



**Executive Board
First Regular Session**

Rome, 18–19 February 2013

SUMMARY OF THE WORK OF THE FIRST 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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Distribution: GENERAL

WFP/EB.1/2013/15

6 June 2013
ORIGINAL: ENGLISH

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CURRENT AND FUTURE STRATEGIC ISSUES

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

1. The Executive Director welcomed Board members, noting that a large number of changes introduced under the Fit for Purpose organizational design had been completed on schedule and without affecting WFP's operations. The resulting field-oriented organizational structure, with the recent senior management appointments and ongoing training of managers, would ensure that WFP was in a position to address the challenges posed by its operating environment. It was seeking ways to better engage with staff and to addressing issues highlighted in the recent Global Staff Survey, which included the need for career development opportunities, particularly for women. The Awards of Excellence for field collaboration were an example of how to recognize and enhance staff commitment and increase the sense of ownership of WFP's interventions.
2. WFP was committed to exploring new partnership models including working in partnership with the Rome-based agencies (RBAs) and other organizations, particularly in seeking durable solutions for protracted crises and in promoting country-led development initiatives. The need for even greater cost-efficiency and effectiveness was reflected in the recent organizational adjustment and in work to promote more South–South cooperation in areas such as school feeding. WFP was working with the RBAs to identify investment opportunities for development and to implement the provisions of a new agreement on shared services, which would enhance joint interventions and increase transparency with regard to the allocation of resources. WFP was also supporting the Africa Risk Capacity (ARC) initiative with management and financial expertise and was working with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the United Nations Children's Fund (UNICEF) on the “Nourishing Bodies – Nourishing Minds” initiative to enhance education in West Africa.
3. WFP continued to address emergency needs, most recently in the Sahel and the Syrian Arab Republic, but was concerned at the erosion of humanitarian space and access. In the Sahel, resilience-building had helped to avert a major humanitarian disaster, but the conflict in Mali remained a cause for concern.
4. Noting that funding for WFP's operations in 2013 was 40 percent higher than at the same time in 2012, the Executive Director nonetheless urged donors to make early funding commitments, particularly multilateral and multi-year contributions, to give WFP the flexibility to maintain its effectiveness in the field and to pursue innovative operational approaches. The effectiveness of twinning arrangements was well established: US\$270 million, a record amount, had been committed in 2012 to this activity. WFP was constantly seeking to improve tracking of food assistance with a view to increasing transparency and accountability: beneficiary feedback systems were providing up-to-date information about deliveries, which in turn enabled WFP to ensure that food was accessible to beneficiaries in conflict and refugee situations. In all its operations, WFP was working with partners to apply durable solutions to problems of hunger and malnutrition as quickly and efficiently as possible with a commitment to simply “get it done”.
5. The Executive Director closed by thanking the Board, crediting it with providing the support necessary for WFP to excel.

6. The Board welcomed the Executive Director's observations and commended her on the success and transparency of the organizational changes implemented in her first year in office. Board members noted with approval that the draft Strategic Plan for 2014–2017 focused on improving WFP's responses to food insecurity and malnutrition, and commended the breadth of activities from emergency response to resilience-building and awareness-raising. The Board urged WFP to continue its development of innovative approaches such as Purchase for Progress (P4P) to achieve long-term outcomes, noting that secure funding and forward-looking investments were essential to success. Board members also drew attention to the need to link WFP's approaches with national plans and the work of other United Nations agencies with a view to maximizing coherence and effectiveness; in this context, some members suggested that non-governmental organizations (NGOs) should be considered for inclusion as sector partners where appropriate. The Board agreed that shifting WFP's centre of gravity to country offices would enhance WFP's international reputation as an organization that was "fit for purpose".
7. The Board commended WFP's commitment to partnerships and its leading roles in the cluster system. Board members recommended that WFP should move forward with collaboration at the policy level with the RBAs, which could use the 2015 Milan World Exhibition as a platform for publicity and advocacy. The Board was also pleased with WFP's commitment to the Inter-Agency Standing Committee (IASC) Transformative Agenda; it urged the Secretariat to ensure that WFP's strengths and comparative advantages were fully exploited and that operational overlaps were avoided. Board members called on the Secretariat to ensure that humanitarian principles remained at the heart of all WFP's partnership agreements, in which the complex nature of the shift from emergency response to resilience-building and development had to be reflected to prevent any drift from emergency into protracted crisis. WFP and its partners should continue to explore options such as cash-and-voucher schemes, particularly in protracted refugee situations. The need to keep donors informed about the allocation of resources was noted by several Board members, particularly in a time of financial stringency.
8. Several Board members raised the issue of gender and urged the WFP Gender Unit to press ahead with its plans. The Board supported the recruitment of new senior managers as fundamental to the optimization of WFP systems and approaches to meet future challenges, and praised the transparency of the appointment process. New ideas were needed if WFP was to find durable solutions to long-term problems and address its Strategic Objectives.
9. A number of Board members drew attention to the need for predictable unearmarked funding to enable WFP to respond flexibly to challenges, and commended the Secretariat on its fundraising initiatives. The Secretariat should continue its work to broaden the donor base and to develop new funding modalities to address emerging needs. Effective approaches such as South–South cooperation and twinning should be promoted, particularly where it was clear that conventional interventions were not working as expected.
10. The issue of unhindered access to beneficiaries was raised by several Board members, who deplored the erosion of humanitarian space in conflict situations such as those in Mali and the Syrian Arab Republic. WFP's Member States should work to ensure that all governments respected international conventions governing humanitarian access in their jurisdictions. The Board unanimously and unreservedly praised the commitment, courage and hard work of WFP staff in difficult and often dangerous situations.

11. In response, the Executive Director thanked the Board for its observations, stressing that the organizational changes had been achieved through teamwork and that further dialogue was underway to finalize the Strategic Plan and define WFP's humanitarian roles. WFP's commitment to partnership in areas such as child nutrition would continue, particularly with the other RBAs: the need was to identify strengths and to modify partnerships to exploit opportunities. Executive management described a self-assessment under the United Nations System-wide Action Plan (UN-SWAP) that had identified areas for improvement. The new gender lead in WFP would be working towards achieving the desired UN-SWAP outcomes by the 2017 target. Improvements to monitoring and evaluation systems highlighted in the Fit for Purpose exercise were still works in progress. WFP sought to be the partner of choice for United Nations agencies and other humanitarian organizations, and was also working to ensure that more of its senior staff applied for positions as United Nations Humanitarian Coordinators and Resident Coordinators.
12. The Executive Director closed by thanking Board members for their constructive comments.

ANNUAL REPORTS

Annual Report for 2012 to ECOSOC and FAO Council (2013/EB.1/2) (for approval)

13. The Secretariat presented this report on WFP's contribution to the coherence and effectiveness of the United Nations system in achieving the Millennium Development Goals, and building sustainable food security through interagency, multilateral and NGO partnership initiatives.
14. The Board commended the report's comprehensive analysis of WFP's work in this regard. Members welcomed WFP's partnership with the other RBAs, in particular its work to highlight issues relating to food security and nutrition at the United Nations Conference on Sustainable Development (Rio +20); in support of the Secretary-General's Zero Hunger Challenge; and in the overall process to elaborate a post-2015 development agenda. The Board expressed its appreciation for WFP's collaboration with partners on the development and food security agendas of the G8 and G20; its participation in fora such as the Committee on World Food Security and the Standing Committee on Nutrition; its work in promoting South–South and triangular cooperation; and the support it provided to the African Risk Capacity. Members appreciated the new format of the annual WFP partnership consultations in 2012.
15. The Board recognized WFP's contribution to humanitarian reform and the Transformative Agenda. It welcomed WFP's cluster lead role; its work to enhance partnerships within the cluster system, including with NGOs; and the outcome of the evaluation of the global logistics cluster.
16. Some members expressed appreciation for WFP's continued focus on mainstreaming risk management, and for WFP's joining the International Aid Transparency Initiative. Members welcomed the increased use of common services among United Nations agencies. They stressed the need for predictable, multilateral and multi-year funding and expressed concern at the significant gap between donor contributions and assessed needs. The Secretariat was encouraged to propose candidates for the Resident and Humanitarian Coordinator pools, particularly women. The Board urged WFP to continue to make progress on mainstreaming and reporting on gender issues.

17. The Secretariat noted that the report focussed on WFP's contribution to processes that ensure the coherence and effectiveness of the United Nations system. Information on results and outcomes were covered in the Annual Performance Report.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

Appointment of the Inspector General and Director of the Oversight Office (2013/EB.1/3) (*for approval*)

18. The Chief of Staff briefly outlined the procedure for the selection of the new Inspector General and Director of the Oversight Office, who was appointed by the Executive Director. Of the 96 responses to the initial advertisement, 23 candidates had been shortlisted for consideration by the selection panel, of whom 8 were interviewed in person by the selection panel during November 2012. From these candidates the three top-ranking candidates were proposed to the Executive Director. The Executive Director met all three candidates and, in consultation with the Audit Committee, selected Mr David Johnson to be presented to the Executive Board for its consent.
19. The Board expressed its appreciation of the rigorous and transparent selection process, in line with the Charter of the Oversight Office. It endorsed the appointment of Mr Johnson. Board members welcomed the opportunity to be involved and observed that internal audit was a management tool that offered valuable support to WFP departments by helping them to optimize their work. The Board expressed its appreciation of the work of the outgoing Inspector General, Mr Suresh Sharma.

EVALUATION REPORTS

Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations in Chad and Management Response (2013/EB.1/4) (*for consideration*)

Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations in Bangladesh and Management Response (2013/EB.1/5) (*for consideration*)

Synthesis Summary Report of the Joint UNHCR/WFP Impact Evaluations on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations and Management Response (2013/EB.1/6) (*for consideration*)

20. The Director of the Office of Evaluation (OEV) presented the last two of a series of four impact evaluations concerning food assistance in protracted refugee situations – in Chad and in Bangladesh – and a synthesis based on all four evaluations. The 2002 Memorandum of Understanding (MOU) between the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP had given renewed impetus to a shift from a care-and-maintenance approach towards support for self-reliance and durable

solutions. Overall, the evaluations found that WFP and UNHCR assistance had mediated hunger and improved coping strategies in the short term, but food insecurity and chronic malnutrition had persisted in the medium term and the expected evolution towards self-reliance had not happened in the longer term. External factors explaining these results included underfunding of activities supporting self-reliance and restrictive host-government policies. These were exacerbated by internal factors including missed opportunities for synergies within and between programmes, and programme management issues. Evaluation recommendations were therefore directed not only to WFP and UNHCR but also to donors and the international humanitarian community as a whole.

21. The Secretariat had accepted all the recommendations and had already implemented some. Many required political will and support from host countries and communities and donor governments.
22. Mr Machiel Salomons, representing the UNHCR Policy Development and Evaluation Service, reported on a high-level meeting in January 2013 where UNHCR and WFP had committed to strengthening advocacy with host and donor states to increase funding of sustainable livelihoods and self-reliance activities for refugees in protracted situations, improve access to land and employment, develop a joint strategic and operational framework to address internal constraints identified by the evaluation, engage development actors and collaborative partners in activities related to protracted displacement and emergencies, and develop coordinated strategies for the phased reduction of food assistance while safeguarding the nutritional status of refugees.
23. Turning first to the Bangladesh evaluation, Board members raised concerns about the risk of dependency on food assistance by registered Rohingya refugees and noted the need for advocacy with the Government of Bangladesh to improve their conditions – including by allowing them to work – and with the Government of Myanmar in seeking a longer-term solution for displaced Rohingya. A package of livelihood support for all vulnerable groups, including registered and unregistered Rohingya and host communities could help with this.
24. Responding to the Board's questions and concerns, the Director of OEV noted that the evaluation found the dire situation of the Rohingya refugees made it too early to consider an exit strategy from assistance to refugees.
25. The evaluation had found that food assistance increased the range and safety of refugees' livelihood options; unassisted refugees were forced to make worse and riskier choices, and their higher cash earnings did not necessarily mean better nutrition or food security. The evaluation confirmed that global acute malnutrition (GAM) rates for unregistered refugees were significantly worse than those for registered refugees. Gender-disaggregated data from the evaluation, requested by members, would be made available.
26. Mr Salomons clarified that UNHCR's mandate was to support all refugees, regardless of whether the host government had signed the 1951 Refugee Convention. UNHCR would explore options for improving the food security of all groups, particularly women, children and other vulnerable people, and was studying the options for assistance outside camps.
27. The Secretariat welcomed the Board's encouragement and solidarity. UNHCR and WFP country teams would continue to engage with the Government of Bangladesh and development partners through a comprehensive approach to humanitarian assistance. Management would provide information about WFP's response to allegations of inappropriate actions at food distributions. The Regional Director for Asia reported that WFP was supporting local safety nets through school feeding and nutrition interventions

for unregistered and host populations. Regarding the Chad evaluation, the Board noted that there were better prospects for finding durable solutions for refugees in Chad because of the lower numbers of refugees involved, the closer affinity between refugee and host populations, and the good agro-climatic conditions in refugee-hosting areas, but that the lack of a coherent strategy on transition to self-reliance was of concern. The achievements in reducing GAM rates were noted as important and members were ready to support alternative livelihood options, which were considered more relevant than increasing the frequency of food distributions to enhance ration use. To facilitate return and resettlement, WFP and UNHCR should collaborate in Chad and the Central African Republic to promote access to resources and cross-border livelihoods, with support from donors.

28. Mr Salomons reported that UNHCR was conducting studies on the transition from relief to development to draw lessons for its ongoing Transition Solution Initiative; information on findings and progress related to this initiative would be shared with WFP.
29. The Secretariat acknowledged the strong commitment from the United States Government in funding the integrated security detachment in Bangladesh, which could potentially enhance cross-border opportunities and a united approach to implement operational intents of both agencies.
30. Regarding the synthesis report, the Board welcomed it and drew attention to its relevance for all humanitarian agencies in protracted refugee situations: worldwide there were 10.5 million refugees plus 14.5 million internally displaced persons, most in protracted situations. The issues identified had been concerns for many decades. It was clear that new solutions were needed; however, this was a complex political problem and there was need for realism about what could be achieved concerning durable solutions. Members acknowledged the contribution they could make to changing the international response system to support transition to self-reliance – which required a global response beyond the capacity of individual agencies. They welcomed the formulation of a joint strategy for refugees in protracted displacement situations and recommended that it give refugees a say in the assistance provided; allow flexibility for appropriate responses at the country level; and take into account host populations and the Do-No-Harm approach.
31. The Board also welcomed UNHCR's Transition Solution Initiative and urged WFP to reflect on its implications for the role of food assistance. It affirmed that increased advocacy and dialogue between international organizations and host governments would help remove the barriers to refugees' livelihoods and improve their security. Members suggested that long-term development investment in host governments would help improve the prospects for both host communities and long-term refugees.
32. More specific issues noted by the Board as requiring renewed efforts included strengthening needs assessment to ensure the most appropriate tools; registration and verification of refugee numbers; better strategies to achieve gender equality and more attention to issues of sexual and gender-based violence (SGBV); more attention to limit the sales of rations, which could have wide-ranging repercussions – including for donors, as in Somalia; and better selection of sites.
33. The Director of OEV emphasized that any strategy for durable solutions had to ensure that refugees were able to move from camps to better situations. She clarified that the countries covered by the impact evaluations had been selected to provide a representative range of WFP and UNHCR activities and mandates worldwide. The synthesis report provided strategic recommendations directed to the policy level.

34. Mr Salomons noted that international refugee law did not define local integration, which included legal and economic processes. Site selection was complicated by refugees often preferring to settle near borders and remain in initial settlement areas while UNHCR sought sites further from borders. Biometric systems were used for verification of refugee registration. Prevention of SGBV was a cornerstone of UNHCR policies; all evaluation missions covered SGBV practices. Support to returnees was not part of UNHCR's official mandate, but it had developed expertise in addressing resettlement issues.
35. The Secretariat would keep the Board informed of progress in developing the joint WFP/UNHCR corporate strategy and operational framework, which would take into account the new WFP Strategic Plan. Updates on recommendation implementation would be included in the Annual Performance Report. Increased multilateral funding had given WFP slightly more flexibility, but saving lives would remain a higher priority than building sustainable livelihoods.
36. The President of the Board noted that these reports would be presented jointly by UNHCR and WFP to the March session of the UNHCR Board.

WEST AFRICA REGIONAL PORTFOLIO

Regional Bureau Presentation

37. The Regional Director focused first on the situation in Mali, where drought and conflict had caused food prices to rise with resulting increases in food insecurity and displacements within Mali and to neighbouring countries. WFP's priority was to re-establish hubs in the northern regions while continuing the delivery of recovery and relief food assistance in southern Mali, including school feeding, asset creation, nutrition and P4P activities. In the north, distributions had resumed in February in the Timbuktu Region. Rapid surveys had revealed increased prices, limited availability of products in markets and limited access to services. In 2013, WFP planned to support 9 million people in the Sahel through life-saving and early recovery operations combined with rural development, asset creation, nutrition and education activities. In the Central African Republic, the situation was relatively stable following a political agreement, but remained unpredictable, and WFP had recently resumed activities to support 96,000 beneficiaries with two-month rations. WFP was supporting disarmament, demobilization and reintegration activities in the western part of the country. A WFP market assessment found a 40 percent rise in the cost of the food basket and a decline in access to food among vulnerable households. The United Nations estimated that 800,000 people living in the area held by the Seleka coalition were in immediate need of support. In Guinea-Bissau, a "forgotten emergency", conflict and instability had exacerbated the effects of climate shocks, leading to high food insecurity and increased vulnerability; WFP had launched a new operation in support of 300,000 people.

Protracted Relief and Recovery Operations—Burkina Faso 200509 (2013/EB.1/7) (for approval)

38. The Country Director observed that in spite of the good 2012 harvest, the recent drought meant that between 20 percent and 40 percent of households remained food-insecure and malnutrition rates remained high. The protracted relief and recovery operation (PRRO) was intended to address these challenges by promoting recovery through accelerated nutrition interventions and asset-creation activities, building on earlier successes. The nutrition and food security situation had also been affected by the influx of refugees from Mali. A major

focus of the PRRO was to transfer vulnerability analysis and mapping (VAM) skills to the Government and partners and to develop cash-based approaches with partners such as the Food and Agriculture Organization of the United Nations (FAO), Oxfam, local NGOs and microfinance institutions.

39. The Board welcomed the PRRO proposals, commending the asset-creation component as an effective approach to maximizing resilience at the household and community levels. Board members also supported the supplementary feeding for children and pregnant and lactating women as an initial step in addressing the high malnutrition rates, and welcomed the proposals for enhancing local capacities with a view to increasing resilience to shocks. The alignment of the PRRO activities with the Millennium Development Goals and with government programmes was also applauded. Board members noted that experienced partners would be essential to the success of the various components, especially those involving small-scale farmers, and urged the Secretariat to ensure that interventions targeting global acute malnutrition were fully aligned with the national protocols. Board members recommended regular assessment of the appropriateness of the food component to ensure that it did not create dependence. Board members were pleased to note that the partnership agreements were based on assessments of comparative advantages and alignment with government priorities. The participatory and gender-aware nature of the PRRO was commended by Board members, who noted that women headed a large proportion of households in Burkina Faso. The Board also approved of the proposals for eventual transition to a country programme.
40. The Secretariat thanked the Board, noting that under the partnership arrangements the WFP country office had signed agreements with UNICEF and FAO to strengthen the value chain of United Nations agencies in tackling malnutrition and building resilience in the country. WFP intended, however, to use its nutrition and cash-based activities to promote education and awareness and to ensure that robust gender analysis was integrated into its operations. The Secretariat reiterated that the main underlying cause of malnutrition in Burkina Faso was chronic poverty; in this context the education and awareness aspects of the PRRO would be essential and would be supported by UNICEF and other partners. The hand-over strategy was based on the establishment of an early-warning system: WFP's VAM unit was working with the Government to inculcate the required skills. The Secretariat observed that the geographical coverage of NGO partners was limited to the extent that WFP resources would directly assist 1.4 million of the overall 1.7 million beneficiaries.

Budget Increases to Protracted Relief and Recovery Operations— Niger 200051 (2013/EB.1/8) (*for approval*)

41. The Country Director presented the request for the budget increase explaining that it served to fund the transition from the emergency operation (EMOP) and current PRRO activities to long-term resilience-building. At the onset of the 2012 crisis, WFP had expanded its activities to protect household assets and keep people on their land. These activities were gradually scaled up to respond to the deteriorating situation. WFP support had contributed to reduced recourse to negative coping strategies; food security and nutrition activities were integrated so that the most vulnerable families received a package of support. The increased risk and threat environment, directly related to the war in Mali, had the potential to interfere in the implementation of WFP's programmes in the west of the country. As a response to the security environment, security training for WFP staff had been introduced; United Nations Department of Safety and Security (UNDSS) capacity required reinforcement.

42. The Board expressed support for the budget increase, voicing concerns at the worsening situation in Niger. Members expressed some misgivings that the refugee crisis caused by the war in neighbouring Mali had not been properly budgeted for. Questions were raised about the use of cash rather than food distribution and the estimate of 1.1 million beneficiaries. WFP's early identification of emergency needs was commended. The country office was urged to carry out evaluations.
43. Responding to Board comments and questions, the Country Director explained that WFP was working within the framework of the Government's national plan and the expectation was that there would be about 2.2 million beneficiaries. Post-distribution monitoring would help discern the effectiveness of blanket feeding. Evaluations were underway; preliminary results suggested that cash helped increase dietary diversity and resilience.
44. The Regional Director for West Africa clarified that the refugee crisis was being treated as a regional issue involving Mali, Mauritania, Burkina Faso and Niger and would be addressed with a regional EMOP.
45. The Niger representative, remarking on the success of the WFP interventions in his country, conveyed official government appreciation to the Country Director.

SOUTHERN AFRICA REGIONAL PORTFOLIO

Regional Bureau Presentation

46. The Regional Director reminded the Board that the region continued to suffer the effects of the AIDS, high stunting rates and extensive weather-related shocks. Localized droughts were common; recently affecting southern Malawi, southern Zimbabwe and 10 percent of the population of Lesotho. WFP and its partners had responded early and well, including the governments of Malawi and Zimbabwe with maize; and the government of South Africa with US\$20 million to assist Lesotho. Response efforts sought to build resilience. For recent major floods in Mozambique, WFP had launched a special operation for logistics and emergency telecommunications response, and was providing assistance under a PRRO to ensure response, early recovery and building of national emergency preparedness. Floods had also seriously affected Malawi and Zimbabwe and had been reported in Botswana, Namibia and the Seychelles; the latter had declared a state of emergency and appealed for international aid. Tropical Cyclone Felleng had struck Madagascar and cyclones were expected to cause further damage in coming months; resource constraints were limiting food pre-positioning. Another major locust infestation was feared following the November infestation that led to a state of emergency. The regional bureau was increasingly prioritizing programmes with resilience-building activities and was encouraging the Southern African Development Community to take the lead on making response mechanisms for recurrent emergencies a Member State priority.
47. The security situation in eastern Democratic Republic of the Congo (DRC) remained volatile, with armed activity escalating; there were 2.7 million internally displaced persons (IDPs) in DRC, 1.5 million in North Kivu and South Kivu provinces alone. Lack of road access to recent IDPs in a town in Maniema had meant having to airlift high-energy biscuits there. Large numbers of people were fleeing DRC, while people fleeing the Central African Republic had entered DRC. WFP was alert to how the proposed integration of a special intervention brigade into the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo might affect delivery of assistance. WFP was aiming to assist 1.2 million beneficiaries under its EMOP, and 3.6 million under its recovery and resilience activities until June.

48. Bright spots in the region included Namibia, where the Government contributed for WFP to provide technical assistance for school feeding; WFP and the Office of the Prime Minister had signed a two-year MOU to strengthen the management of government-owned food assistance programmes.

Protracted Relief and Recovery Operations—Zimbabwe 200453 (2013/EB.1/9) (for approval)

49. The Country Director presented this PRRO, which assisted the transition from emergency to recovery while allowing for a rapid response to emergency if necessary. The PRRO anticipated the development of a social security framework and a WFP country programme.
50. The Board commended WFP for its work in Zimbabwe, where the situation had improved since 2009 although rates of rural food insecurity were expected to increase in 2013. Members supported the PRRO, noting that it took into consideration recommendations from the country portfolio evaluation of 2011. They welcomed the transition to recovery, the enhancement of national safety net systems, the emphasis on local ownership, and the alignment with government policies; and welcomed the increased use of new tools, which had been found to enhance impacts, and the PRRO's gender sensitivity, with women and girls making up 52 percent of beneficiaries.
51. In response to the Board's comments and queries, the Regional Director confirmed that the PRRO had been designed in consultation with food security stakeholders in Zimbabwe. The Country Director reported that efforts to reduce inclusion and – particularly – exclusion errors included setting up help desks at every distribution site, where civil society, WFP and partner staff recorded allegations of unjust exclusions; these were investigated and corrected. Communities' selection of the assets to be created ensured community and partner support for WFP livelihoods promotion activities, with some partners contributing their own funds; assets selected included dip tanks, water harvesting and small dams. Monthly meetings provided donors, implementing partners and government with progress reports.

REGIONAL PRESENTATIONS

East and Central Africa Regional Bureau

52. The Regional Director noted that in general in the region, good rains and crops had led to enhanced food security, and there was optimism that the situation in Somalia was improving as the new Government established itself: WFP had already restarted operations in Kismayo and planned to relocate staff to Mogadishu. However pockets of food insecurity remained a concern in areas of Somalia, Ethiopia and Djibouti, where an expected severe dry season would impact pastoralists in particular. Also, in Rwanda and Uganda, the 200,000 refugees from DRC were being joined by up to 100 new families per day and tensions between the Sudan and South Sudan had also displaced 200,000 people.
53. The Regional Director drew attention to WFP's work to enhance supply chain management. Advance funding was being used to pre-position food – in South Sudan 90,000 mt would be in place by April – to improve transport security and to upgrade contingency plans. Resilience-building in partnership with governments and the Inter-Governmental Authority on Development was ongoing in the Horn of Africa to counter the effects of drought. In Kenya, WFP was supporting the Government in implementing food-for-assets and cash-for-assets activities to help communities under the

regional plans to prevent crisis by planning for shortages. In Djibouti, WFP and the International Fund for Agricultural Development (IFAD) were assisting the Government to enhance livelihoods of drought-affected people through water reservoirs and other infrastructure works. In Somalia, WFP, FAO and UNICEF were implementing a joint multi-sectoral resilience programme.

Asia Regional Bureau

54. The Regional Director for Asia observed that although the region had much to celebrate, poverty and undernutrition were persistent. Natural disasters were increasing in intensity and frequency, as evidenced by the floods in Pakistan and the recent catastrophic category-5 typhoon Bopha in Mindanao in the Philippines. In successfully shifting resources to respond to the typhoon in the Philippines, WFP had given proof of its preparedness. WFP's operations were facilitated by the strong response of the Government of the Philippines but donor response had been limited. The regional preparedness strategy established a response plan to be used by national and international responders; it would prioritize Bangladesh, Indonesia, Myanmar, Nepal and the Philippines. Potential inter-agency staging areas for large-scale response had been identified to facilitate alignment of logistics components with national, regional and international responders. Regarding nutrition, the Scaling Up Nutrition movement had been advocating for curtailing stunting; WFP and UNICEF were to develop pilot programmes and reinforce nutritional surveillance. The regional directors of UNICEF, FAO, the World Health Organization (WHO) and WFP had been advocating with national authorities to invest in reducing undernutrition through social protection schemes.

Middle East, North Africa, Eastern Europe and Central Asia Regional Bureau

55. Following recognition by the Board President of his service to WFP, the outgoing Regional Director Mr Daly Belgasmi observed that the Middle East and North Africa region was continuing to suffer the effects of volatile food and fuel prices and declining investment and tourism. Displacements and population movements were on the rise, putting pressure on government resources for social safety nets; many of the countries in the region were categorized as middle-income but this definition needed to be revisited. Grain losses were high in the Near East and Central Asia, exacerbating overall food insecurity. While WFP had closed its office in Libya, it was developing an exit strategy including provision of recommendations to the Government on how to enhance social safety nets. Yemen was in particular need of attention: WFP EMOPs targeted 5 million people, one third of the population was food-insecure and refugees were streaming in from the Horn. The Sudan country office had recently become part of the Regional Bureau Cairo (OMC) portfolio; WFP's exit strategy in Darfur involved enrolling beneficiaries in recovery programmes. In the State of Palestine, WFP worked in partnerships to promote relief, resilience and preparedness. Because of the inflow of refugees from the Syrian Arab Republic, WFP would be expanding support for social safety nets in Jordan. The regional bureau had operations in 15 countries and was planning to support 13.5 million beneficiaries; the OMC regional strategy for 2013 focused on emergency preparedness and response; resilience-building; the enhancement of food security; and addressing hidden hunger. The Regional Director mentioned expanded school feeding programmes and cash-and-voucher activities in several countries. WFP was working in partnerships across the region and appreciated the Board's support.

Latin America and the Caribbean Regional Bureau

56. The Regional Director described the bureau's progress in building resilience in Central and South America. A participatory Alliance for Resilience had been set up for Central America with a plan of action shared by all governments to restore ecosystems, strengthen institutions, develop local capacities and sustainable livelihoods and share knowledge; FAO and WFP were providing technical support. Country programmes in Guatemala, Honduras and Nicaragua included related activities, while in El Salvador WFP was experimenting with South–South cooperation with Guatemala sharing best practices in watershed management. WFP was also working on the development of an early warning system within the Central American Integration System. In South America, the melting of the Andes glaciers was aggravating food insecurity; WFP was producing an atlas of food insecurity and climate change, which would help in the targeting of vulnerable communities and the prioritization of resources by governments and WFP. WFP was developing a regional initiative in the Andes together with UN-Women on food security and resilience with a gender perspective in Bolivia, Colombia, Ecuador and Peru, focusing on ecosystems and climate change adaptation. Turning to Haiti, the Regional Director described the country as at a critical stage, needing to move towards a functional state and sustainable development; strong leadership was needed to focus on a set of very simple and basic priorities, building on progress made so far to avoid dispersing scarce resources and capacity in too broad a spectrum of initiatives. Longer-term planning was also needed, including the legal framework for, and government contributions to, the school feeding programmes.

Debate

57. The Board expressed its deep appreciation for the outgoing Regional Director of OMC. Appreciation was expressed for WFP coordination and quick response to natural disasters in the Philippines and its emphasis on disaster prevention, preparedness and mitigation. It was suggested that international institutions needed to target their assistance to Haiti with more precision to avoid dispersion. Support was expressed for long-term school feeding programmes.
58. In response to Board observations, the Regional Director for Asia agreed that the disaster preparedness and capacity development work underway in the Philippines could be shared with other countries. The Regional Director of OMC acknowledged the many warm remarks received, noting that he had simply done his duty. The Regional Director for Latin America and the Caribbean outlined ways that WFP worked with FAO in the region, in particular building resilience in Central America.

ORGANIZATIONAL AND PROCEDURAL MATTERS

Biennial Programme of Work of the Executive Board (2013–2014) (2013/EB.1/10) (for information)

59. The Board President presented the Biennial Programme of Work of the Executive Board. While submitted for information, the Board had requested discussion during the session.
60. In a joint statement, four Lists asked that in light of the 6 February consultations on gender, an update of WFP's gender policy be added to the Biennial Programme of Work for the 2014 Second Regular Session. The update would allow the alignment of the gender policy with the new Strategic Plan (2014–2017); the incorporation of recommendations

arising from the evaluation of the gender policy scheduled for submission at the First Regular Session, 2014; the synchronization with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women; and progress in implementing the work plan to address gaps in gender programming.

61. A representative of the fifth List indicated that changes to the Biennial Programme of Work should be the result of joint coordinated work among Member States and the Secretariat. A Board member requested more time to consult with capitals before considering any changes, along with detailed information from the Secretariat concerning organizational and financial implications of those changes.
62. Members agreed that future changes would certainly be the result of joint work and consultation, and reiterated the request that the update be added to the Biennial Programme of Work.
63. The Secretariat clarified that the timing was appropriate because the update would follow the evaluation of the gender policy and the adoption of the Strategic Plan (2014-2017). The Executive Director emphasized that gender was a priority for WFP since she took office. While no additional financial requirements were envisioned as a result of changes to the Programme of Work, any change in requirements would be consulted with the Board.
64. The Board President suggested that the request for the change be added to the draft decision and any changes introduced at the Annual Session. Board members preferred to introduce the change at the current session. The President recalled that the Rules of Procedure required that proposals to change draft decisions be submitted in writing and distributed to members in all Board languages. Following a recess during which a revised draft decision was translated and distributed, consensus was reached to include the update as proposed.

ADMINISTRATIVE AND MANAGERIAL MATTERS

Reports by the Joint Inspection Unit Relevant to the Work of WFP (2013/EB.1/11) *(for consideration)*

65. The Secretariat expressed its appreciation of the independent evaluations carried out by the Joint Inspection Unit (JIU), noting that the JIU had issued seven new reports for WFP action since the last report to the Board. The Secretariat thanked the Executive Board Bureau for its collaboration on recommendations for legislative body action and reported that 53 percent of outstanding recommendations for management and Board action had been closed, compared to 28 percent in 2011. The Secretariat noted that in the spirit of transparency and information-sharing, it had for the first time included an annex of JIU Notes, which were sent for the attention of the Executive Head and were not required to be reported to the Board.
66. Board members acknowledged the value of JIU reports and thanked the Secretariat for the progress made in following up recommendations. Board members requested and received clarification about updating the framework for the administration of trust funds, geographic representation among staff, and funding for mandatory ethics training.

67. The Secretariat updated the Board on the status of the JIU recommendation tracking system. WFP implemented the system on a pilot basis in 2012, and would fully implement it in 2013. The system was “live” and had significantly improved communication with JIU about recommendation implementation. The JIU was developing a portal for read-only access for Member States; the Secretariat would inform Board members of the access protocol when it became available.

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

The Board adopted the Agenda.

18 February 2013

Election of the Bureau and Appointment of the Rapporteur

In accordance with the Rules of Procedure of the Board, the Board elected Mr Vladimir Kuznetsov (Russian Federation, List E) as President for a one-year term. Ms Marieta Okenková (Slovakia, List E) was elected as Alternate.

The Board elected H.E. Evelyn A. Stokes-Hayford (Ghana, List A) as Vice-President. H.E. Frank Mutubila (Zambia, List A) 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 Lupino Lazaro, Jr (Philippines, List B); H.E. Miguel Ruíz-Cabañas Izquierdo (Mexico, List C); and H.E. Thomas Wriessnig (Germany, List D). Elected as Alternates were: H.E. Hassan Janabi (Iraq, List B); Ms Sylvia María Leticia Wohlers de Meie (Guatemala, List C); and Ms Elizabeth Petrovski (United States of America, List D).

In accordance with Rule XII of its Rules of Procedure, the Board appointed Ms Silvia María Álvarez Rossell (Cuba, List C) Rapporteur of the First Regular Session of 2013.

18 February 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.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.

18 February 2013

ANNUAL REPORTS**2013/EB.1/2 Annual Report for 2012 to ECOSOC and FAO Council**

The Board approved the "Annual Report for 2012 to ECOSOC and FAO Council" (WFP/EB.1/2013/4). In accordance with decision 2004/EB.A/11, the Board requested that the Annual Report be forwarded to ECOSOC and the FAO Council along with the Board's decisions and recommendations.

18 February 2013

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

2013/EB.1/3 Appointment of the Inspector General and Director of the Oversight Office

Following the recommendation by the Executive Director, the Board approved the appointment of Mr David Johnson (United Kingdom) as Inspector General and Director of the Oversight Office for a term of four years from 1 April 2013 to 31 March 2017.

19 February 2013

EVALUATION REPORTS

2013/EB.1/4 Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations in Chad and Management Response

The Board took note of “Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations – Chad” (WFP/EB.1/2013/6-A + Corr.1) and the management response in WFP/EB.1/2013/6-A/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

18 February 2013

2013/EB.1/5 Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations in Bangladesh and Management Response

The Board took note of “Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations – Bangladesh” (WFP/EB.1/2013/6-B) and the management response in WFP/EB.1/2013/6-B/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

18 February 2013

2013/EB.1/6 Synthesis Summary Report of the Joint UNHCR/WFP Impact Evaluations on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations and Management Response

The Board took note of “Synthesis Summary Report of the Joint UNHCR/WFP Impact Evaluations on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations” (WFP/EB.1/2013/6-C) and the management response in WFP/EB.1/2013/6-C/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

18 February 2013

WEST AFRICA REGIONAL PORTFOLIO

2013/EB.1/7 Protracted Relief and Recovery Operations—Burkina Faso 200509

The Board approved the proposed protracted relief and recovery operation Burkina Faso 200509 “Building Resilience and Reducing Malnutrition” (WFP/EB.1/2013/8-A/1).

19 February 2013

2013/EB.1/8 Budget Increases to Protracted Relief and Recovery Operations—Niger 200051

The Board approved the budget increase of US\$163.9 million for protracted relief and recovery operation Niger 200051, with a ten-month extension from 1 March to 31 December 2013 (WFP/EB.1/2013/8-B).

19 February 2013

SOUTHERN AFRICA REGIONAL PORTFOLIO

2013/EB.1/9 Protracted Relief and Recovery Operations—Zimbabwe 200453

The Board approved the proposed protracted relief and recovery and operation Zimbabwe 200453 “Responding to Humanitarian Needs and Strengthening Resilience to Food Insecurity” (WFP/EB.1/2013/8-A/2).

19 February 2013

ORGANIZATIONAL AND PROCEDURAL MATTERS

2013/EB.1/10 Biennial Programme of Work of the Executive Board (2013–2014)

The Board takes note of the “Biennial Programme of Work of the Executive Board (2013–2014)” (WFP/EB.1/2013/10) as proposed by the Bureau and the Secretariat, and as amended by the addition of an update of WFP’s Gender Policy for consideration at the Second Regular Session in 2014.

19 February 2013

ADMINISTRATIVE AND MANAGERIAL MATTERS

2013/EB.1/11 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.1/2013/11/Rev.1).

19 February 2013

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD

2013/EB.1/12 Summary of the Work of the Second Regular Session of the Executive Board, 2012

The Board approved the document “Draft Summary of the Work of the Second Regular Session of the Executive Board, 2012”, the final version of which would be embodied in the document WFP/EB.2/2012/15.

19 February 2013

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. ***Annual Reports***
 - Annual Report for 2012 to ECOSOC and FAO Council (*for approval*)
5. ***Resource, Financial and Budgetary Matters***
 - Appointment of the Director of the Oversight Office (*for approval*)
6. ***Evaluation Reports (for consideration)***
 - a) Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations in Chad and Management Response
 - b) Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations in Bangladesh and Management Response
 - c) Synthesis Summary Report of the Joint UNHCR/WFP Impact Evaluations on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations and Management Response

OPERATIONAL MATTERS

7. ***Country Programmes (for approval on a no-objection basis)***
 - Nicaragua 200434 (2013–2018)
8. ***Projects for Executive Board Approval (for approval)***
 - a) Protracted Relief and Recovery Operations
 - Burkina Faso 200509
 - Zimbabwe 200453
 - b) Budget Increases to Protracted Relief and Recovery Operations
 - Niger 200051

9. ***Reports of the Executive Director on Operational Matters (for information)***

- a) Development Projects approved by the Executive Director
(1 January–31 December 2012)
 - Guinea Bissau 200322
 - Sao Tome and Principe 200295
 - Togo 200304
 - Swaziland 200353
 - Swaziland 200420
 - Tunisia 200493
- b) Budget Increases to Development Activities approved by the Executive Director
(1 January–31 December 2012)
- c) Protracted Relief and Recovery Operations approved by the Executive Director
(1 July–31 December 2012)
 - Algeria 200301
- d) Budget Increases to Protracted Relief and Recovery Operations approved by the Executive Director (1 July–31 December 2012)
- e) Emergency Operations approved by the Executive Director or by the Executive Director and the Director-General of FAO (1 July–31 December 2012)

10. ***Organizational and Procedural Matters***

- Biennial Programme of Work of the Executive Board (2013–2014) (*for information*)

11. ***Administrative and Managerial Matters***

- Reports by the Joint Inspection Unit Relevant to the Work of WFP (*for consideration*)

12. ***Summary of the Work of the Second Regular Session of the Executive Board, 2012 (for approval)***

13. ***Other Business***

- Oral Report on the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (*for information*)

14. ***Verification of Adopted Decisions and Recommendations***

ACRONYMS USED IN THE DOCUMENT

DRC	Democratic Republic of the Congo
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
GAM	global acute malnutrition
IDP	internally displaced person
JIU	Joint Inspection Unit
MOU	Memorandum of Understanding
NGO	non-governmental organization
OEV	Office of Evaluation
OMC	Regional Bureau Cairo
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
RBA	Rome-based agency
SGBV	sexual and gender-based violence
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN-SWAP	United Nations System-wide Action Plan
VAM	vulnerability analysis and mapping