi-sectoral approaches.

Budget Increases to Development Activities – Mali Country

Programme 105830 (2013/EB.2/9) (for approval)

57. The Country Director introduced this one-year extension, which would bring the Country Programme (CP) into line with the next United Nations Development Assistance Framework (UNDAF) planning cycle and the policies and strategies of a new government. Although the situation in Mali was stabilizing, there was still chronic food insecurity. The budget increase would support rural and urban populations with activities based on partnerships and increased local purchases, including through P4P.
58. The Board welcomed the CP budget increase, which was clearly justified: Mali was recovering from drought and political disturbances and needed a sustainable strategy for

recovery. The increase would also allow the country office to maintain momentum on resilience-building including activities for northern Mali, and benefit approximately 1 million people. Members noted the balanced sharing of food and cash distributions among the five components and WFP's innovative involvement in the recycling of waste. They welcomed the focus on humanitarian activities and the country office's work with the Government and local partners, particularly as security issues often hampered WFP's ability to deliver.

59. Members encouraged the Secretariat to work with partners to find new ways of enhancing food production, including through increased irrigation systems. They urged the Mali country office to increase local purchases and cash distributions, in support of partners' work in increasing local production. Members cautioned that small-scale activities were not consistent with the building of long-term sustainability.
60. The Country Director confirmed that local food purchases were a priority for WFP in Mali and had increased in 2013; annual limits were set with the Government to avoid the risk of distorting markets. The expansion of agriculture was a government priority. WFP programming moving to larger-scale resilience programmes with partners and activities under the 2014 CP would therefore be more consolidated.

Budget Increases to Development Activities—Chad DEV 200288 (2013/EB.2/10) (for approval)

Budget Increases to Protracted Relief and Recovery Operations— Chad 200289 (2013/EB.2/11) (for approval)

61. The Chad Country Director emphasized that because of Chad's geographical situation, food-security shocks rapidly escalated into crises, and that the long civil war had left widespread insecurity. Even so, Chad was in many respects more stable than its neighbours and WFP's operations were largely unimpeded.
62. Chad development project (DEV) 200288 supported school feeding in 835 schools; the budget increase improved rather than expanded the existing programme. Modalities included promotion of school gardens and better cooking stoves, with the aim of enhancing children's food security, increasing attendance, particularly of girls, and raising educational standards. The Government had donated rice and sugar to WFP to support the programme.
63. Chad protracted relief and recovery operation (PRRO) 200289 aimed to improve nutrition among food-insecure refugees through C&V schemes, FFA and local procurement. Harvest yields were good in the south, but in the Sahel zone food prices were increasing and global acute malnutrition was above emergency levels. The operation supported the treatment of moderate acute malnutrition and the education of women at health centres, in line with the national plan for developing resilience. The country office was introducing C&V programming using mobile telephones and rationalizing its system of field offices.
64. The Board urged WFP to continue its collaborations with FAO and UNICEF in the PRRO, to ensure that DEV 200288 was fully aligned with the next UNDAF cycle, and to exploit opportunities for synergies between the two interventions in broadly the same area. The Board applauded the support provided by the Government and the alignment of the operations with national resilience-building programmes, and praised WFP's decision to promote C&V modalities. Board members approved of the capacity development elements of the operations, and urged WFP to work with UNHCR to optimize beneficiary data gathering.

65. In response, the Country Director thanked the Board for its positive observations, noting that WFP was already working with UNHCR on pilot self-sufficiency programmes, and was introducing biometrics to establish accurate beneficiary numbers and more vulnerability assessments to ensure that people in genuine need were prioritized.

Protracted Relief and Recovery Operations—The Niger 200583 (2013/EB.2/12) (for approval)

66. The Country Director noted that the Nigeriens feeding Nigeriens (3N) initiative provided excellent opportunities for collaboration with the Government. This PRRO focused on resilience-building in the most vulnerable areas and during lean seasons.

67. The Board commended the PRRO's emphasis on partnerships; alignment with national plans; capacity development activities in preparation for hand-over; support to women and children; and recognition that food aid was not always the best response. It applauded the PRRO's consultative, multi-sectoral approach, which included feedback from communities, its risk management efforts and its enhanced M&E.

68. Board members requested greater clarity on the PRRO's funding and prioritization; work with the Government, particularly in capacity development; plans for reducing stunting; use of unconditional cash and food transfers; and gender considerations. They encouraged the country office to enhance collaboration with partners, especially UNICEF. Members suggested that recent achievements in production capacities could mitigate potential crises; and were concerned that challenges facing pastoral communities and problems in neighbouring countries be taken into account. WFP should explore ways of reducing the PRRO's high operating costs, including through local purchases.

69. Responding to these points, the Country Director noted that the PRRO budget included contingency planning for an emergency. Yearly need was slightly over 2012 levels of USD 250 million, and WFP activities were usually about 70 percent funded. When funding shortfalls occurred, priority was given to the most vulnerable areas as identified by government assessments; beneficiary numbers were adjusted seasonally. WFP was working with partners involved in increasing crop production and was investigating the opportunities for local fortification of flour. High operating costs were mainly for transport, as escorts were often required; WFP aimed to use cash for 50 percent of its conditional transfers. It was too early to plan full hand-over although unconditional transfers would be reduced when targets were achieved. After years of under-investment in the Niger, the country now needed robust support.

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

70. The Deputy Regional Director noted that WFP's operations focused on resilience-building in partnership with other United Nations organizations and other humanitarian actors. The overall aims were to enhance resilience to disasters and to reduce risks to food security. In Haiti, FFA contributed to restoring livelihoods and preventing landslides and erosion. WFP coordinated with governments in the Andean region to promote food security through climate-change adaptation activities that prioritized women's work. In Central America, WFP worked as part of the regional Resilience Alliance to protect livelihoods among small-scale farmers in the Dry Corridor and was working with a highly participatory community resilience-building programme.

71. Emergency-preparedness work was conducted with regional organizations, United Nations partner agencies and NGOs. Emergency-response simulations had been organized in Central America, and early-warning systems were being improved throughout Latin America. WFP was on alert for a predicted active hurricane season. WFP expected to assist 266,000 people whose livelihoods had been affected by coffee rust. It was working with FAO and regional organizations to evaluate the impact of the blight and was responding through the Central America PRRO.
72. Food and nutrition assistance were being addressed in national-level partnerships whereby WFP provided expertise supported by government funding. Since 2006, Latin American governments had contributed USD 75 million to WFP operations in their countries and elsewhere. The approval of the new WFP Management Plan put the Panama Regional Bureau in a better position to support the expected 2.5 million beneficiaries in 2014, but donor contributions were still needed.

Protracted Relief and Recovery Operations—Central America 200490 (2013/EB.2/13) (for approval)

73. Presenting the PRRO for Central America, the Deputy Regional Director explained that a recent regional portfolio evaluation had concluded that the regional approach was appropriate for this project.
74. The Board welcomed the PRRO, which would improve food security and livelihoods for vulnerable populations and contribute to the sustainability of results achieved. The PRRO was in line with government commitments, including a recently agreed regional plan for disaster mitigation. Members noted that by procuring from P4P-supported farmer organizations, WFP would support smallholder producers, while enhancing community capacity development and emergency preparedness. The mix of cash and food transfers, when feasible, was welcomed. Members appreciated the emphasis on women, the monitoring system, and the PRRO's flexibility to respond to emergencies. They encouraged enhanced coordination with partners in addition to FAO and mainstreaming of gender and protection.
75. Responding to the Board's comments, the Deputy Regional Director noted that the PRRO focused on emergency response while country-specific WFP programmes included more resilience and emergency-preparedness activities. Food was pre-positioned where disasters were likely to occur and when requested by governments. WFP held stocks in regional depots in El Salvador, Ecuador and Panama and could provide advice and support to governments interested in establishing their own emergency preparedness stocks. High-energy biscuits were used in crises with massive displacement, when people had lost all their means of preparing food. The good results generated by WFP's many years of experience with activities such as reforestation and asset-building demonstrated WFP's comparative advantage in building resilience in Central America.

ASIA REGIONAL PORTFOLIO

76. The Regional Director drew attention to the regional emergency preparation plan being prepared with the Office for the Coordination of Humanitarian Affairs (OCHA) to provide for responses in Bangladesh, Indonesia, Myanmar, Nepal and the Philippines, where inter-agency logistics staging areas were being identified. WFP was also working with the Association of Southeast Asian Nations to develop capacities and resources for disaster management; some of the pre-positioned emergency supplies in the Malaysia United Nations Humanitarian Response Depot had already been used. In view of the changing demographics

of hunger – an increasing proportion of poor food-insecure people were to be found in urban areas – WFP was working to adapt its food assistance modalities to urban settings. Given that the majority of food-insecure people were now to be found in middle-income countries such as India and Indonesia, WFP was working with governments to develop appropriate safety-net systems. WFP and FAO worked jointly in 11 countries.

77. A serious problem in the Asia region was funding shortfalls, which in most cases exceeded 50 percent. As a result operations were being downsized and activities prioritized: in Sri Lanka, for example, child nutrition had been prioritized at the expense of pregnant and lactating women, and operations in the Democratic People’s Republic of Korea were severely compromised by shortfalls of up to 90 percent. On the other hand, it was encouraging that host governments were increasing their contributions: the Government of Pakistan, for example, had supplied 150,000 mt of wheat valued at USD 52 million for WFP operations. The Regional Director closed by thanking all donors and contributing host governments for their support.

Development Projects – Bhutan 200300 (2013/EB.2/14) (for approval)

78. The Regional Director observed that the Government of Bhutan had increasingly taken over school feeding programmes. The aim of the DEV was to complete the hand-over by 2018 in line with the national five-year development plan and the UNDAF. Capacity development was needed to enable the Government to manage the activities.
79. The Board was encouraged by the Government’s support for school feeding and its determination to assume eventual responsibility for a national programme. The micronutrient and gender elements of the project were particularly welcomed. Board members were pleased to see that WFP would continue to support the provision of school buildings and kitchens, and that WFP would be collaborating with the Ministry of Education, FAO, UNICEF and the World Health Organization (WHO) to develop school gardens and hygiene facilities and to develop local capacities. Clarification was sought as to hand-over modalities in remote rural areas. Some Board members urged WFP to ensure that its monitoring approaches were robust, that the value of national employees was fully recognized and that the food basket was appropriate.
80. Thanking the Board for its observations, the Regional Director assured members that all school feeding activities would fall under the government scheme by the end of 2018. There were few markets in remote areas of Bhutan: school feeding logistics issues were being addressed through capacity development but the transfer to the government programme would take longer in those areas than elsewhere. WFP would ensure that the eventual government food basket supplied adequate nutrition.

Protracted Relief and Recovery Operations – Afghanistan 200447 (2013/EB.2/15) (for approval)

81. The Afghanistan Country Director stressed that the PRRO was based on extensive consultations and on recent analyses and assessments. He noted that the operational environment would likely change significantly in 2014 and that WFP would adapt its operations accordingly if required. The PRRO would focus on areas of highest food insecurity, assisting IDPs, people affected by disaster, moderately malnourished children under 5 and pregnant and lactating women, supporting the Government in addressing chronic and emergency needs. WFP was working to maximize humanitarian access, for example by using experienced NGOs with strong local presence.

82. The Board welcomed the document, although several members suggested that more activities should be government-managed rather than managed by NGOs. Some members emphasized the importance of strengthening coordination systems, particularly in relation to the NGO community. Board members were aware of the challenging security context, and urged WFP to ensure that girls and women were protected and given equal access to benefits. Some members suggested that a system of activity prioritization be adopted in view of the prevailing insecurity.
83. The Board appreciated alignments with the UNDAF and national plans for health, agriculture and social development but thought they should be more clearly articulated. Members noted the need to minimize diversions of food and resources. They urged WFP to adhere to its Do No Harm approach and to international humanitarian principles, including neutrality.
84. The Country Director responded to Board comments, stressing that international NGOs worked in partnership with local counterparts. Targeting was being improved in partnership with the community development councils, but access was constrained by harsh weather and insecurity. Needs assessments were ongoing with government and United Nations partners: C&V modalities would be used as appropriate, mainly in urban areas. A gender specialist was being recruited and a gender mainstreaming plan was being elaborated, but the difficulty in recruiting women food monitors remained a challenge. Monitoring would be carried out largely by programme assistance teams, which had much better access than WFP. The beneficiary hotline helped provide reliable information for monitoring.
85. The draft decision was amended at the Board's direction.

SOUTHERN AFRICA REGIONAL PORTFOLIO

86. The Regional Director summarized WFP's activities in this region of high food insecurity caused by climatic shocks, pests and some conflict situations; 18 million people were food-insecure – 25 percent more than in 2012. The DRC was the worst affected country, with 6.3 million food-insecure and very low funding for WFP operations; resources and stocks would be finished by December, leaving people without support, compromising progress already made, possibly putting peace at risk, and forcing WFP to close six sub-offices and reduce staffing.
87. Moving on to more positive developments, the Regional Director reported that of the 150,000 mt of food procured for the region, 64 percent was purchased regionally, mainly from Zambia, which had lifted export restrictions to allow exportation of white maize for humanitarian needs. WFP had signed a partnership agreement with the Southern African Development Community on collaborating to improve food security in the region. WFP's involvement focused on enhancing Vulnerability Assessment Committees, and VAM tools and capacities, especially for urban settings. HIV and AIDS indicators were to be incorporated into vulnerability assessments.
88. The Board thanked the Regional Director and his team for their work and the briefings held before each Board session to discuss developments and identify the priorities and needs of countries in the region. Members suggested that the Secretariat provide more systematic information on regional bureaux performance, to complement the Board's discussions of overall performance. The Secretariat agreed to consider this suggestion.

Summary Evaluation Report—The Congo Country Portfolio (2009–2012) and Management Response (2013/EB.2/16) (*for consideration*)

89. The Director of OEV introduced the evaluation findings. The portfolio was relevant and well aligned with evolving need. However, beyond initial emergency response, performance was below expectations: ambitious plans were often not matched by requisite country office capacity and skills, and outcome monitoring was inadequate. WFP policies were not always applied, and there were gaps in capacity assessment and gender analysis. The evaluation identified several lessons relevant to WFP's work in middle-income countries through small country offices.
90. Management noted that the evaluation was well timed for finalization of the country strategy document and welcomed all of its recommendations accordingly.
91. The Board noted that the Congo had recently transitioned to development assistance. Members cautioned that short-term interventions could not ensure longer-term resilience building and urged WFP to reassess its work in the Congo, ensuring that staff had appropriate skills, including in establishing safety nets and capacity development for hand-over. WFP's activities should be based on its comparative advantages, and efforts be made to mitigate the effects of funding shortfalls, improve the forecasting of beneficiary numbers, and enhance M&E. Government ownership was crucial. Members commended WFP's support to victims of the explosion in Brazzaville in 2012, while the successful returns of refugees from the Congo throughout 2013 was highlighted as good practice.
92. The Director of OEV directed Board members to the full evaluation report for more information on the evaluation methods. She noted that country portfolio evaluations used WFP's data collection systems supplemented by field surveys and provided an overall assessment of the entire portfolio to inform strategic decision-making, rather than examining specific operations in detail, for which operation evaluations were appropriate.
93. The Regional Director reported that the Government funded a growing share of programmes in the Congo, particularly school feeding. The country strategy mapped out the shift in WFP's support to the Congo and was in line with government strategies and priorities, including the growing interest in tapping the country's agricultural potential. Refugee returns were planned, and WFP would provide support to the 60,000 refugees remaining in the country. The Secretariat added that the Government would fund much of the CP to be presented at the 2014 Annual Session.

Budget Increases to Development Activities—Madagascar Country Programme 103400 (2013/EB.2/17) (*for approval*)

94. The Country Director of Madagascar drew attention to the long-term political turmoil that had damaged the national economy, impeded WFP's operations and limited donor support, but he was hopeful that the new roadmap for the restoration of good governance would lead to improvements. Recent natural disasters had led to migrations to urban areas; crop production had fallen, and 28 percent of rural households were food-insecure. Government services were inadequate and school dropout rates were high. The budget revision would enable the CP to continue with school feeding, support for orphans and other vulnerable children (OVC) and smallholder farmers, and capacity development in areas such as disaster management, in collaboration with the Government and partners.
95. The Board recognized the serious problems in Madagascar, and approved particularly of the focus on OVC and the proposed alignment with a new UNDAF and national nutrition policies. Support for the Government was an urgent need: WFP's support for primary

education through school meals, for community resilience and disaster mitigation, and for interventions addressing hunger were particularly valuable.

96. The Country Director and the Regional Director thanked the Board for its observations, reiterating that Madagascar was a poor, isolated island state in urgent need of major support from donors.

Protracted Relief and Recovery Operations – United Republic of Tanzania 200603 (2013/EB.2/18) (for approval)

97. The Country Director of the United Republic of Tanzania paid tribute to the support provided by the Government for the long-term refugee situation. The PRRO, designed in consultation with stakeholders, would explore using cash transfers, and would provide blanket feeding for pregnant and lactating women and children under 2 to address high chronic malnutrition. While food and transport prices had risen, WFP was seeking to minimize operational and administrative costs.
98. The Board welcomed the proposal, aware of the long-standing nature of the refugee situation. Members approved the wide range of partners involved and improved coordination among them. Some members urged WFP to also assist the chronically sick and those on HIV and tuberculosis treatment, and ensured that funding would be available for it. The Board was encouraged to hear that WFP and UNHCR were considering the introduction of cash-based programmes and supported building resilience. It was suggested that work with partners to improve health services would help to reduce chronic malnutrition rates.
99. The Country Director agreed that malnutrition required a coordinated response with complementary inputs. Efforts were being made to ensure that rations distributed were not shared; rations distributed were believed to be sufficient also to support people living with HIV. Capacity issues were being taken into account for choosing the partners to replace departing World Vision International. The return of 10,000 illegal immigrants was unlikely to directly affect operations in the country, but the situation would be monitored.

Report on the Field Visit to the Democratic Republic of the Congo of the WFP Executive Board (2013/EB.2/19) (for information)

100. The Vice President of the Board outlined highlights from the visit to WFP field operations in DRC; seven Board members had participated. The Board members had visited WFP operations and supported programmes in Goma. The country's capacities had been affected by years of armed conflict and violence, and the security situation warranted a United Nations stabilization mission (MONUSCO). WFP had a good relationship with the Government and with the UNCT, but NGOs were concerned that MONUSCO operations could be confused with humanitarian work and put humanitarian space at risk.
101. Funding for programmes was extremely limited: only 13 percent of the planned budget was funded. School feeding rations had to be cut by 40 percent and the assisted population by 25 percent. WFP's C&V distributions had positive impacts on food markets, although beneficiary movements made registration difficult. WFP planned to introduce electronic registration and cash distribution.
102. Board members had suggested that: i) MONUSCO's Islands of Peace be analysed to ensure that humanitarian principles were not compromised; ii) WFP collaborate with the Government to keep track of the most needy people, particularly among IDPs; iii) local purchases be promoted, with the Government providing some free warehouses; iv) WFP develop an infrastructure development plan with the Government; v) WFP's role in settling displaced families be encouraged; vi) the Government be encouraged to apply the voluntary



guidelines for land tenure for food security; vii) public relations campaigns be carried out to make people aware of the United Nations' work; viii) WFP and UNICEF work with the Government to enhance school feeding; and ix) the UNCT enhance its collaboration with government structures at all levels.

103. The Board thanked the team for this report, which highlighted the situation in DRC, including the security issues.

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

104. The Regional Director informed the Board that the Cairo Regional Bureau remained focused on scaling up humanitarian response, and enhancing emergency preparedness, resilience, enhancing safety nets and social protection systems at the regional and national levels. WFP was conducting joint assessments with FAO of needs in the Syrian Arab Republic and was increasing attention to the huge refugee needs in neighbouring emergency areas. C&V interventions were proving effective across the region. In the Sudan, WFP was supporting nearly 4 million beneficiaries, and had recently gained access to Blue Nile State. In Yemen it was providing food and nutrition support to around 5 million people. In both the Sudan and Yemen WFP would begin building foundations for transitioning to recovery in 2014.
105. Several country offices in the region were working to determine how to appropriately meet immediate needs while also supporting governments and vulnerable communities to build resilience, adapt to climate change and contribute to longer-term food security objectives. Partners included FAO, OCHA, UNICEF, the International Strategy for Disaster Reduction and WHO.
106. WFP and FAO were collaborating at the strategic and programmatic level in particular in Egypt, Jordan, the Kyrgyz Republic, Palestine, the Sudan and Tajikistan. In Palestine, WFP coordinated with FAO to support the agriculture and economic sectors; more than USD 100 million had been invested through local purchase and vouchers in the past three years. In the Kyrgyz Republic under the Delivering as One mechanism, WFP, FAO and UN-Women had been jointly supporting vulnerable women-headed households with technical know-how and seeds, with the involvement of the World Bank and NGOs. WFP was supporting governments in enhancing safety nets in middle-income countries and in working toward hand-over of school feeding programmes.
107. The Regional Director closed by warmly thanking all donors, but pointing out the ongoing urgent need for funding in the region.

Summary Evaluation Report – The Sudan Country Portfolio (2010–2012) and Management Response (2013/EB.2/20) (*for consideration*)

108. The Director of OEV presented the evaluation, noting that the Sudan context remained challenging, particularly given declining funding. The portfolio was aligned with government policies, but greater flexibility and innovation were needed in decision-making, and M&E approaches needed to be improved. The portfolio was generally effective in terms of meeting its coverage objectives, and the introduction of C&V modalities was well regarded. The recommendations urged greater coordination of activities, longer-term planning, improved monitoring and enhanced targeting.
109. Management assured the Board that recommended adjustments were to be implemented.

110. The Board welcomed the evaluation, recognizing the challenge of assessing performance in such a complex operation. The high logistics costs were recognized as inevitable given the vast areas served. Board members stressed the importance of maximizing accountability to beneficiaries as well as donors. They urged that cash-based programmes be aligned with government plans, and that the amount and quality of assessment data be increased to inform planning and targeting. Improved M&E of outcomes was urged. The school-feeding hand-over timetable should be revised in the light of government resources; sustainability, improved gender awareness and long-term development must be major aims. The Board was impressed by the number of partnerships involved, and urged full coordination. WFP should ensure that it worked on the basis of its comparative advantages in the transition and development-oriented projects and must maintain the balance between these and humanitarian interventions.
111. In response, the Secretariat observed that the country office was improving its gender approaches in collaboration with the Government. Further information about gender, targeting, community dynamics and camp profiles was included in the main evaluation report.
112. A staff member was being recruited to head a new Partnerships Unit in the country office to ensure further development of United Nations partnerships to address food insecurity, nutrition and resilience issues. New monitoring approaches were being tested, and targeting was being refined based on vulnerability analysis. The country office was developing a new country strategy, noting the need to reflect the situation in Darfur, gender issues, new partnership initiatives and a new approach to school feeding hand-over.

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

113. The Regional Director reported that the region's food security trend was generally good. WFP had been involved in 55 assessment missions, finding fewer people needing food assistance in Kenya and Somalia, and maize surpluses in parts of Ethiopia, although food insecurity continued in other parts of the country.
114. Areas of concern included Eritrea, where WFP was present but had no operations, Karamoja in Uganda, and South Sudan. High rates of stunting and global acute malnutrition (GAM) remained serious concerns; reducing malnutrition was a priority including strengthened partnership and engagement in the SUN initiative.
115. The Somalia country office's move back to Mogadishu was postponed following the June 2013 attack on the United Nations complex. The September 2013 terror attack in Nairobi had affected life and work in Kenya and would require security adjustments to WFP offices.
116. WFP was assisting 1.8 million refugees throughout the region. It had recently introduced a biometric identification system for refugees in Kenya, designed in discussion with beneficiaries; this had already reduced the number of food distribution recipients by 7 percent and included checks to ensure that eligible people were not omitted from beneficiary lists.
117. Of the nearly USD 1.00 billion required throughout the region to support operations over the next six months, WFP had received USD 400 million: the Great Lakes region was 60 percent unfunded; Somali refugee operations were 70 percent short in Ethiopia and 80 percent short in Kenya. Relief and recovery operations were affected in South Sudan, and WFP was scaling back its developmental school feeding in many countries. WFP, FAO and UNICEF were collaborating on a resilience programme in Somalia, and were jointly

supporting the Intergovernmental Authority on Development to create a hub for supporting and monitoring resilience.

Budget Increases to Development Activities – Burundi Country Programme 200119 (2013/EB.2/21) (for approval)

118. The Country Director of Burundi reminded the Board that post-conflict Burundi faced huge reconstruction and development challenges. The Government had prepared a Development Vision 2025 paper, a second-generation country strategy plan and other sectorial documents and adhered to the SUN/REACH approach, had strong commitments from partners and had requested United Nations support. However, the scope of the budget revision was restricted to the areas of highest chronic malnutrition, pending incremental scale-up in line with donor support.
119. The Board welcomed the planned extension, which built on progress made and was in line with government programmes, focusing on vulnerable groups, such as the war-affected, children in the first 1,000 days and women. Support to local communities, local purchases for school feeding, and the local production of fortified foods would improve productivity and build resilience, helping to reduce the risk of conflict and the impact of emergencies, thereby reflecting the concerns of the affected communities. Members noted that food insecurity was persistent in some areas, and national nutrition status figures showed that support would be needed for several years to come. Rural challenges such as land degradation should be addressed, and partnerships would be essential. Members looked forward to results of the planned baseline study.
120. The Country Director took note of these comments.

Protracted Relief and Recovery Operations – South Sudan 200572 (2013/EB.2/22) (for approval)

121. The Country Director of South Sudan introduced the PRRO, noting that WFP would seek strong and broad partnerships as it implemented the operation. WFP would continue to provide emergency relief while introducing recovery activities where possible, in line with the Government's priorities. Capacity development had been incorporated into all PRRO activities.
122. The Board welcomed the PRRO, cautioning that WFP had to build constructive relationships with the Government while maintaining its neutrality in seeking solutions to access constraints. There was need for flexibility in the transition from relief to early recovery.
123. Responding to the Board's questions and concerns, the Country Director clarified returnee numbers, noting that support to returnees was a collaborative programme involving several clusters and led by the International Organization for Migration. WFP provided returnees with a three-month reintegration support package, which included cash in some cases. WFP always adhered to humanitarian principles in its interventions. It maintained transparent, collaborative and principled relationships with government and other partners.
124. Projected refugee numbers used in the PRRO were provided by UNHCR; a PRRO budget revision would be requested if it became necessary. WFP aimed to increase its cash distributions where possible: in South Sudan use of cash had been found to be on average 40 percent more expensive than food, but offered potential additional benefits of dietary diversity and stimulating local markets. The country office was making significant investments in conflict- and protection-sensitive approaches in its programming. WFP, FAO

and IFAD were collaborating in several areas including school feeding and resilience-building.

125. The Regional Director added that the country office had consulted broadly with the Government, donors and other partners in developing the country strategy, which included the shift to recovery. Status-based targeting was used only for encamped refugees or where there was no access to carry out more detailed targeting.

Budget Increases to Protracted Relief and Recovery Operations — Ethiopia 200290 (2013/EB.2/23) (for approval)

126. The Country Director of Ethiopia explained that the budget revision would re-align PRRO 200290 with the national productive safety net programme to mid-2015 and increase the number of beneficiaries of cash-based interventions. WFP would continue to support the Government in improving the management of its food resources.
127. The Board expressed approval of the alignment with the national Productive Safety Net Programme and UNDAF, and the targeting of food-insecure households to reduce the impact of shocks and promote recovery and resilience. Board members recommended that WFP seek to maximize coordination with the Government, particularly for the operation's larger components. Some members felt that monitoring could be improved, involving local and regional officials. Attention should be given to sourcing food from within Ethiopia and to ensuring that assessments of needs and resources were thorough. Members urged the country office to ensure sound assessment data, to continue its risk management and emergency-response capacity development work and to explore the use of vouchers.
128. The Country Director thanked the Board for its views and recommendations, which would be taken into account in implementing the extended PRRO. Vouchers were being introduced in one project, and scaling up would take lessons learned into account.

ORGANIZATIONAL AND PROCEDURAL MATTERS

Biennial Programme of Work of the Executive Board (2014–2015) (2013/EB.2/24) (for approval)

129. The President informed the Board that in accordance with the Economic and Social Council of the United Nations (ECOSOC) resolution on QCPR and the subsequent decisions taken, WFP proposed merging the annual report to ECOSOC and the FAO Council with the Annual Performance Report (APR). He reminded the Board that he had sent a message to the Bureau, with copy to Board members, concerning his meeting with the FAO Council Independent Chair and Chairs of the Regional Groups to discuss a similar resolution to be adopted by the FAO Council at its December Council meeting.
130. The Secretariat presented the Biennial Programme of Work, noting that a budget revision to the Palestine PRRO would be in place until a new PRRO was tabled.
131. When asked about the new content of the APR, the President confirmed that the change in reporting should not lead to the Board receiving less information. He suggested that the Bureau would look into what information was to be incorporated in the APR and ensured the Board that it would be kept informed on the development of QCPR issues.

ANNEX I

DECISIONS AND RECOMMENDATIONS**Adoption of the Agenda**

The Board adopted the Agenda.

4 November 2013

Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Ms Marieta Okenková (Slovakia, List E) Rapporteur of the Second Regular Session of 2013.

4 November 2013

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**2013/EB.2/1 Opening Remarks by the Executive Director**

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

4 November 2013

POLICY ISSUES**2013/EB.2/2 WFP's Role in Peacebuilding in Transition Settings**

The Board approved "WFP's Role in Peacebuilding in Transition Settings" (WFP/EB.2/2013/4-A/Rev.1), noting that:

- the Board looked forward to being informed on progress in implementing the policy at the Second Regular Session of the Board in 2014; and
- the Board looked forward to considering a timetable for the review of the relevant transition-related policies at the Annual Session of the Board in 2014.

5 November 2013

2013/EB.2/3 WFP Strategic Results Framework (2014–2017)

Having considered WFP's strategic and management results frameworks (2014–2017) (WFP/EB.2/2013/4-B/Rev.1), the Board:

- approved the Strategic Results Framework (2014–2017); and
- took note of the Management Results Framework (2014–2017).

The Board looked forward to receiving further information on WFP's comprehensive performance management system at its First Regular Session in 2014.

5 November 2013

2013/EB.2/4 Revised School Feeding Policy

The Board approved "Revised School Feeding Policy" (WFP/EB.2/2013/4-C).

4 November 2013

2013/EB.2/5 Update on Collaboration among the Rome-Based Agencies

The Board took note of "Update on Collaboration among the Rome-Based Agencies" (WFP/EB.2/2013/4-D).

4 November 2013

RESOURCE, FINANCIAL AND BUDGETARY MATTERS**2013/EB.2/6 WFP Management Plan (2014–2016)**

Having considered the WFP Management Plan (2014–2016), as submitted by the Executive Director in document WFP/EB.2/2013/5-A/1 the Board:

- i) took note of the projected operational requirements of US\$5.86 billion for 2014, excluding any provision for unforeseen emergencies and including direct support costs, as outlined in Section II;
- ii) took note that the 2014 Programme Support and Administrative appropriation assumes a funding level of US\$4.20 billion in 2014;
- iii) approved a 2014 Programme Support and Administrative appropriation of US\$281.8 million, to be allocated as follows:

Programme support: regional bureaux and country offices	US\$96.7 million
Programme support: Headquarters	US\$55.5 million
Management and administration	US\$129.6 million
Total	US\$281.8 million

- iv) approved a supplementary Programme Support and Administrative appropriation of US\$9.2 million, as outlined in Section III;

- v) approved expenditures of up to US\$10.0 million funded from the General Fund for the United Nations Department of Safety and Security and for the WFP Security Emergency Fund;
- vi) approved an indirect support cost recovery rate of 7.0 percent for 2014;
- vii) approved an increase in the Working Capital Financing Facility fund level, from US\$557.0 million to US\$607.0 million, through increasing the Operational Reserve by US\$8.3 million in order to be able to meet a sudden surge in supply chain capacity in any emergency; and
- viii) authorized the Executive Director to adjust the Programme Support and Administrative component of the budget in accordance with any variation in the volume of operational requirements of more than 10 percent from levels outlined in Section II.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (WFP/EB.2/2013/5(A,B)/2) and the Food and Agriculture Organization of the United Nations Finance Committee (WFP/EB.2/2013/5(A,B)/3).

5 November 2013

EVALUATION REPORTS

2013/EB.2/7 Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Bangladesh (2008–2011) and Management Response

The Board took note of “Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Bangladesh (2008–2011)” (WFP/EB.2/2013/6-A/Rev.1) and the management response in WFP/EB.2/2013/6-A/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

6 November 2013

2013/EB.2/8 Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Nepal (2002–2010) and Management Response

The Board took note of “Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Nepal (2002–2010)” (WFP/EB.2/2013/6-B/Rev.1) and the management response in WFP/EB.2/2013/6-B/Add.1/Rev.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

6 November 2013

WEST AFRICA REGIONAL PORTFOLIO

2013/EB.2/9 Budget Increases to Development Activities—Mali CP 105830

The Board approved the proposed budget increase of US\$48.8 million for Mali country programme 105830 (WFP/EB.2/2013/7-B/3), with a 12-month extension from 1 January to 31 December 2014.

5 November 2013

2013/EB.2/10 Budget Increases to Development Activities—Chad DEV 200288

The Board approved the proposed budget increase of US\$17.8 million for Chad development project 200288 (WFP/EB.2/2013/7-B/1), with a two-year extension from 1 January 2014 to 31 December 2015.

5 November 2013

2013/EB.2/11 Budget Increases to Protracted Relief and Recovery Operations—Chad 200289

The Board approved the proposed budget increase of US\$151.3 million for Chad protracted relief and recovery operation 200289 “Targeted Food Assistance for Refugees and Vulnerable People Affected by Malnutrition and Recurrent Food Crises” (WFP/EB.2/2013/7-D/2), with a one-year extension from 1 January to 31 December 2014.

5 November 2013

2013/EB.2/12 Protracted Relief and Recovery Operations—The Niger 200583

The Board approved the proposed protracted relief and recovery operation – the Niger 200583 “Saving Lives, Protecting Livelihoods and Enhancing the Resilience of Chronically Vulnerable Populations” (WFP/EB.2/2013/7-C/3/Rev.1).

5 November 2013

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

2013/EB.2/13 Protracted Relief and Recovery Operations—Central America 200490

The Board approved the proposed protracted relief and recovery operation Central America 200490 “Restoring Food Security and Livelihoods for Vulnerable Groups Affected by Recurrent Shocks in El Salvador, Guatemala, Honduras and Nicaragua” (WFP/EB.2/2013/7-C/4).

5 November 2013

ASIA REGIONAL PORTFOLIO

2013/EB.2/14 Development Projects—Bhutan 200300

The Board approved the proposed development project Bhutan 200300 “Improving Children’s Access to Education” (WFP/EB.2/2013/7-A).

6 November 2013



2013/EB.2/15 Protracted Relief and Recovery Operations—Afghanistan 200447

The Board approved the proposed protracted relief and recovery operation Afghanistan 200447 “Assistance to Address Food Insecurity and Undernutrition” (WFP/EB.2/2013/7-C/1) and recommended that subject to developments in 2014:

- the implementation arrangement be re-examined regarding the participation of relevant stakeholders in the implementation of the PRRO, as part of the regular and on-going consultations of WFP; and
- the PRRO be reviewed with respect to its size, components and geographic coverage, and adjusted as appropriate.

6 November 2013

SOUTHERN AFRICA REGIONAL PORTFOLIO**2013/EB.2/16 Summary Evaluation Report—The Congo Country Portfolio (2009–2012) and Management Response**

The Board took note of “Summary Evaluation Report – The Congo Country Portfolio (2009–2012)” (WFP/EB.2/2013/6-D) and the management response in WFP/EB.2/2013/6-D/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

6 November 2013

2013/EB.2/17 Budget Increases to Development Activities—Madagascar CP 103400

The Board approved the proposed budget increase of US\$18 million for Madagascar country programme 103400 (WFP/EB.2/2013/7-B/2), with a 12-month extension from 1 January to 31 December 2014.

6 November 2013

2013/EB.2/18 Protracted Relief and Recovery Operations—United Republic of Tanzania 200603

The Board approved the proposed protracted relief and recovery operation United Republic of Tanzania 200603 “Food Assistance for Refugees” (WFP/EB.2/2013/7-C/2).

6 November 2013

2013/EB.2/19 Report on the Field Visit to the Democratic Republic of the Congo of the WFP Executive Board

The Board took note of “Report on the Field Visit to the Democratic Republic of the Congo of the WFP Executive Board” (WFP/EB.2/2013/11).

6 November 2013

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

2013/EB.2/20 **Summary Evaluation Report—The Sudan Country Portfolio (2010–2012) and Management Response**

The Board took note of “Summary Evaluation Report – The Sudan Country Portfolio (2010–2012)” (WFP/EB.2/2013/6-C) and the management response in WFP/EB.2/2013/6-C/Add.1, and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

7 November 2013

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

2013/EB.2/21 **Budget Increases to Development Activities—Burundi CP 200119**

The Board approved the proposed budget increase of US\$61.1 million for Burundi country programme 200119 (WFP/EB.2/2013/7-B/4/Rev.1), with a two-year extension from 1 January 2015 to 31 December 2016.

7 November 2013

2013/EB.2/22 **Protracted Relief and Recovery Operations—South Sudan 200572**

The Board approved the proposed protracted relief and recovery operation South Sudan 200572 “Food and Nutrition Assistance for Relief and Recovery, Supporting Transition and Enhancing Capabilities to Ensure Sustainable Hunger Solutions” (WFP/EB.2/2013/7-C/5 + Corr.1).

7 November 2013

2013/EB.2/23 **Budget Increases to Protracted Relief and Recovery Operations—Ethiopia 200290**

The Board approved the proposed budget increase of US\$508.6 million for Ethiopia protracted relief and recovery operation 200290 “Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity” (WFP/EB.2/2013/7-D/1), with an 18-month extension from 1 January 2014 to 30 June 2015.

7 November 2013

ORGANIZATIONAL AND PROCEDURAL MATTERS

2013/EB.2/24 **Biennial Programme of Work of the Executive Board (2014–2015)**

The Board approved “Biennial Programme of Work of the Executive Board (2014–2015)” (WFP/EB.2/2013/9/Rev.1) as proposed by the Bureau and the Secretariat.

6 November 2013

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD**2013/EB.2/25 Summary of the Work of the Annual Session of the Executive Board, 2013**

The Board approved the document “Draft Summary of the Work of the Annual Session of the Executive Board, 2013”, the final version of which would be embodied in the document WFP/EB.A/2013/15.

7 November 2013

ANNEX II

AGENDA

1. ***Adoption of the Agenda (for approval)***
2. ***Appointment of the Rapporteur***
3. ***Opening Remarks by the Executive Director***
4. ***Policy Issues***
 - a) WFP's Role in Peacebuilding in Transition Settings *(for approval)*
 - b) WFP Strategic Results Framework (2014–2017) *(for approval)*
 - c) Revised School Feeding Policy *(for approval)*
 - d) Update on Collaboration among the Rome-Based Agencies *(for consideration)*
 - e) Compendium of WFP Policies Relating to the Strategic Plan *(for information)*
5. ***Resource, Financial and Budgetary Matters***
 - a) WFP Management Plan (2014–2016) *(for approval)*
 - b) Work Plan of the External Auditor for the Period July 2013 to June 2014 *(for information)*
6. ***Evaluation Reports (for consideration)***
 - a) Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Bangladesh (2008–2011) and Management Response
 - b) Summary Report of the Evaluation of the Impact of Food for Assets on Livelihood Resilience in Nepal (2002–2010) and Management Response
 - c) Summary Evaluation Report – The Sudan Country Portfolio (2010–2012) and Management Response
 - d) Summary Evaluation Report – The Congo Country Portfolio (2009–2012) and Management Response

Operational Matters

7. ***Projects for Executive Board Approval (for approval)***
 - a) Development projects
 - Bhutan 200300
 - b) Budget increases to development activities
 - Burundi CP 200119
 - Chad DEV 200288
 - Madagascar CP 103400
 - Mali CP 105830

- c) Protracted relief and recovery operations
 - Afghanistan 200447
 - Central America 200490
 - The Niger 200583
 - South Sudan 200572
 - United Republic of Tanzania 200603
- d) Budget increases to PRROs
 - Chad 200289
 - Ethiopia 200290 (relief)
- 8. ***Reports of the Executive Director on Operational Matters*** (for information)
 - a) Protracted relief and recovery operations approved by the Executive Director (1 January–30 June 2013)
 - Islamic Republic of Iran 200310
 - Yemen 200305
 - Côte d'Ivoire 200464
 - Guinea-Bissau 200526
 - Liberia 200550
 - Mauritania 200474
 - b) Budget Increases to Protracted Relief and Recovery Operations Approved by the Executive Director (1 January–30 June 2013)
 - c) Emergency Operations Approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 January–30 June 2013)
- 9. ***Organizational and Procedural Matters***
 - Biennial Programme of Work of the Executive Board (2014–2015) (*for approval*)
- 10. ***Summary of the Work of the Annual Session of the Executive Board, 2013*** (for approval)
- 11. ***Other Business***
 - Report on the Field Visit to the Democratic Republic of the Congo of the WFP Executive Board (*for information*)
- 12. ***Verification of Approved Decisions and Recommendations***

ACRONYMS USED IN THE DOCUMENT

APR	Annual Performance Report
C&V	cash and vouchers
CP	country programme
CFS	Committee on World Food Security
DEV	development project
DRC	Democratic Republic of the Congo
ECOSOC	Economic and Social Council of the United Nations
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
ICRC	International Committee of the Red Cross
IDP	internally displaced person
IFAD	International Fund for Agriculture Development
ISC	indirect support costs
M&E	monitoring and evaluation
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MRF	Management Results Framework
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation
OVC	Orphans and other vulnerable children
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agency
SRF	Strategic Results Framework
SUN	Scaling Up Nutrition
UNCT	United Nations country teams
UNDAF	United Nations Development Assistance Framework
UNDSS	United Nations Department of Safety and Security
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund

UNGA	United Nations General Assembly
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VAM	Vulnerability analysis and mapping
WHO	World Health Organization