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Food  
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Programa  
Mundial  
de Alimentos

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## **SUMMARY OF THE WORK OF THE ANNUAL SESSION OF THE EXECUTIVE BOARD, 2012**

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.

This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).



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## CURRENT AND FUTURE STRATEGIC ISSUES

### Opening Remarks of the Executive Director (2012/EB.A/1)

1. Before opening its discussion, the Board observed a minute's silence for the victims of the recent earthquakes in Italy. Having been invited to open the meeting, the Italian Under-Secretary for Foreign Affairs recalled the dramatic statistics regarding hungry people in the world. He drew attention to the need for greater coordination among the Rome-based agencies and groups such as the G8 to address the current challenges to food and nutrition security, noting that the presence of the Director-General of the Food and Agriculture Organization of the United Nations (FAO) reflected WFP's commitment to cooperative approaches. The Under-Secretary for Foreign Affairs also expressed Italy's commitment to supporting the Rome-based organizations in spite of the current global financial austerity.
2. Welcoming the high-level guests, the Executive Director expressed relief and gratitude at the release of WFP staff member Patrick Noonan held hostage for 86 days in South Darfur and paid tribute to the courage and commitment of all WFP staff. The Executive Director thanked donors for their continued support in difficult times, and stressed her intention to enhance transparency and accountability, and to further improve collaboration with the Rome-based agencies, non-governmental organizations (NGOs) and the private sector, with a view to building resilience among the most vulnerable and making best use of comparative advantages. To match these commitments and keep up-to-date with global changes, WFP aimed to increase the efficiency of its operations, reduce overheads and optimize its internal and external communications. With this in mind, the Executive Director had launched a Rapid Organizational Assessment (ROA), conducted by the McKinsey consultancy firm and supported by an internal Organizational Development Team, to identify the actions required. These included enhancements of the roles of country offices, changes in the senior management structure, enhancement of the monitoring and reporting functions, a series of human resources actions including a transfer of national staff from the United Nations Development Programme (UNDP) to WFP contracts, improvements in reassignment and promotion processes, enhancing policies for delegation of authority and managerial accountability, and a new focus on gender issues. The Executive Director stressed the forward-looking, practical nature of the proposed changes.
3. The Director-General of FAO proposed that cooperation among the Rome-based agencies must become the norm rather than the exception. WFP was an equal partner of FAO, and their joint work in the global food security cluster was a model for the humanitarian agenda. The agencies should abandon the crisis-management approach and focus on promoting resilience. A major need in this respect was to increase the productivity and market access for small-scale food producers. The Director-General urged Board members to focus on achieving maximum efficiency in WFP's operations by coordinating them with governments and partners and recommended increased support for transforming decisions of the Committee on World Food Security into action.
4. The Board thanked the Italian Under-Secretary for Foreign Affairs and the Director-General of FAO for their interventions. Board members warmly welcomed the Executive Director and her proposals, which would enable WFP to increase its capacities and become more proactive in responding to crises. They would also improve leadership in the United Nations system and make WFP more accountable in its work to build resilience and promote rapid recovery from crises. Board members particularly commended the

Executive Director's implementation of the ROA and her pragmatic approach to increasing cooperation among the Rome-based agencies with a view to increasing the impact of operations.

5. The Board also commended the Executive Director's intention to enhance communications at all levels, and praised the commitment she had already shown in her visit to Niger to engage with WFP staff and partners and to ensure that WFP operations were aligned with the needs of recipient governments. Her focus on achieving value for money was warmly welcomed, particularly in that it was based on recent evaluations. Board members urged the Secretariat to support this by developing enhanced monitoring and evaluation (M&E) systems, and to support the Executive Director's proposals to increase WFP's focus on gender issues. Members also recommended a review of business processes in line with the Executive Director's intention to optimize staffing policies and upgrade the status of country offices in the WFP business model. In view of the ongoing transition to food assistance approaches, Board members recommended that WFP update and upgrade the skills of its staff and partners.
6. The Board noted the special value of multi-year unearmarked funding, and urged WFP to seek ways of increasing the proportion of such contributions and enhancing its business practices to give it greater flexibility and efficiency, especially with regard to the Transformative Agenda of the Inter-Agency Standing Committee (IASC). The proposals to increase investment in small-scale agriculture were welcomed as part of WFP's work to increase resilience and enhance farmers' incomes. Board members also recommended continued support for initiatives such as Scaling Up Nutrition (SUN) and its continued investment in refurbishing community infrastructures. Board members strongly approved WFP's ongoing engagement with bodies such as the G8 and the G20 and its investments in local food procurement through approaches such as Purchase for Progress (P4P). Interventions based on cash and vouchers could become more prominent as WFP addressed economic aspects of food insecurity. Board members warned, however, that WFP should not change its focus on basic food and nutrition interventions and that it should develop more effective methods for sharing data, particularly with a view to establishing sound hand-over processes.

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## ANNUAL REPORTS

### **Annual Performance Report for 2011 (2012/EB.A/2) (for approval)**

7. The Secretariat presented the Annual Performance Report (APR) for 2011. As requested by the Board, the report provided more comprehensive reporting on performance including greater depth of analysis, with an increase in the use of graphics and text boxes to highlight performance. The Secretariat was committed to furthering its efforts to improve results reporting, and welcomed the Board's advice on this.
8. Within a challenging global context, WFP reached 99.1 million beneficiaries in 75 countries; 80 percent were women and children. Strong partnerships, good risk management and scaled-up use of advanced financing and innovative programme tools were crucial factors supporting WFP operations.
9. WFP reported strong progress with respect to Strategic Objectives 1, 2 and 3. For the first time, it reported significant progress on Strategic Objective 4 – Reduce chronic hunger and undernutrition – demonstrating the success of WFP's nutrition activities. Increased local purchases had allowed some progress on Strategic Objective 5 – Strengthen the

capacity of countries to reduce hunger – although it was recognized that more needed to be done to enhance reporting in this area.

10. In terms of management performance, it was noted that the donor base had expanded, efficiency had been improved through enhanced knowledge management capability, and operational costs reduced by rationalizing beneficiary caseloads and various cost-saving measures.
11. The Secretariat recognized the need for improvements, including in increasing government capacity development; improving gender-related reporting; defining WFP's role and comparative advantages in food assistance; enhancing preparedness and response capacity; ensuring more predictable funding; enhancing the skills of staff and partners; and improving M&E systems and the collection and analysis of data for reporting. These needs would be taken into account in the design of the next Strategic Plan.
12. The Board appreciated the new format and applauded the results reported. Members welcomed the increased ethics reporting, greater focus on nutrition, progress in expanding the donor base and securing more predictable funding, as well as investments in information technology. They urged the Secretariat to upgrade security to ensure that all posts complied with minimum operating security standards; maintain its import-parity policy for local purchases; and continue its efforts to fight gender-based violence, improve the gender balance in high-level staff positions, enhance operational efficiency among the Rome-based agencies, prioritize assistance to where it was most needed, and increase its use of cash, vouchers and other alternative food assistance. Members recommended including more reporting on results at the country and community levels, particularly regarding Strategic Objective 5 and capacity development. They welcomed WFP's reductions of costs but emphasized the importance of continuing to accomplish what needed to be done. The Secretariat was encouraged to further develop and advance inter-agency dialogue on results reporting, transparency and accountability.
13. The Board looked forward to having a clearer demonstration of WFP's comparative advantages in the various sectors of humanitarian response. The increasing scarcity of funding made partnerships particularly important, along with working together to build communities' resilience to shocks. The current global situation made it likely that growing numbers of countries – including more developed and resource-rich ones – would need humanitarian support in the coming years. Members called attention to the use of private-sector funding for disaster response; Japan had relied on it entirely for its 2011 earthquake response. Implementation of the country strategy process had helped improve liaison between WFP, governments and other cooperating partners, and members recommended expanding the process beyond the current 27 countries.
14. The Secretariat took note of the Board's comments and recommendations, which would guide design of the next Management Plan and the APR for 2012. The APR had shown that the country strategy process helped WFP to achieve its objectives at the country level, and the process would be expanded to other countries.

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## POLICY ISSUES

### Update of WFP's Safety Nets Policy (2012/EB.A/3) (*for consideration*)

15. The Secretariat introduced the paper, drawing attention to the evidence that safety nets were effective in helping vulnerable populations to withstand shocks and engage in productive activities that led to recovery, development and long-term resilience. WFP's role in the development of safety nets would remain confined to its core strengths in food

assistance and nutrition, targeting the most vulnerable and consulting extensively with governments and partners to ensure that its activities were aligned with national systems and with partners' initiatives. Flexibility, institutional soundness and fully informed decision-making were principles to be observed. WFP would develop its role in data analysis, programme design and technical support, focusing on proven approaches, and would invest in skills development.

16. The Board welcomed the document as a sound evidence-based analysis. Board members emphasized that safety net initiatives should be country-led, government owned and fully aligned with national needs and systems, noting that some countries already had substantial budgets for safety nets. The Board agreed that WFP should focus on its comparative advantages and work with governments and partners to ensure that food assistance and nutrition were included in development initiatives, recommending that cash-transfer approaches be adopted where appropriate. WFP should continue to learn from its experience with safety nets, and should investigate systems in place in developed countries.
17. Some Board members asked for clarification of the food reserve system as an element of safety nets; some members cautioned that WFP should ensure that its interventions were realistic and that they were culturally sensitive. There were also calls for clarification of the non-traditional financing options mentioned in the document. Board members recommended that WFP's approaches should be agreed with donors and partners and that they should clearly include gender concerns and identify vulnerable groups; the aim should always be to achieve sustainability. Board members recommended that WFP develop success indicators to enhance its M&E with a view to increasing the effectiveness of its interventions, and that it should ensure that full information on entry and exit criteria was available to donors and partners.
18. The Secretariat thanked the Board for its observations, noting that it planned to use cash transfers for specific nutritional interventions when appropriate. WFP recognized that it should ensure that its work on safety nets complemented interventions by governments and partners to ensure complementarity, sustainability and promote a range of outcomes. The Secretariat welcomed the recommendations for enhanced monitoring and reporting, and reminded the Board that food reserves could not be considered safety nets in themselves. As an example of innovative funding, the Secretariat drew attention to the El Salvador trust fund financed from mobile telephone licence fees. The Secretariat agreed that WFP should focus on its food security and nutrition expertise and ensure that donors understood the special nature of this niche.

### **Mid-Term Review of the WFP Strategic Plan (2008–2013) (2012/EB.A/4)** *(for consideration)*

19. Introducing the document, the Secretariat noted that it constituted the first step in preparing for the next Strategic Plan and establishing WFP's future direction. The document was based on extensive consultations and quantitative analysis of changes since the Strategic Plan was enacted, and on reviews of the Strategic Plan from the country perspective in Ecuador, Kenya and Pakistan. The mid-term review found that WFP needed to match staff skill sets with the needs of a broader toolbox of modalities, and to promote effective partnerships.
20. The Board welcomed the document and commended the Secretariat for a transparent and consultative approach in developing the report. Board members approved the focus on enhancing the reporting of qualitative as well as quantitative outcomes, but observed that

some of the changes noted in the document should be explained in greater detail. Clarification of the details of WFP's partnerships and identification of the constraints on capacity development for small-scale farmers were also requested. The needs to improve monitoring and to avoid overlaps with the operations of other agencies were noted by several members. In view of funding constraints, some Board members recommended that WFP prioritize its interventions and ensure that hand-over strategies were built in at the design stage.

21. Board members observed that the document reflected WFP's approach to addressing complex issues and that it promoted the adoption of new policies and processes in response to changing circumstances. The need to match human and other resources with the requirements of each context was stressed by several members. Coordination with governments and partners was identified as a priority by some Board members with a view to keeping abreast of needs and developments. Clarification was sought as to the effects on operations of the shortcomings in the current funding model and the need for advocacy to maximize the proportion of multi-year unearmarked contributions was noted. Some Board members recommended that WFP develop special approaches to addressing chronic crises, and that it enhance its needs assessment and monitoring procedures. The Board approved the "do no harm" humanitarian principle on which WFP operations were based. Board members urged WFP to continue its work to maximize transparency and to make itself fully accountable to beneficiaries and donors.
22. The Secretariat thanked the Board for its observations, noting that local procurement had decreased in 2011 because suppliers had been affected by disasters, and needs had declined in Pakistan, where WFP had purchased a significant amount of wheat in previous years. The Secretariat recognized the need for clearer monitoring indicators. WFP would continue to seek new funding modalities, especially multi-year commitments, and would continue to develop results-based reporting approaches. A policy on protracted crises was being prepared on the basis of a number of case studies. WFP was working to identify constraints on achieving the objectives of the Strategic Plan. Consultations with Board members were already being planned to begin work on planning for the next Strategic Plan.

### **Update on WFP's Role in the Humanitarian Assistance System (2012/EB.A/5)** *(for consideration)*

23. In presenting the update to a report presented to the Board in 2010, the Secretariat sought the Board's support for WFP's engagement in humanitarian reform, particularly the IASC Principals' Transformative Agenda 2012. Since the update's preparation a simulation exercise had been held to test the IASC's procedures for level 3 emergencies and to define leadership roles; an IASC mission had found that procedures followed in South Sudan were a best practice to emulate. The IASC meeting in New York in May had defined five commitments to improve accountability to beneficiaries; discussed how to implement the Transformative Agenda in level 1 and 2 emergencies and in the field; and given the Humanitarian Coordinator an enhanced role in level 3 emergencies. Cluster leads would now report to the HC on activities in support of agreed strategic objectives in a level 3 emergency as well as to their own organizations.
24. The Board supported WFP's role in the Transformative Agenda and noted that the cluster system increased efficiency. Members emphasized the need to integrate system-wide humanitarian issues into the agendas of individual agencies. They welcomed the commitments to affected populations and asked for more information on how these and other aspects of the Transformative Agenda would be implemented and monitored within WFP and in the field.

25. The Board encouraged WFP to continue recommending candidates for the Humanitarian Coordinator roster, ensuring gender balance, and inform all staff about how the humanitarian system functioned. Resource shortages emphasized the need for WFP to prioritize activities, expand its funding sources – including the private sector – and make efforts to increase the predictability of funding. WFP should ensure that field office staff had the capacity to coordinate WFP-led clusters, providing staff capacity development as required. Members suggested that with its new protection policy, WFP could have a larger role in the protection cluster. IASC member agencies should carry out joint assessments when appropriate.
26. Members asked that future reports focus more on the country level, lessons learned and future plans. They requested more information on urban livelihoods, nutrition and food security in emergencies; lessons learned from the IASC simulation exercise; WFP's experience in co-leading the global food security cluster, including progress on the food security handbook and Web site; and the capacity development needs for cash and voucher programmes.
27. The Secretariat thanked the Board for emphasizing the importance of the humanitarian principles and beneficiary accountability; it advocated for these and for humanitarian access and funding. WFP was working on pilots for implementing the Transformative Agenda, and was leading the IASC's work to expand the agenda to non-level 3 emergencies. The Secretariat was working to identify which assessments could be performed jointly. The Transformative Agenda was a priority for WFP, and the Secretariat had proposed to host the December 2012 IASC meeting at WFP Headquarters. Updates on the Transformative Agenda would be provided regularly.

### **Follow-Up to WFP Nutrition Policy (2012/EB.A/6) (*for information*)**

28. The Secretariat recalled that in approving the WFP nutrition policy at EB.1/2012 the Board had requested follow-up information regarding resources, the timeline and forms of cooperation. The Secretariat agreed to update the Board regarding the nutrition policy at Annual Sessions in alternate years beginning in 2013; it was proposed that an evaluation and revised policy be presented in 2015.
29. To implement the policy WFP would make a one-time extra-budgetary investment in national capacity development; WFP staff training; studies regarding nutrient-rich food for children; better delivery mechanisms; and improved M&E. The resource requirement amounted to US\$15 million, of which US\$9 million had been received. In June 2013 the Secretariat was to present a partnership framework for nutrition responsibilities of FAO, the United Nations Children's Fund (UNICEF), WFP and the World Health Organization (WHO).
30. Welcoming the report, members expressed appreciation for the nutrition workshop, which had aided understanding on such issues as moderate malnutrition and the importance of the first 1,000 days. Members also welcomed the links to the SUN initiative, the ending child hunger and undernutrition initiative REACH and the Standing Committee on Nutrition and looked forward to the detailed partnership framework. They expressed concerns that roles and responsibilities at the country level also needed to be defined to ensure effective implementation. Greater attention should be paid to inter-agency coordination – including in the use of nutrition terminology – and to African regional organizations. They suggested deeper investigation into the impact of WFP's food fortification policy on local producers. Several members expressed concern about the shortfall of US\$6 million and requested greater detail on the appropriation of funds and on new staff posts in nutrition.

31. The Board suggested and the Secretariat agreed that the presentation of the evaluation should precede rather than occur simultaneously with the presentation of the policy, with the latter deferred until 2016.
32. Replying to Board concerns, the Secretariat recalled that the paper was not intended to contain all the detail of a policy update. Regarding a query on Memoranda of Understanding (MOUs), the Secretariat explained that the intent was to complement longstanding bilateral agreements with UNICEF and WHO with a four-way partnership framework between FAO, UNICEF, WHO and WFP by 2013. The Secretariat specified that WFP was seeking to define a broad strategy to be taken up by Regional Directors who would give the strategy a more local inflection and develop specific programmes of implementation, during which there would be ample opportunity for more extensive cooperation with African governments and other bodies. Implementation was to take place at country level, where discussions would be held with a wide range of partners; much investment in staff skills was happening at the regional bureaux level. On the question of differing terminology, coherence would be sought. Continuous learning would take place as implementation went forward.

### **Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010–2011) (2012/EB.A/7) (*for information*)**

33. The Secretariat observed that the aim of the document was to promote discussion of a cross-cutting theme – gender – which over the last years had not been a focus for the organization. However, progress had been made in key areas, including a gender mainstreaming accountability framework which was to hold staff and senior management accountable for implementing the gender policy and which included the oversight functions of the Board. A Gender Innovations Fund, established in 2010, had supported 30 country projects. The Secretariat emphasized the importance of the Fund in promoting the alignment of WFP gender activities with different local and social contexts; country office staff were therefore encouraged to carry out gender analyses with local concerns in mind. The gender units in the Rome-based agencies were working well together, and a partnership with UN-Women had resulted in a proposed joint programme on the empowerment of rural women. A partnership with the Institute of Development Studies (IDS) was focusing on innovations from the field and supporting gender mainstreaming at the country office level.
34. The Board welcomed the document. It commended the focus on accountability for gender mainstreaming and was encouraged by the commitment shown by the Executive Director with regard to focusing on gender in WFP. But concerns were expressed that: i) gender outcomes had not been reported against stated priorities; ii) resources had not been forthcoming to support the action plan, even though gender was a core issue; iii) there was a lack of gender dimensions in programme documents; iv) there was no discussion of violence against women and girls; and v) gender equality targets in WFP staffing were not being achieved.
35. Board members urged the Secretariat to ensure that gender issues were supported by managers and to allocate Programme Supported Administrative funding and other resources to gender mainstreaming and gender-related actions, including training. Indicators to support M&E should be established with a view to measuring outcomes and extending knowledge of the issues involved in making gender an integral part of operational planning. Furthermore, the new Strategic Results Framework and the new Corporate Action Plan should include clear targets on gender equality; The Board expressed approval of the focus on gender training in country offices and regional bureaux.

36. The Secretariat was grateful for the Board's support and undertook to address the concerns raised in the discussion. The need to improve reporting of results was acknowledged. Work on indicators for M&E and reporting was already under way. WFP had adopted the IASC gender marker to track integration, and training was planned for staff on the use of the marker for self-assessment. Current indicators were being refined to help the Secretariat report better on gender equality results: this included indicators on access and control over food and other resources provided by WFP. A work plan on protection from sexual exploitation and abuse had been adopted. Capacity-development processes were in progress and County Directors, Deputy Country Directors and heads of programme would be targeted for training on gender analysis and the gender marker.
37. The Director of IDS emphasized the centrality of gender in humanitarian work and the need for effective leadership and policies embedded at the field level. Innovations in the field were to be identified and nurtured while also addressing existing capacity needs in various contexts.
38. The Secretariat agreed that gender was critical to achieving WFP's objectives and was committed to integrating it into all WFP activities. In view of the importance of the concerns raised by the Board, the Secretariat opted to address them in writing with a view to maximizing transparency and understanding.

### **WFP Preparedness and Response Enhancement Programme (2012/EB.A/8)** *(for information)*

39. The Secretariat introduced the topic with an update and expansion on the contents of the paper. The Preparedness and Response Enhancement Programme (PREP) initiative had grown out of lessons learned from the 2010 corporate emergencies as a way to prepare for future challenges, taking into account WFP's shift to new programme modalities. PREP was presented as the means to achieve an end – a New Response Model – involving a risk-management approach to preparedness. It sought to align with external partnerships and programmes and to institutionalize normative and financial tools that enabled an effective emergency response. An evaluation was to be carried out at the end of the initiative in 2014 and an emergency preparedness and response policy developed. Various sustainable funding solutions were being explored.
40. Members commended the work done and appreciated that WFP was learning lessons. More information was requested on WFP's strengths and weaknesses. Several members expressed concerns at the absence of clear programme objectives, timelines and expected outcomes, including performance indicators and benchmarks. They encouraged better information flow to donors and the regional bureaux. Some members asked for more details on the budget requirements of the programme. It was observed that to improve humanitarian response, PREP's focus should extend beyond WFP through capacity development of national actors, external partnership and greater inter-agency engagement through the IASC's Transformative Agenda. Interest was expressed in the civil-military coordination work being conducted; the question of maintaining neutrality was raised. Members asked how PREP involved governments and communities, particularly in early warning systems, and how it addressed emergencies in urban contexts.
41. In response to Board queries and concerns, the Secretariat stressed that it would work to improve information flows to the Board, including concerning the range of resources it drew on. Budget requirements would be better defined once the results of the ROA and WFP's prioritization of resource allocations were clear. The Boston Consulting Group had developed benchmarks and performance indicators that would be used to measure

emergency response. The Secretariat assured the Board that civil–military coordination activities were conducted according to the Oslo Guidelines. Through inter-agency collaboration, PREP was working to harmonize procedures: the WFP Director of Emergencies met regularly with a network of directors of emergencies. PREP was part of WFP’s process to operationalize the disaster risk reduction policy, focusing on building community resilience; several of the broader issues raised by the Board would be dealt with at a later stage. Many aspects of emergency preparedness and response dealt with throughout WFP were not covered by the document.

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## RESOURCE, FINANCIAL AND BUDGETARY MATTERS

### **Audited Annual Accounts, 2011 (2012/EB.A/9) (for approval)**

42. WFP’s 2011 financial statements had been prepared under International Public Sector Accounting Standards (IPSAS) and had been given a clean opinion by the External Auditor. For the first time, the financial statements included a statement of internal control (SIC); both had been presented to the Board during the recent 2012 financial seminar. Another ten United Nations agencies had presented IPSAS-compliant financial statements in 2011 compliant with IPSAS, allowing easier comparison with those of WFP. The 2011 financial statements had been reviewed by the Audit Committee, FAO Finance Committee and the ACABQ and their advice presented to the Board. Inclusion in the 2011 financial statements of the SIC had placed WFP at the forefront of best practice in accountability in the public sector.
43. The External Auditor reported a clean, unqualified opinion on the 2011 financial statements, making six specific recommendations on the statements, including strengthening cash management; integrating resource availability into project planning and budgeting; and streamlining procedures for implementing External Auditor recommendations.
44. The Board welcomed another set of unqualified IPSAS-compliant financial statements. Members supported the External Auditor’s recommendations, and encouraged the Secretariat to continue efforts to broaden the donor base, including with the private sector. Some members were concerned about the generation of a deficit in 2011 and the apparent relative drop in costs related to food, cash and vouchers, and the operational implications of multi-scenario planning for country offices.
45. The Secretariat emphasized that the accumulated financial surpluses generated since 2008 allowed the absorption of the 2011 deficit. In order to enhance transparency, in future Financial Statement V would include an additional column showing resources available to projects; comparison of this against actual expenditures would give a clearer idea of budgetary performance. The Secretariat was developing a system that would make it easier for all country offices to apply a resource-based approach to project planning.
46. The Executive Director underlined that the Secretariat recognized the need to advocate for more contributions from both traditional and new donors and to fund planned activities as effectively as possible. These issues were included in the on-going organizational assessment

### **Forward Purchase Facility (2012/EB.A/10) (for approval)**

47. The Secretariat reminded the Board that the Forward Purchase Facility (FPF) had been discussed at a recent informal consultation; the intention was to increase the funds allocated to US\$300 million without altering the current 6:1 leverage ratio or the overall funding allocated to procurement. The advantages of the FPF system were outlined, particularly the significant reduction in response times and the flexibility and cost savings achieved through large-scale aggregated purchases at advantageous prices to meet project needs. Also, a range of nutritious food products had been purchased for prepositioning at United Nations Humanitarian Response Depots until needed for urgent requests and immediate response. The main aim of the increase in available funding was to ensure that WFP could maintain or increase level of food inventory in continuous supply lines and as such, increase WFP's ability to respond faster to urgent needs during crises. The Secretariat recognized that FPF involved a degree of risk, and prudent amounts of commonly distributed foods were purchased to reduce this exposure. WFP was working with donors to resolve issues related to the tagging of FPF deliveries.
48. The Board welcomed the document as an accurate, accessible account of a complex process, noting that FPF saved lives as well as time. It approved the Secretariat's care to maintain the 6:1 leverage ratio and to make cost savings through aggregate purchases and optimum transport arrangements. Several Board members also noted that the approach would greatly benefit from multi-year unearmarked contributions. Board members urged the Secretariat to ensure that the FPF was fully monitored and that any unintended side-effects such as distortions of local markets were identified and avoided. The Secretariat was asked to report regularly to the Board on developments.
49. Some members asked for clarification as to the scale of FPF, noting that increasing the FPF ceiling would expand the storage facility needs, and recommended that the Secretariat establish ways of handling fluctuations in food prices and any losses incurred in the system. The Board and Secretariat thanked the Government of Canada for its significant support for FPF, which included funding for a new storage depot at Djibouti.
50. The Secretariat thanked the Board for its observations, noting that because food stocks were forwarded to operations within a short timeframe, storage costs were minimal; food consignments were insured against losses. The food procurement activities were carefully planned and very frequently reviewed, and the Board would be kept informed through annual reporting. The Secretariat reassured Board members that WFP's financing capabilities for non-commodity interventions would not be affected by the changes in the FPF, which would use a maximum of US\$300 million of the US\$557 million available for procurement. It reminded the Board the FPF would result in a reduced need for advance financing from WFP's other sources. The Secretariat stated that potential effects on local markets were monitored and minimized and reiterated that the aim of the proposed increase was to prevent pipeline breaks and make food available where it was needed, in the shortest possible time.

## **Appointment of Members to the Audit Committee (2012/EB.A/11)**

### *(for approval)*

51. The Secretariat outlined the procedures adopted for the appointment of the Audit Committee (AC) members. The selection panel had discussed the criteria for renewal or appointment of AC members and enquired whether the members concerned were prepared to stand for re-appointment. The principles of continuity, coherence and balance had been retained and the panel had recommended renewal of the outgoing members. The Board approved the extension of the terms of Ms Elvira Lazzati, Mr Antoine Antoun and Ms Kholeka Mzondeki for three years until 2015.
52. Board members approved the proposed timeline for appointing AC members to fill future vacancies, and recommended that WFP advertise internationally to ensure that the best candidates were identified.
53. The Secretariat responded that the present case concerned three AC members who had already been through the selection process, and undertook to publish international advertisements for future appointments.

## **Annual Report of the Audit Committee (2012/EB.A/12) (for consideration)**

54. The Chairman of the AC presented the document, observing that it took into account the AC's new terms of reference and noting that meetings had been attended by different members as new members were appointed. The Board's attention was drawn to: i) the conclusion of the Institute of Internal Auditors that WFP's internal audit function was in conformity with its standards; ii) the charter clarifying the role and responsibilities of WFP's director of oversight; iii) the establishment of a corporate risk register supported by risk assessments at the country and regional levels; and iv) the unqualified audit report issued by the External Auditor. WFP had established internal control mechanisms that were in line with international best practices and was supporting United Nations agencies that were to introduce IPSAS. The Chairman noted that relations with the External Auditor were cordial and productive.
55. Board members welcomed the document and noted that the new terms of reference served to increase the Board's confidence in the AC as an advisory body that could be more firmly embedded in WFP. It was recommended that the Secretariat seriously consider the proposals for field visits by AC members to increase their understanding of WFP's work. Board members agreed that succession planning was a major risk issue and recommended that the Secretariat prepare a transition plan for senior management positions; the advice of the AC would be welcomed. With regard to the recovery of value added tax (VAT), Board members recommended that WFP work with governments, particularly the Government of the Sudan, to recover outstanding amounts and develop mechanisms for VAT recovery. Board members noted the AC's proposals for optimizing the submission of documents to oversight bodies and recommended consultations with those bodies. Board members appreciated the AC's inputs into establishing the SIC control and risk registers.
56. In response, the Chairman of the AC observed that the AC was to consider succession planning in the light of best practices in the private sector and would offer suggestions on the way forward. The Government of the Sudan was repaying VAT and was setting up a mechanism to make VAT recovery easier. The issue of appointing a director of oversight hinged in part on providing conditions of employment that would allow for re-appointment to another position in WFP where no conflict of interest was involved; the AC would consider this further at its next meeting. Visits by AC members to field locations would

enable them to understand the issues affecting 80 percent of WFP's work; costs would be minimized if AC members visited sites in their home regions.

57. The management response focused on the VAT issue: WFP intended to recover all outstanding amounts and was working to minimize future risks. The succession planning issue was already a part of the review of the human resources function, and the Secretariat looked forward to working with the AC to identify best practices and develop the appropriate processes.

### **Annual Report of the WFP Inspector General and Note by the Executive Director (2012/EB.A/13) (*for consideration*)**

58. Introducing the document, the Inspector General noted that oversight work performed in 2011 had not disclosed any significant weaknesses in WFP's internal controls, governance or risk management processes that would have a pervasive effect on the achievement of WFP's objectives. The Charter of the Oversight Office was revised to meet the highest standard, and seven internal audit reports were provided to two members of the Board upon their request, in accordance with the policy for disclosure of internal audit reports adopted by the Board. The Oversight Office took a lead in providing awareness training on the anti-fraud and anti-corruption policy adopted by the Board in 2010. As requested by the Board, a revised disclosure policy and an explanation of inspections would be provided at the 2012 Second Regular Session.
59. The Board welcomed the report and congratulated the Office of Internal Audit on being certified again to conform to the highest quality standard of the Institute of Internal Auditors. It expressed its appreciation for the accompanying Note by the Executive Director submitted to the Board for the first time, which underlined the commitment by management to implement the report's recommendations. It expressed satisfaction that the Oversight Office had been free of interference from management and that appropriate resources and training had been provided. It also appreciated the inclusion of the approved Oversight Charter, and the new provision to obtain consent from the Board for the decision on appointment of the Inspector General.
60. The Board was pleased to learn that significant improvements in the internal controls, governance and risk management process were made, but noted with concern that only 125 of the 247 recommendations made in 2010 were implemented by the end of 2011, and requested clarifications on the impediments to implementation of the outstanding recommendations. It also noted that, in line with similar recommendations made by the External Auditor, improvements were needed in the areas of recruitment during emergency operations and the development of guidelines for Country Directors to manage fluctuating funding levels. It further noted that, although limited, there were still losses reported due to fraud.
61. In response, the Secretariat assured the Board that it focussed on the implementation of the high-risk audit recommendations, and had closed an additional seven high-risk recommendations since the end of 2011. It would attend more broadly to medium-risk issues from now on. While a small amount of loss was inevitable, the Secretariat maintained its stance on zero tolerance for fraud and corruption: this was included in all policies applied by the Secretariat. In response to Board queries, the Secretariat explained that the Intake Committee that reviewed complaints consisted of five persons including the Chief Investigations Officer and senior investigators and was chaired by the Director of Inspections and Investigations. It also clarified that the guidance for Country Directors was

still in development, and that all recommendations made by the Institute of Internal Auditors had been implemented.

62. The Executive Director stated that as WFP continued its work in the area of cash and vouchers, the risk for cash loss would rise; however, every reasonable precaution would be taken to prevent losses to occur. She sought and obtained the consent of the Board to extend the contract of the current Inspector General from October until the date of his mandatory retirement from WFP in March 2013 to avoid leaving the position vacant; the Board would consider the proposal for his successor at a future meeting.

### **Report of the External Auditor on Management of Human Resources in WFP and WFP Management Response (2012/EB.A/14) (for consideration)**

63. The External Auditor highlighted three issues of particular concern in WFP's human resources policies and management: i) the staffing and structure review (SSR) process did not guide the actual staffing in the country offices, which was instead based on aggregation of staffing projections across individual projects; ii) WFP relied very heavily on short-term staffing, often repeatedly extending contracts without reference to performance assessments; and iii) short-listing of candidates for promotions was based on managers' recommendations which diluted the relevance of Performance and Competency Enhancement (PACE) assessments. The Board's attention was drawn to the fact that recommendations flowing from these three issues had been partially accepted by management.
64. The Secretariat outlined the human resources challenges: the shift from food aid to assistance; the voluntary funding model; difficult working conditions for many posts; and the need for rapid deployment. WFP's enhanced information systems captured data on all staff, and the skills audit would ensure that staff had the necessary skills for the future. The timelines for implementing External Auditor recommendations took into account the reforms under way at WFP. New reporting tools and an increased focus on accountability would facilitate the necessary cultural shift to improve the PACE system and its use.
65. The Board emphasized the importance of attracting and retaining staff. It recognized that human resources was a challenging issue for United Nations agencies and that cultural change was a slow process. Members suggested that the Rome-based agencies discuss human resources challenges together. They noted that some of the External Auditor recommendations addressed issues that had previously been identified by WFP in "Preparing for Tomorrow Today: Strategy for Managing and Developing Human Resources 2008–2011". The issues raised could be incorporated into the next Strategic Plan and members welcomed the Executive Director's plans to revise the promotion and reassignment process.
66. The Board requested a progress report on completing the corporate workforce plan and a comparison of the costs and advantages of using consultants rather than a fixed workforce; transparency in the selection of consultants was essential. Members asked how progress would be monitored. To ensure country-level adherence to human resources policies, members suggested reinforcing country office human resources staff. They encouraged the Secretariat to make the most of the experience gained by junior professional officers (JPOs) when recruiting. The Board looked forward to hearing directly from staff later in the session.
67. The Secretariat acknowledged the need to align the SSR system with longer-term requirements and develop a consistent approach to human resources management across all country offices. It clarified that the 58 percent of short-term staff included service contract

holders and special services agreements in the field, which were selected competitively. The global staff survey would help monitor progress in cultural change. The Human Resources Division was using the results of the External Auditor report and other assessments to guide alignment of the human resources strategy with the Strategic Plan.

68. The Executive Director repeated her commitment to engaging staff in the process of adapting to the United Nations' evolving role at the country level, and bringing cultural change. WFP faced particular challenges in ensuring consistency given that only 10 percent of employees were at Headquarters and only 10 percent were international staff.
69. The External Auditor recognized that human resource management was a challenge, but emphasized the need to make changes to reflect those being made elsewhere in WFP.

### **Report of the External Auditor on Emergency Preparedness for IT Support in WFP and WFP Management Response (2012/EB.A/15)** *(for consideration)*

70. Introducing the report, the External Auditor noted that an element of risk existed in that Fast Information Technology and Telecommunications Emergency Support Team (FITTEST) was a small, dedicated team that relied on the expertise of individuals. The FITTEST team lacked corporate approval for its operational approaches and had no system or performance indicators for managing change to ensure that its approaches were effective and appropriate. The audit had also observed that the FITTEST costing model based on full-cost recovery was incompatible with WFP Information Network and Global System II (WINGS II), which was not configured to cover the income from sales of information technology (IT) equipment and the cash flows involved; these were recorded only in tracking sheets. The External Auditor had noted that the consultant charges were worked out to cover the deficits that remained uncovered by the 7 percent charge for indirect expenses; a review of its financial and procurement models had accordingly been recommended. Sale of equipment for country offices provided a major source for FITTEST but sourcing through FITTEST entailed additional costs and may not present the most cost-effective route.
71. The Secretariat noted that the External Auditor made ten recommendations that it considered satisfactory and that WFP had fully accepted nine of them: two had already been implemented, and the one dealing with procurement had been partially accepted. The audit had recognized the special nature of the FITTEST operation, which required that bureaucratic impediments be minimized if it was to deploy as planned within a few hours' notice and be in the disaster zone within 48 hours after an emergency was declared. The Secretariat stressed that all official financial transactions and information was managed in WINGS II; however FITTEST had a sales function unique in WFP, which WINGS II was not configured to support. Consequently a more cost-effective complementary system was used to support warehouse management, mission planning, shipment and invoice tracking, and customer support.
72. The Secretariat was concerned that the audit may have underestimated the value-added provided by FITTEST, which not only procured and delivered IT equipment and software but also verified content, configured, integrated and tested equipment from different suppliers, and consolidated pieces into a single shipment that avoided multiple custom clearances. In general, the Secretariat welcomed the audit recommendations as a basis for improving the effectiveness of FITTEST and its governance and business processes.
73. Board members recognized the value-added of FITTEST in that it provided rapid and reliable IT support in emergencies, but noted the need to implement the audit

recommendations, which were intended to enhance the operation and bring it into line with standard WFP approaches in terms of corporate support. Some members stressed the importance of establishing performance indicators and a risk register. Others questioned the soundness of the full-cost recovery model and urged WFP to review the financial operations of FITTEST on the basis of the audit findings and recommendations, particularly with regard to corporate approval of its working methods. It was suggested that an overall review of the role of FITTEST be conducted, possibly within the context of the PREP initiative. Board members also pointed out that the current audit findings voiced issues similar to those raised in an earlier audit, with regard to which the Secretariat had reported full implementation of audit recommendations.

74. The Secretariat undertook to address the audit recommendations in line with the Board's observations and to review the continuing appropriateness of FITTEST'S operational and business model and methods in view of recent changes in WFP's systems and working environment.

### **Report on the Implementation of the External Auditor Recommendations (2012/EB.A/16) (for consideration)**

75. The Secretariat reported that 65 percent of the recommendations outstanding in the last report had been completed, leaving 22 to be addressed over the following 18 months. The oldest of these was from 2010; six referred to the current financial statements and the others were from the External Audit papers presented to the Board in November 2011.
76. The Board welcomed the report, encouraging the Secretariat to accelerate implementation of the remaining recommendations, and, in accordance with established practice, to report on implementation at the next Annual Session. It supported the FAO Finance Committee in recommending that the Secretariat prioritize recommendations and present a schedule for completion of their implementation in the report.
77. In relation to specific recommendations, members looked forward to the paper on budgeting for M&E later in 2012. Some felt that M&E and assessment costs should be included in project budgets; lack of funding meant that these activities were often lacking. Members encouraged the Secretariat to embed good practice for the implementation of recommendations across WFP, including by developing plans and guidelines. More specifically, members requested additional information about the allegations made against WFP in Somalia.
78. The Secretariat undertook to include a column giving the timing of implementation in its report to the next Annual Session, and to prioritize outstanding recommendations. The Secretariat also confirmed that the six recommendations arising from the audit of the 2011 financial statements had been accepted. M&E funding would be addressed in the Management Plan. Recommendations regarding project management often required significant time to complete and depended on the development of new tools, strategies or guidelines. Many of these outstanding recommendations would be completed when the new M&E tool was rolled out, but some would need more than a year for full implementation. Regarding Somalia and similar situations, the Secretariat sought to provide the donor community with as much information as possible.
79. The Executive Director noted that M&E and assessment costs could be included in project budgets if donors were willing to accept this practice. WFP had a responsibility to continue seeking funding for all programme costs from a wide range of sources.

## EVALUATION REPORTS

### **Annual Evaluation Report, 2011 and Management Response (2012/EB.A/17)** *(for consideration)*

80. The Office of Evaluation (OE) introduced the document observing that it focused on learning and systemic lessons drawn from all evaluations conducted in 2011. The report reaffirmed WFP's success in delivering on Strategic Objective 1 and provided evidence of positive, though less consistent, contributions to Strategic Objectives 2–5. The changes in WFP's ways of working under the Strategic Plan (2008–2013) were judged to be relevant and appropriate, but the transformation was demanding and complex. Halfway through the Strategic Plan cycle, organizational support for the change process was weak in terms of leadership, clarity of goals and priorities, and progress was slow in adjusting internal systems procedures and guidance. M&E processes still did not meet organizational requirements, and there was a need to develop and recruit staff with new technical expertise and skill sets.
81. The report recommended investing more in change management, enhancing programme synergies and focus, following through on the monitoring strategy and enhancing learning in WFP's positive "can-do" culture. The evaluation function was to be assessed against international benchmarks by the planned peer review by the United Nations Evaluation Group and the Organisation for Economic Co-operation and Development/Development Assistance Committee. Action was already underway in consultation with the Secretariat to: i) enhance coverage of single operations; ii) improve the quality of evaluations with regard to gender, value for money and accountability to beneficiaries; and iii) increase use of learning from evaluations in organizational strategy and operations.
82. The Secretariat welcomed the recommendations, noting that some response actions were already under way. These included removing obstacles to implementation of the Strategic Plan, improving work at country and regional levels, prioritizing resources for M&E and improving learning processes.
83. The Board appreciated the OE recommendations and the Secretariat's readiness to implement them, while seeking more detail on how the Secretariat would do so and linkages to the ROA. Board members were encouraged to hear that WFP's direction was relevant, but concerned that organizational support to the transition had been judged inadequate. In particular, Board members recommended that WFP focus on its comparative advantages within strategic partnerships and ensure that evaluation findings were used positively to support the ongoing changes in WFP and to address the complex dimensions of hunger.
84. Board members approved of greater engagement with governments, and urged increased investment in change management. Some members recommended increased work in partnerships, including joint evaluations and working with the Rome-based agencies through the Delivering as One initiative to strengthen the country-level response. Members also urged WFP to continue to improve its M&E processes to enable better measurement of impact and to allocate adequate resources for the purpose; the importance of independent evaluations that presented successes and challenges was also noted. Board members recommended that OE should continue to carry out some evaluations of single operations.
85. The Director of OE appreciated the Board's support, noting the challenges of synthesizing findings accurately and transparently across many evaluations and recalling

the measures OE took to protect the independence and integrity of evaluations. The peer review would examine the evaluation policy and address issues of coverage and consistency.

86. The Secretariat recognized the scale of the challenges ahead and stated that it would be guided by the Board's recommendations. It would not always be possible to report precisely which actions were taken in response to which recommendations in the report, in view of their broad and long-term scope; the main aim was to ensure that actions were aligned with the requirements of the current Strategic Plan and the findings of the ROA, with a view to the next plan.

### **Summary Evaluation Report Zimbabwe Country Portfolio and Management Response (2012/EB.A/18) (*for consideration*)**

87. The Director of OE introduced the report, which was the tenth in a series of country portfolio evaluations. The evaluation encompassed two very distinct periods in WFP operations in Zimbabwe: 2006–2008, when WFP provided massive food aid to 7 million beneficiaries; and 2009–2010, when it began exploring other more flexible and market-based methods. The general assessment was very positive, and the country office was successful in aligning with the needs of the country, and the government policies and the WFP Strategic Plan. Greater synergies could be achieved in the future, but the country office had adapted well to the changes that occurred in the country during the period under review. From 2009, the country office started piloting cash transfers; it had been too early to measure their impact for the report.
88. Accepting the report's recommendations, the Secretariat noted that the country strategy document for Zimbabwe and the new protracted relief and recovery operation (PRRO) starting in 2013 would reflect WFP's comparative advantages in productive safety nets. Effective collaboration with FAO, UNICEF and the Government has led the country office to work with the Zimbabwe Vulnerability Assessment Committee in support of the Food and Nutrition Council. The Secretariat noted that WFP was mindful of the growing capacity of the Government, and said WFP was now considering collaborative training.
89. The Board praised the country office for its flexibility, adaptation and success. The primary concern related to the lack of benchmarks and key performance indicators, and it was suggested that WFP needed to collect more data so that cost efficiencies might be obtained. Members also underscored the need to strengthen partnerships, particularly with FAO, to enhance local management of health and education, and to take advantage of South–South cooperation. It was suggested that WFP provide more information on the differences among the various modalities of food assistance.
90. A representative of the Government of Zimbabwe expressed deep gratitude for the work of WFP in her country, emphasizing the importance of hand-over and exit strategies, as well as the need for capacity development.
91. The Director of Office of Evaluation assured the Board that several consultations at various stages of the evaluation process were conducted as regular practice, and reminded it that the evaluation was limited to WFP's portfolio and did not focus on the situation in the country as a whole. The evaluation and its recommendations were those of an independent, external evaluation team.
92. The Secretariat appreciated the interest in comparing the relative cost-efficiency of programmes, but noted that it would be a challenge to establish methods allowing such comparisons.

93. The WFP Country Director in Zimbabwe promised every effort would be made to enhance monitoring, but reminded members that tools were imperfect and the area of operations was vast. WFP, UNICEF and FAO were collaborating and sharing targeting methods. WFP was operating in harmony with the Government, and submitted monthly reports to the line ministries.

## JOINT REGIONAL PRESENTATIONS

94. The Regional Director for Asia (**ODB**) recalled that the regional bureau served 33 million people, and accounted for 25 percent of WFP work. With several countries becoming middle-income, WFP's operations with them now consisted mainly of technical and policy support.
95. WFP was to build on its pilot programme in India for the use of biometrics to improve targeting of aid recipients. Large-scale food and cash assistance were provided to Afghanistan, Pakistan, the Democratic People's Republic of Korea (DPRK), Myanmar, Nepal and Mindanao in the Philippines. The Government of Pakistan had committed to donating 500,000 mt of rice per year for five years; with twinning arrangements to cover associated costs. Nutrition was a priority given the high prevalence of stunting among children under 5; WFP programmes were able to reach only 6 percent of those in need. Regarding emergency preparedness, WFP needed to be prepared to involve militaries, NGOs, government and other agencies in emergency response, focusing on the first six weeks. With the rapid political and economic changes taking place in Myanmar, WFP was in a position to support national reconciliation by helping to reduce poverty, food insecurity and undernutrition.
96. The Regional Director for the Sudan (**ODS**) reported the recent granting of access to government-held areas for assessments and monitoring in eight localities in South Kordofan; negotiations were ongoing for access into areas not held by the Government. The number of internally displaced persons in Darfur had decreased by 20 to 30 percent and WFP was issuing new ration cards, expanding food security monitoring systems, and aiming to target assistance to the household level. Transport in Darfur still required military escorts. WFP investment in resilience-building and early recovery activities in Darfur was paying off: although recent rainfall had been poor, there had been no increase in demand for assistance.
97. The Director of the Regional Bureau for Latin America and the Caribbean (**ODPC**) presented the bureau's strategic vision for the region, where WFP had small and medium-sized offices, mostly in middle-income countries. WFP's priorities were to support governments to develop strategies and policies relating to food and nutrition security; to work with governments on disaster risk reduction, including adaptation to climate change; and to support family farms and develop markets including through P4P. In addition, WFP was conducting an emergency food assistance operation for people affected by floods in Paraguay, where it did not have a country office. Governments in the region were emerging as donors: Honduras supported WFP school feeding and Cuba was financing WFP activities through twinning arrangements for a rice donation from Brazil; it continued its long-term annual donation of sugar. Chile was engaged in South-South technical cooperation on nutrition, while Mexico had signed a framework agreement in the areas of school feeding, disaster management monitoring and nutrition. With future WFP beneficiaries likely to be living in middle-income countries, capacity development and working together with governments would become increasingly important.

98. The Regional Director for the Middle East, North Africa, Eastern Europe and Central Africa (**ODC**) drew attention to the alarming scale of food losses in the Near East region. Food insecurity was also at high levels in parts of the Caucasus and Central Asia and had reached 44.5 percent in Yemen; coverage would be expanded to 3.6 million people and employ new food assistance tools. The three goals of ODC were to enhance emergency preparedness, develop national food security systems and address malnutrition and “hidden hunger”. The situation in the Syrian Arab Republic was reaching critical levels, and WFP’s coverage had increased five-fold in recent weeks; operations were continuing despite very challenging security concerns affecting access and monitoring. Food security collaborations with the authorities in Iraq, Egypt, the Occupied Palestinian Territory and Jordan were working well, with a focus on achieving sustainability. Monitoring and disaster management capacities were being developed across the region. The Egypt country programme was being extended, and a hand-over strategy had been agreed in Libya. Work on extending safety nets and school feeding was continuing in Armenia and Kyrgyzstan.
99. The Regional Director for West Africa (**ODD**) described the serious drought affecting the Sahel, where crops and livestock were declining and food prices were rising rapidly; 9 million people were in need of immediate assistance, including 270,000 refugees in Chad. Nutrition interventions for children were urgently needed, but the food supply situation was constrained by the logistics and regional procurement challenges. Long-term food solutions were a priority: dams were being constructed to gather water for irrigation and gardens were being planted with a view to enhancing food security. The volatile political situation in northern Mali was compounding the problems arising from the drought; 200,000 displaced people required food assistance, and there were concerns that insecurity could spread to Burkina Faso, Mauritania and Niger. Overall, regional needs were severe, but WFP’s access options in northern Mali were limited; the regional bureau was seeking to carry out a needs assessment as soon as possible.
100. Describing the situation in the East and Central Africa region (**ODN**), the Regional Director noted that WFP was assisting 26 million beneficiaries through programmes totalling US\$2 billion in a situation that included serious climate problems in the Horn of Africa, economic and political difficulties in the Sudan and conflict in the Democratic Republic of the Congo (DRC). The four regional priorities were to enhance resilience to shocks, improve food markets and market access, address hunger and undernutrition, and develop emergency response capabilities. Country strategies were being revised, particularly in view of the vulnerability of the supply chain and the potential for pipeline breaks. The FPF system was working effectively in the region and was being expanded. Partnerships with FAO were effective in harmonizing interventions in Kenya and Somalia; partnerships with UNICEF and organizations such as the African Union and the Intergovernmental Authority on Development were enabling WFP to align its operations with the needs of governments and partners.
101. With regard to regional strategies in the southern Africa region (**ODJ**), the Regional Director noted that they were based on full consultation with stakeholders to identify priorities, challenges and opportunities. The region, the epicentre of HIV and AIDS, was also affected by the triple threat of market shocks, severe weather and food price rises. Stunting rates in Malawi, for example, reached 53 percent in some areas. But in spite of the challenges there was reason for optimism: Somalia and Zambia were food donors, South Africa was a donor and also hosted centres for nutrition research, and Johannesburg provided many partnership opportunities such as the collaboration with FAO on risk reduction. The regional priorities were to work with governments and partners to enhance disaster risk reduction capabilities, develop national safety net systems, streamline

procurement procedures and increase access to food markets in line with national plans. Capacity development for these purposes had been mainstreamed to promote sustainable development, with gender concerns clearly identified.

102. The Board welcomed the regional overviews, noting that the complex operational environments called for collaboration and interaction with national authorities with a view to achieving sustainable hunger and nutrition solutions and effective social protection mechanisms. Above all, WFP needed to maximize the availability of predictable and flexible funding to achieve its goals. Some members asked for clarification of WFP's actions to promote staff safety and security, and urged WFP to make the most of partnership opportunities with regional groups such as the Comprehensive Africa Agriculture Development Programme to ensure that WFP's programmes were in harmony with national and regional strategies; training should be given to develop the capacities of country office and field staff in this regard. Board members urged the Secretariat to make its requirements clear to the Board so that it could provide appropriate support. South–South collaboration was commended.
103. The Secretariat thanked the Board for its observations, noting that many systemic concerns would be addressed through the ROA and preparation of the next Strategic Plan as well as through specific actions. The need for joint programmes and full collaboration with national authorities was recognized, and Board members were urged to engage with governments in the Sahel to remove political impediments to WFP's work.

## LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

### **Draft Country Programmes – Plurinational State of Bolivia 200381 (2013–2017) (2012/EB.A/19) (*for consideration*)**

104. Presenting this draft CP, the Country Director characterized Bolivia as a middle-income country with a high level of malnutrition, in which WFP was engaged in school feeding programmes and disaster mitigation. WFP's work was guided by the principles of: i) sustainability – the development of municipal capacities for school feeding, given that obligatory school feeding had been established by the Constitution; ii) innovation – supporting communities to transform food into suitable products for school feeding programmes and establish school gardens, and use of cash and vouchers; and iii) integration – working with municipal authorities, and extending school feeding into new areas of the country.
105. The Board agreed that school feeding, nutrition and livelihood development were aligned with the initiatives of the Government and that the CP was in line with resource predictions. Members asked for clearer delineation of a hand-over strategy and the establishment of benchmarks to measure success. They also recalled that respecting indigenous traditions was the best route to inculcating a self-sufficient system; mention was made of the use of quinoa. The Board urged the country office to find additional partners to support school feeding and to work with the other Rome-based agencies.
106. Thanking the Board for its comments, the Country Director noted that WFP was already handing over activities in many municipalities, and that where WFP supplied one daily school meal the municipality supplied the other. As a demonstration of the extent to which United Nations agencies were collaborating in the country, UNDP, UNFPA, UNICEF and WFP had presented a joint programme to donors; WFP worked with FAO on the livelihood component. The cash and vouchers pilot was at an early stage; an evaluation would be

conducted at the end. Agreeing that it was important to focus on native crops, the country Director noted that quinoa was being used to make energy bars.

## ASIA REGIONAL PORTFOLIO

### **Draft Country Programmes – Nepal 200319 (2013–2017) (2012/EB.A/20)** *(for consideration)*

107. The Country Director presented this draft CP, which applied a life-cycle approach. Activities were designed to build synergies within the CP and between CP and partners' activities; sustainable results depended on having multi-annual funding commitments from donors. The Government had taken over some activities in areas from which WFP had withdrawn.
108. The Board welcomed the CP, its focus on children's nutrition and education, development of local capacities and emphasis on sustainability. Members urged WFP to ensure that food assistance did not become a disincentive to local food production, and encouraged WFP to work with partners to enhance farmers' productive assets, livelihoods and management of natural resources. Some members suggested more rapid phasing out food aid with cash transfers to reduce costs. Members requested more information about the plans for achieving sustainability; measuring longer-term CP outcomes and outputs; and hand-over plans and use of cash in school feeding programmes. There were concerns about possible funding gaps and the risk of political instability.
109. The Country Director clarified that WFP distributed limited amounts of food for only 60 days a year during the lean season in isolated communities. WFP asset creation activities aimed to improve communities' livelihoods and purchasing power. Cash and cash–food combinations accounted for about 36 percent of total distributions; this figure was expected to rise to 66–68 percent by the end of the CP. WFP monitored markets and food access and availability and would increase cash distributions as roads were built in remote areas. WFP would work with partners to develop indicators for longer-term outcomes and would introduce cash to its school feeding programmes following assessment of its effectiveness. Costs of the CP represented a decrease compared with previous levels; there were scenarios for dealing with funding shortfalls and political instability. WFP was working with UNICEF on nutrition indicators and others on climate change indicators to be incorporated into its food security monitoring and analysis system. WFP was also part of the education sector reform working group.

### **Budget Increases to Protracted Relief and Recovery Operations – Democratic People's Republic of Korea 200114 (2012/EB.A/21) (for approval)**

110. The Country Director reported that the DPRK emergency operation finishing at the end of June had enjoyed improved conditions for monitoring and implementation and more donors, but contributions had covered only about a third of needs. This budget increase to WFP's PRRO aimed to reach 2 million children and women with at least one nutritious meal a day. WFP was collaborating with the Government on producing fortified foods – reducing costs by a third compared with imports.
111. The Board encouraged WFP to maintain its efforts to improve monitoring, transparency and accountability. It recognized the need for more predictable funding and reiterated its recommendation that WFP broaden its donor base. Members expressed concern about the effects of the recent drought. They requested more information on WFP's coordination with UNICEF, and measures for dealing with pipeline breaks and funding shortages.

112. The Country Director expected to have a clearer idea of the drought's effects over the following month. Regarding assessments, WFP and UNICEF were working with the Government on a nutrition survey: the results would be partially comparable with those of a 2009 multiple-indicator cluster survey and mid-upper arm circumference screening from 2010. WFP and FAO would carry out a crop and food security assessment in October 2012.
113. The agreement with UNICEF was that it focus on severe acute malnutrition and WFP on moderate. WFP was advocating for increased government budget allocations to orphanages and nurseries, where WFP provided steady support to prevent malnutrition. WFP's food-for-work and community development activities had been limited because resources were channelled first to the nutrition programme; past community development activities in DPRK had been of a high technical standard and sustainable. The Regional Director reported that discussions with the Government suggested that the improved monitoring and implementation conditions would continue.
114. The representative of DPRK expressed his country's appreciation of the budget increase, which encouraged the Government and people in their efforts to improve food security, nutrition and crop production in the face of challenges.

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## EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

### **Budget Increases to Protracted Relief and Recovery Operations — Ethiopia 200290 (2012/EB.A/22) (for approval)**

115. The Country Director introduced the budget increase document, noting that food requirements had increased by 100,000 mt, and the harvest outlook was poor. Further monitoring was needed to enable effective targeting and to support accurate risk analysis: part of the requested increase would be allocated to the food management improvement project (FMIP) and the disaster risk management project. WFP's interventions were fully aligned with government plans and partners' operations. The increase covered changes in 2012 beneficiary numbers only.
116. The Board thanked the Country Director, noting the need to ensure maximum impacts and transparency, and efficient use of resources. Board members asked for clarification as to the alignment of the nutrition interventions with government programmes. They commended the focus on enhanced management of resources and logistics, which could reduce operational costs, and asked for details of WFP's involvement in the Government's plan to establish a national grain reserve. WFP was urged to facilitate joint needs assessments with a view to ensuring common understanding of Ethiopia's humanitarian needs and promoting collaborative approaches.
117. The Country Director explained that beneficiary numbers had been agreed in an extensive process of consultation with the government, NGOs and partners. The nutrition policy was government-owned. WFP was contributing technical advice to the government grain reserve project and was building a 40,000 mt grain warehouse-silo. The FFP had proven useful for responding in emergencies. Regarding local production of a nutritious chickpea-based supplementary food that could be used to address malnutrition among children, the pilot had been successful and could be scaled up.
118. The Permanent Representative of Ethiopia expressed the gratitude of the Government for the work of WFP and its partners, noting that a new five-year growth plan for smallholder farmers was expected to reduce dependency on food assistance.

## WEST AFRICA REGIONAL PORTFOLIO

### **Draft Country Programmes—Cameroon 200330 (2013–2017) (2012/EB.A/23)** *(for consideration)*

119. The Country Director presented this draft CP, which had three components: food security, nutrition and school feeding. The main objectives were to strengthen the communities' resilience, support poor rural households through the development of community granaries and reduce the high rates of acute malnutrition. Capacity development was to allow the hand-over of the school-feeding programme to the Government. WFP would extend its partnerships with other United Nations agencies and organize a National Forum on School Feeding, leading to the adoption of a national school feeding strategy. To ensure the success of the CP the Government had agreed to increase its contribution and to provide 5,000 mt of cereals for activities.
120. The Board applauded the CP's focus on capacity development for national institutions and the progress already made in girls' education. They noted the ambitious objectives for improving household food security and nutrition support and asked for more information on the capacities of the three ministries involved in these efforts, and on FAO's involvement in WFP activities. The Country Director clarified that the Government was providing 5,000 mt of food for the food security component. WFP-FAO collaboration included consultation work at government meetings and in committees. Partner ministries would be closely supported and followed up during CP implementation.
121. The Minister of Agriculture and Rural Development of Cameroon thanked the Board for adopting the CP and WFP for its work over the years. He emphasized that Cameroon was committed to upholding the ideals of WFP in fighting hunger around the world.

### **Draft Country Programmes—Guinea 200326 (2013–2017) (2012/EB.A/24)** *(for consideration)*

122. The Country Director for Guinea observed that although the country was rich in natural resources its economic indicators reflected widespread poverty, which reached 58 percent in some areas. Gross school enrolment was only 60 percent, and Guinea was not on course to achieve any of the Millennium Development Goals (MDGs) by 2015. WFP was well positioned to support the Government's commitment to development through food assistance, capacity development and resilience-building in collaboration with FAO, IFAD and other partners. The draft CP was based on detailed needs assessments and an evaluation; 52 percent of the planned beneficiaries were women. WFP intended to allocate US\$40 million over the five-year programme to school feeding, nutrition interventions in fragile communities and capacity development for disaster preparedness, in line with emerging national policies. WFP would also support the creation of an enabling environment for private-sector investments in agriculture and the production of nutritious foods in collaboration with the Government. The Country Director thanked all donors for their contributions, noting that funding was still needed to sustain development.
123. The Board welcomed the Country Director's remarks, recommending that WFP focus on its comparative advantages and noting that support for education and nutrition improvements was helping schoolchildren, especially girls, and their families.
124. The Country Director thanked the Board for its observations, noting that all of WFP's work was carried out with a view to eventual hand-over to the Government, in line with the country strategy document.

**Draft Country Programmes—Liberia 200395 (2013–2017) (2012/EB.A/25)**  
*(for consideration)*

125. The Country Director presented this draft CP. Government ministries were WFP's main partners; the CP's capacity development component was the first step towards hand-over. The CP would require strong M&E and multi-year funding commitments for its five-year duration.
126. The Board welcomed the CP and its focus on women and children, who were badly hit by the country's wars. Members applauded the progress made, the emphasis on cash and voucher distributions, and the ambitious plans to hand over nutrition activities in 2013 and some school feeding in 2014. Members encouraged the Secretariat to continue its support and capacity development for government institutions. They asked for more information on a second phase of school feeding hand-over in 2015–2017; plans to develop P4P; WFP's links with the other Rome-based agencies in Liberia; and the current funding situation of the CP.
127. The Country Director reported that work with local partners, the realistic expectations of the CP and encouraging signs from donors made it likely that the necessary multi-year contributions would be obtained. Institutions and governance continued to be weak, and plans for further hand-over of school feeding would depend on future developments: it was unlikely that all WFP school feeding could be handed over by the end of the CP. WFP would not be upscaling its P4P in Liberia over the following five years, but the Government had integrated P4P as an instrument in its own structures.
128. The representative of Liberia thanked WFP and donors for the CP. Liberia had made significant strides in recent years and aimed to ensure transparency and accountability for all donor assistance. Food and nutrition was its first priority, and 25 percent of the current national budget was allocated to P4P.

**Draft Country Programmes—Sierra Leone 200336 (2013–2014) (2012/EB.A/26)**  
*(for consideration)*

129. The Country Director noted that Sierra Leone was in a fragile post-war recovery process and that the United Nations country team (UNCT) was adopting a transitional joint vision from post-conflict to development objectives. The two-year CP was proposed on the basis of two assumptions: that the political situation would remain stable and that the 2012 elections would be peaceful. Implementation of the CP depended on collaborative approaches and on the availability of funding; donors were asked to provide the support that was urgently needed. Cost savings would be made through the realignment of activities with government and UNCT programmes.
130. The Board welcomed the overview, recommending that the CP would benefit from enhanced M&E to ensure that projects were appropriately targeted and that anticipated outcomes were consistent with the two-year duration and were accurately measured. Some members suggested that synergies could be increased, and that WFP should work with an overall view to handing over its activities to government ownership. Members also recommended that WFP and its partners should analyse the underlying causes of malnutrition and should increase the proportion of cash-based modalities. The Board appreciated the gender-sensitivity of the CP, but cautioned that women's participation in activities should not compromise childcare and that asset-creation activities should take account of the large number of women heads of household in some areas. Some members also cautioned that data from schools should be verified. The Board was encouraged by the capacity development elements of the CP.

131. The Country Director explained that the country office was working to improve monitoring. The effects of the Sahel crisis had been noted and a national food reserve project was being developed to ensure access to sufficient food. WFP was working with the Government, FAO and IFAD to increase agricultural production.
132. In response to a more general question regarding the reflection of the new financial framework in operations budgets, the Secretariat clarified that future operations documents – including the final versions of these draft CPs– would use new formats that identified the investments in capacity development.

### **Development Projects – The Gambia 200327 (2012/EB.A/27)**

*(for approval)*

133. The Country Director reported that based on the findings of a WFP external evaluation, the Government had increased its budget allocations to education. By 2016, school feeding would be 100-percent nationally managed in two regions out of the seven, with full national funding achieved in 2020. WFP would join initiatives for improving local agricultural production capacity in collaboration with the Ministry of Agriculture and FAO to start piloting local procurement, particularly in support to women farmers' groups. Community participation in school feeding would be enhanced as communities assumed greater responsibilities. The Government was committed to providing financial support throughout the project.
134. The Board applauded the improved school enrolment and retention rates and the plans for full hand-over by 2020. WFP should cooperate with UNICEF and FAO. Members encouraged WFP to continue developing counterparts' capacities and asked for more information on the funding of these activities: as members had observed earlier in the session, capacity development was an important part of WFP's switch from food aid to assistance, and operations documents should include its costs in their project cost breakdowns when the new corporate format became available. Noting the current food crisis in the Sahel, the Board recommended that increased malnutrition rates be included in the document's risk management section.
135. The Country Director thanked the Board for its support. She agreed to include increased malnutrition rates as a risk and explained that the Government and UNICEF were important WFP partners in nutrition surveillance.

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## **SOUTHERN AFRICA REGIONAL PORTFOLIO**

### **Draft Country Programmes – Lesotho 200369 (2013–2017) (2012/EB.A/28)**

*(for consideration)*

136. The Lesotho Country Director noted that the five-year CP would support beneficiaries over five years under three components, in line with the Government's Vision 2020 targets and the national strategic plan. Challenges to long-term development and achievement of the MDGs included poverty, food insecurity, malnutrition, chronic undernourishment and high rates of HIV and AIDS; stunting among children reached 39 percent in some areas and iron deficiency threatened child health throughout the country. The long-term goals of the CP were to improve food security, reduce vulnerability and address malnutrition. To achieve these aims, WFP intended to reposition itself in three phases: from recovery to development, from food aid to food assistance, and from an implementer of interventions to an enabler of national actions with a view to establishing nationally owned solutions for

disaster risk reduction, nutrition, and HIV and AIDS. The proposed CP was gender-sensitive, partnership-based and cost-effective.

137. The Board welcomed the proposals, and appreciated the focus on gender issues in view of the large number of households headed by women. Board members cautioned that food security outcomes could be compromised by adverse weather conditions and suggested that asset-creation programmes such as food for work could be used to support the proposed CP goals. Board members appreciated the intention to support long-term nationally owned solutions, and requested further information about the proposed partnerships.
138. In response, the Country Director noted that WFP was working with FAO and UNDP on asset-creation interventions in line with the national action plan for food security. All CP components were integrated with the plans of the Rome-based agencies and with partners such as UNICEF and UNDP under the One UN initiative.
139. The Permanent Representative of Lesotho expressed the Government's appreciation for the work of WFP and its partners over the past 45 years.

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## ADMINISTRATIVE AND MANAGERIAL MATTERS

### Address by Staff Representative Bodies to the Board

140. Following a recommendation made in 2009 by the Joint Inspection Unit (JIU) and approved by the Board, the staff representative bodies addressed the Board for the first time.
141. Thanking the Board for the opportunity to speak, a representative of the Union of General Service Staff (UGSS) called for the institutionalization of the practice at each Annual Session. She explained the structure of the UGSS and its role covering career development, health insurance coverage, staff security, work/family arrangements, pensions and matters of general staff welfare. In the coming year, the UGSS would be paying particular attention to issues of work overload, stress and overcrowded workspaces. The UGSS was also keen to obtain a clearer definition of the rights, responsibilities and categories of field staff, including in relation to their representation by the UGSS.
142. The President of the Professional Staff Association explained the structure of the association and reminded members that WFP professional staff were on the front line in operations, often suffering great hardship. She said that, as a representative of the Professional Staff Association's federation, at times she spoke on behalf of more than 60,000 staff. The association's mission was to promote fairness and transparency in policies, encourage consistent and clear communication, ensure greater staff participation in decision-making, promote career development, improve the working environment, and defend the rights of members including through provision of legal advice. The Professional Staff Association served as a channel of communication between WFP management and professional field and Headquarters staff. Challenges for 2012–2013 included addressing issues for a life-work balance, particularly for staff in hardship duty stations who were often separated from their families. A focus of attention would be contract stability, career growth and a secure WFP work environment. The current global financial environment made all of these challenges more pronounced.
143. The Executive Director requested the Board to institutionalize addresses by staff representatives at each Annual Session, stressing that the presence of staff associations would be healthy for both the Secretariat and the Board.

## OTHER BUSINESS

### **Report on the Joint Field Visit of the Executive Boards of UNDP/UNFPA, UNICEF, UNOPS, UN-Women and WFP to Djibouti and Ethiopia (2012/EB.A/30) (for information)**

144. A member of the Board presented an oral report on the field visit, which had involved 22 delegates from 20 member states and had focused on humanitarian and environmental challenges and the collaborative approaches of the UNCT. The team had met with stakeholders in the governments of Ethiopia and Djibouti and with representatives of regions, ministries, NGOs private-sector organizations and the donor community. Several operational sites had been visited, where it was possible to interact with local staff and beneficiaries.
145. Findings in Djibouti included the view that the country faced many challenges but had opportunities connected with relatively high levels of foreign investment and with the port of Djibouti, which served the whole region. Capacity development was needed at all levels to enhance governance and create income-generating opportunities. The UNCT was engaging with the Government to promote disaster risk reduction and refugee support. Among the recommendations was for the UNCT to consider opportunities for further joint programming.
146. Ethiopia was working towards middle-income status and independence from food assistance by 2025. The team observed that collaboration among the Government, UNCT and other organizations seemed to be effective and that support for vulnerable groups was a priority under the Delivering as One approach, the profile of which should be raised by all those involved to increase awareness of the joint work of United Nations agencies. Gender was a priority issue: the UNCT promoted the empowerment of women in all its activities, but was encouraged to consider doing more in the area of economic empowerment of women. Food assistance and social safety nets were working well, but joint assessments with the Government were needed to identify and address gaps. The UNCT was encouraged to continue to build capacity and competence in democratic institutions and public-sector reform.
147. The dedication and courage of staff working in difficult situations was praised; their work had significantly increased resilience in both countries.

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

The Board adopted the Agenda.

*4 June 2012*

**Appointment of the Rapporteur**

In accordance with Rule XII of its Rules of Procedure, the Board appointed Mr Seyed Morteza Zarei (Islamic Republic of Iran, List B) Rapporteur of the Annual Session of 2012.

*4 June 2012*

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****2012/EB.A/1 Opening Remarks of 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. The Board also took note of the address by Under-Secretary of State for Foreign Affairs of Italy, Mr S. de Mistura, and the statement by the Director-General of the Food and Agriculture Organization, Mr J. Graziano da Silva.

*4 June 2012*

**ANNUAL REPORTS****2012/EB.A/2 Annual Performance Report for 2011**

The Board approved the Annual Performance Report for 2011 (WFP/EB.A/2012/4\*), noting that it provided a comprehensive record of WFP's performance for the year.

*4 June 2012*

**POLICY ISSUES****2012/EB.A/3 Update of WFP's Safety Nets Policy**

The Board took note of "Update of WFP's Safety Nets Policy" (WFP/EB.A/2012/5-A) and looked forward to further reports on future improvements.

*6 June 2012*

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\* Reissued for technical reasons

**2012/EB.A/4 Mid-Term Review of the WFP Strategic Plan (2008–2013)**

The Board took note of “Mid-Term Review of the WFP Strategic Plan (2008–2013)” (WFP/EB.A/2012/5-B\*), and encouraged the Secretariat to take its findings and recommendations into account, in particular for the development of the next Strategic Plan.

*4 June 2012*

**2012/EB.A/5 Update on WFP’s Role in the Humanitarian Assistance System**

The Board took note of “Update on WFP’s Role in the Humanitarian Assistance System” (WFP/EB.A/2012/5-C) and expressed its support to WFP’s engagement with the Inter-Agency Standing Committee and the Transformative Agenda.

*4 June 2012*

**2012/EB.A/6 Follow-Up to WFP Nutrition Policy**

The Board took note of “Follow-Up to WFP Nutrition Policy” (WFP/EB.A/2012/5-D) and looked forward to the next update in 2016.

*6 June 2012*

**2012/EB.A/7 Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010–2011)**

The Board took note of “Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010–2011)” (WFP/EB.A/2012/5-F). It also took note of the new gender mainstreaming accountability framework developed to increase accountability of staff at all levels and requested WFP to report to the Board on the implementation of the framework on an annual basis.

The Board further noted with concern the lack of resources to support the corporate action plan and requested WFP to increase its investments and allocate appropriate human and financial resources to adequately support gender equality in WFP programming, including the development of gender equality results and indicators across all programming areas.

*6 June 2012*

**2012/EB.A/8 WFP Preparedness and Response Enhancement Programme**

The Board took note of “WFP Preparedness and Response Enhancement Programme” (WFP/EB.A/2012/5-H) and expressed its desire to be kept abreast of the development of the programme.

*6 June 2012*

## RESOURCE, FINANCIAL AND BUDGETARY MATTERS

### 2012/EB.A/9 **Audited Annual Accounts, 2011**

The Board:

- i) approved the 2011 Annual Financial Statements of WFP, together with the Report of the External Auditor, pursuant to General Regulation XIV.6 (b);
- ii) noted the funding from the General Fund of US\$752,890 during 2011 for the write-off of cash losses and receivables from staff and suppliers; and
- iii) noted post-delivery losses of commodities during 2011 forming part of the operating expenses for the same period.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/2) and the FAO Finance Committee (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/3).

*5 June 2012*

### 2012/EB.A/10 **Forward Purchase Facility**

Having considered “Forward Purchase Facility” (WFP/EB.A/2012/6-B/1), the Board:

- i) took note of the current status of the Immediate Response Account and the Working Capital Financing Facility; and
- ii) approved the allocation of up to US\$300 million from the Working Capital Financing Facility for the Forward Purchase Facility special account.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/2) and the FAO Finance Committee (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/3).

*5 June 2012*

### 2012/EB.A/11 **Appointment of Members to the Audit Committee**

The Board approved the renewal of the terms of three Audit Committee members as follows:

- Ms Elvira Lazzati (Argentina) from 9 June 2012 to 8 June 2015;
- Mr Antoine Antoun (Lebanon and France) from 7 July 2012 to 6 July 2015; and
- Ms Kholeka Mzondeki (South Africa) from 10 November 2012 to 9 November 2015.

It also approved the timeframe for selection of future members outlined in paragraphs 7 and 8 in the document (WFP/EB.A/2012/6-C/1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/2) and the FAO Finance Committee (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/3).

*5 June 2012*

**2012/EB.A/12 Annual Report of the Audit Committee**

The Board took note of “Annual Report of the Audit Committee” (WFP/EB.A/2012/6-D/1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/2) and the FAO Finance Committee (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/3).

*5 June 2012*

**2012/EB.A/13 Annual Report of the WFP Inspector General and Note by the Executive Director**

The Board took note of “Annual Report of the WFP Inspector General” (WFP/EB.A/2012/6-E/1) and the note by the Executive Director (WFP/EB.A/2012/6-E/1/Add.1) and noted that:

- the oversight work performed and reported did not disclose any significant weaknesses in the internal control, governance or risk management processes in place across WFP that would have a pervasive effect on the achievement of WFP’s objectives (paragraph 7);
- WFP’s internal audit function was certified as conforming to the Institute of Internal Auditors standards at the highest level (paragraph 3); and
- the charter of the Oversight Office was updated to conform to the highest standard (paragraph 2).

The Board appreciated the Note by the Executive Director on the Annual Report of the Inspector General and encouraged management to take advantage of the opportunities for further improvement highlighted in the report.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/2) and the FAO Finance Committee (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/3).

*5 June 2012*

**2012/EB.A/14 Report of the External Auditor on Management of Human Resources in WFP and WFP Management Response**

The Board took note of “Report of the External Auditor on Management of Human Resources in WFP” (WFP/EB.A/2012/6-F/1) and the management response in WFP/EB.A/2012/6-F/1/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/2) and the FAO Finance Committee (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/3).

*5 June 2012*

**2012/EB.A/15 Report of the External Auditor on Emergency Preparedness for IT Support in WFP and WFP Management Response**

The Board took note of “Report of the External Auditor on Emergency Preparedness for IT Support in WFP” (WFP/EB.A/2012/6-G/1) and the management response in WFP/EB.A/2012/6-G/1/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/2) and the FAO Finance Committee (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/3).

*5 June 2012*

**2012/EB.A/16 Report on the Implementation of the External Auditor Recommendations**

The Board took note of “Report on the Implementation of the External Auditor Recommendations” (WFP/EB.A/2012/6-H/1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/2) and the FAO Finance Committee (WFP/EB.A/2012/6(A,B,C,D,E,F,G,H,I)/3).

*5 June 2012*

**EVALUATION REPORTS**

**2012/EB.A/17 Annual Evaluation Report, 2011 and Management Response**

The Board took note of “Annual Evaluation Report, 2011” (WFP/EB.A/2012/7-A) and the management response in WFP/EB.A/2012/7-A/Add.1 + Corr.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

*6 June 2012*

**2012/EB.A/18 Summary Evaluation Report Zimbabwe Country Portfolio and Management Response**

The Board took note of “Summary Evaluation Report Zimbabwe Country Portfolio” (WFP/EB.A/2012/7-B) and the management response in WFP/EB.A/2012/7-B/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

*6 June 2012*

## LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

### 2012/EB.A/19 **Draft Country Programmes—Plurinational State of Bolivia 200381 (2013–2017)**

The Board took note of draft country programme Plurinational State of Bolivia 200381 (2013–2017) (WFP/EB.A/2012/8/1), for which the food requirement is 8,264 mt at a cost of US\$8.6 million, for a total cost to WFP of US\$12 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

*7 June 2012*

## ASIA REGIONAL PORTFOLIO

### 2012/EB.A/20 **Draft Country Programmes—Nepal 200319 (2013–2017)**

The Board took note of draft country programme Nepal 200319 (2013–2017) (WFP/EB.A/2012/8/3), for which the food requirement is 128,595 mt at a cost of US\$81 million and the cash and voucher requirement is US\$17.9 million, for a total cost to WFP of US\$215.3 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

*7 June 2012*

### 2012/EB.A/21 **Budget Increases to Protracted Relief and Recovery Operations—Democratic People’s Republic of Korea 200114**

The Board approved the proposed budget increase of US\$102.5 million for the Democratic People’s Republic of Korea protracted relief and recovery operation 200114 “Nutrition Support for Women and Children” (WFP/EB.A/2012/9-B/2) with a twelve-month extension from 1 July 2012 to 30 June 2013.

*7 June 2012*

## EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

### 2012/EB.A/22 **Budget Increases to Protracted Relief and Recovery Operations—Ethiopia 200290**

The Board approved the budget increase of US\$77.5 million for Ethiopia protracted relief and recovery operation 200290 “Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity” (WFP/EB.A/2012/9-B/1).

*7 June 2012*

## WEST AFRICA REGIONAL PORTFOLIO

### 2012/EB.A/23 **Draft Country Programmes—Cameroon 200330 (2013–2017)**

The Board took note of draft country programme Cameroon 200330 (2013–2017) (WFP/EB.A/2012/8/4\*), for which the food requirement is 18,183 mt, for a total cost of US\$20.7 million, covering all basic operational costs, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

*7 June 2012*

**2012/EB.A/24 Draft Country Programmes—Guinea 200326 (2013–2017)**

The Board took note of draft country programme Guinea 200326 (2013–2017) (WFP/EB.A/2012/8/7\*), for which the food requirement is 30,872 mt for a total cost of US\$40.1 million, covering all basic operational costs, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

*7 June 2012*

**2012/EB.A/25 Draft Country Programmes—Liberia 200395 (2013–2017)**

The Board took note of draft country programme Liberia 200395 (2013–2017) (WFP/EB.A/2012/8/5), for which the food requirement is 33,235 mt at a cost of US\$17.6 million, the cash and voucher requirement is US\$7.4 million, and the direct technical and capacity transfer cost is US\$18.8 million, for a total cost to WFP of US\$80.9 million and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

*7 June 2012*

**2012/EB.A/26 Draft Country Programmes—Sierra Leone 200336 (2013–2014)**

The Board took note of draft country programme Sierra Leone 200336 (2013–2014) (WFP/EB.A/2012/8/6), for which the food requirement is 29,272 mt, at a cost of US\$19.8 million and the cash and voucher requirement is US\$702,000, for a total cost to WFP of US\$39.5 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

*7 June 2012*

**2012/EB.A/27 Development Projects—The Gambia 200327**

The Board approved the proposed development project the Gambia 200327 “Establishing the Foundation for a Nationally Owned Sustainable School Feeding Programme” (WFP/EB.A/2012/9-A), subject to the availability of resources.

*7 June 2012*

**SOUTHERN AFRICA REGIONAL PORTFOLIO****2012/EB.A/28 Draft Country Programmes—Lesotho 200369 (2013–2017)**

The Board took note of draft country programme Lesotho 200369 (2013–2017) (WFP/EB.A/2012/8/2), for which the food requirement is 33,060 mt at a cost of US\$16.8 million, for a total cost to WFP of US\$35.4 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

*7 June 2012*

**ORGANIZATIONAL AND PROCEDURAL MATTERS****2012/EB.A/29 Biennial Programme of Work of the Executive Board (2012–2013)**

The Board took note of the “Biennial Programme of Work of the Executive Board (2012–2013)” (WFP/EB.2/2012/12) as proposed by the Bureau and the Secretariat, and of the inputs provided by Board members.

*5 June 2012*

**OTHER BUSINESS****2012/EB.A/30 Oral Report on the Joint Field Visit of the Executive Boards of UNDP/UNFPA, UNICEF, UNOPS, UN-Women and WFP to Djibouti and Ethiopia**

The Board took note of the oral report on the joint field visit of the Executive Boards of UNDP/UNFPA, UNICEF, UNOPS, UN-Women and WFP to Djibouti and Ethiopia.

*7 June 2012*

**SUMMARY OF THE WORK OF THE EXECUTIVE BOARD****2012/EB.A/31 Summary of the Work of the First Regular Session of the Executive Board, 2012**

The Board approved the document “Draft Summary of the Work of the First Regular Session of the Executive Board, 2012”, the final version of which would be embodied in the document WFP/EB.1/2012/16.

*7 June 2012*

**ANNEX II****AGENDA**

1. ***Adoption of the Agenda (for approval)***
2. ***Appointment of the Rapporteur***
3. ***Opening Remarks by the Executive Director***
4. ***Annual Reports***
  - ***Annual Performance Report for 2011 (for approval)***
5. ***Policy Issues***
  - a) ***Update of WFP's Safety Nets Policy (for consideration)***
  - b) ***Mid-Term Review of the WFP Strategic Plan (2008–2013) (for consideration)***
  - c) ***Update on WFP's Role in the Humanitarian Assistance System (for consideration)***
  - d) ***Follow-up to WFP Nutrition Policy (for information)***
  - e) ***Getting to Zero: WFP's Role as a UNAIDS Cosponsor (for information)***
  - f) ***Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010–2011) (for information)***
  - g) ***WFP and the African Union (for information)***
  - h) ***WFP Preparedness and Response Enhancement Programme (for information)***
6. ***Resource, Financial and Budgetary Matters***
  - a) ***Audited Annual Accounts, 2011 (for approval)***
  - b) ***Forward Purchase Facility (for approval)***
  - c) ***Appointment of Members to the Audit Committee (for approval)***
  - d) ***Annual Report of the Audit Committee (for consideration)***
  - e) ***Annual Report of the WFP Inspector General and Note by the Executive Director on the Annual Report of the Inspector General (for consideration)***
  - f) ***Report of the External Auditor on Management of Human Resources in WFP and WFP Management Response (for consideration)***
  - g) ***Report of the External Auditor on Emergency Preparedness for IT Support in WFP and WFP Management Response (for consideration)***
  - h) ***Report on the Implementation of the External Auditor Recommendations (for consideration)***
  - i) ***Report of the Executive Director on the Utilization of Contributions and Waivers of Costs (General Rules XII.4 and XIII.4 (h)) (for information)***
7. ***Evaluation Reports***
  - a) ***Annual Evaluation Report, 2011 and Management Response (for consideration)***
  - b) ***Summary Evaluation Report Zimbabwe Country Portfolio and Management Response (for consideration)***
  - c) ***Implementation Status of Evaluation Recommendations (for information)***

## OPERATIONAL MATTERS

8. ***Draft Country Programmes (for consideration)***
  - Bolivia 200381 (2013–2017)
  - Cameroon 200330 (2013–2017)
  - Guinea 200326 (2013–2017)
  - Lesotho 200369 (2013–2017)
  - Liberia 200395 (2013–2017)
  - Nepal 200319 (2013–2017)
  - Sierra Leone 200336 (2013–2014)
9. ***Projects for Executive Board approval (for approval)***
  - a) Development Projects
    - The Gambia 200327
  - b) Budget increases to PRROs
    - Democratic People's Republic of Korea 200114
    - Ethiopia 200290
10. ***Projects Approved by Correspondence (for information)***
  - Budget Increases to PRRO
    - Chad 200289
11. ***Reports of the Executive Director on Operational Matters (for information)***
  - Report on the Use of the Immediate Response Account (1 January–31 December 2011)
12. ***Organizational and Procedural Matters***
  - Biennial Programme of Work of the Executive Board (2012–2013) *(for information)*
13. ***Administrative and Managerial Matters***
  - a) Report on Post-Delivery Losses for the Period 1 January–31 December 2011 *(for information)*
  - b) Update on WFP Food Procurement *(for information)*
  - c) Statistical Report on WFP International Professional Staff and Higher Categories *(for information)*
  - d) WFP Security Report *(for information)*
  - e) Address by Staff Representative Bodies to the Board
14. ***Summary of the Work of the First Regular Session of the Executive Board, 2012 (for approval)***
15. ***Other Business***
  - Oral Report on the Joint Field Visit to Djibouti and Ethiopia of the Executive Boards of UNDP/UNFPA, UNICEF, UNOPS, UN-Women, and WFP *(for information)*
16. ***Verification of Adopted Decisions and Recommendations***

## ACRONYMS USED IN THE DOCUMENT

AC	Audit Committee
APR	Annual Performance Report
DPRK	Democratic People's Republic of Korea
FAO	Food and Agriculture Organization of the United Nations
FITTEST	Fast Information Technology and Telecommunications Emergency Support Team
FPF	Forward Purchase Facility
IASC	Inter-Agency Standing Committee
IDS	Institute of Development Studies
IPSAS	International Public Sector Accounting Standards
M&E	monitoring and evaluation
NGO	non-governmental organization
OE	Office of Evaluation
P4P	Purchase for Progress
PACE	Performance and Competency Enhancement
PREP	Preparedness and Response Enhancement Programme
PRRO	protracted relief and recovery operation
ROA	Rapid Organizational Assessment
SIC	statement of internal control
SSR	staffing and structure review
UGSS	Union of General Service Staff
UNCT	United Nations country team
UNDP	United Nations Development Programme
VAT	value added tax