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SUMMARY OF THE WORK OF THE ANNUAL SESSION OF THE EXECUTIVE BOARD, 2011

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

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CURRENT AND FUTURE STRATEGIC ISSUES

Opening Remarks by the Executive Director (2011/EB.A/1)

1. The Executive Director began her remarks highlighting WFP's institutional capacity to adapt and improve, noting that as WFP heads into its 50th year anniversary, the state of the organization was strong. Discussing the cooperation and collaboration with the Board, the Executive Director first spoke about WFP's aim to adopt best practices through a learning culture and commitment to improvement. Within this, the Executive Director gave several examples starting with transparency. On this topic she mentioned the prioritization sessions, quarterly operational briefings and financial seminars in working with the Board through the entire project management cycle and being on the leading edge within the United Nations' funds and programmes on transparency.
2. Next the Executive Director spoke about financial and risk management, noting that the Executive Management Council (EMC) was already streamlining corporate decision-making; the first consultation on Humanitarian Assistance and Risks on Somalia was held in Nairobi; and WFP's adoption and implementation of the International Public Sector Accounting Standards (IPSAS) in record time had enhanced its ability to produce relevant and timely financial information. The final area the Executive Director mentioned in discussing internal improvements was in results management. The Executive Director reaffirmed WFP's commitment to measuring performance in terms of real human outcomes, noting the strong ratings WFP received in the United Kingdom Department for International Development (DFID)'s Multilateral Aid Review. The Executive Director also discussed WFP's joint effort with the United Nations Development Group to spearhead a study to improve a common approach in the way the United Nations reports results.
3. Shifting focus from internal management processes to field operations, the Executive Director discussed WFP's actions to take the lessons learned from Haiti, Pakistan and the Sahel crisis to shore up efforts in emergency response capabilities through the Preparedness and Response Enhancement Programme (PREP), in addition, to WFP's commitment to improve the innovative programmes such as cash and vouchers and Purchase for Progress (P4P).
4. Noting the constrained budgets of many countries around the world, the Executive Director emphasized the importance of maximizing impact for beneficiaries. Starting with WFP's own actions to proactively implement major cost efficiency measures – such as a freeze on hiring and equipment purchases, creating a common procurement team with the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) to create economies of scale, and implementing an enhanced foreign exchange management process – the Executive Director noted that WFP had been working with the Board to address key aspects of prioritization. The Executive Director expressed her thanks to all the donors who had provided vital funding for WFP operations in a very challenging environment, including the 22 nations that had given flexible multilateral cash contributions.
5. In discussing WFP's focus on delivering for results, the Executive Director noted two examples of WFP tools in action to address hunger and malnutrition and help break the cycle of dependency: community granaries in Cameroon to help the most vulnerable build resilience against the chronic boom and bust cycles of hunger; and second, through P4P working with small-holder farmers in Southern Sudan to design recovery and food self-sufficiency into WFP's initial plans. WFP has also increased its engagement with

global and local partners, leveraging their experience, knowledge and reach to proactively work together to promote system solutions, such as with the G20 on emergency food reserves and the African Union Commission on the African Risk Capacity initiative. The Executive Director also gave an update on WFP's leadership in the cluster system: the food security cluster, emergency telecommunications cluster, and the logistics cluster.

6. The Executive Director paid warm tribute to the commitment of WFP staff and deplored the violence that had led to several deaths. The Executive Director ended her remarks by recognizing the important work of Global Ambassador Against Hunger, Peter Bakker – noting the generosity of TNT's support for WFP operations around the globe.
7. Mr Peter Bakker, WFP's Ambassador Against Hunger, drew attention to the positive changes in attitudes towards partnerships with private-sector organizations, noting that TNT – of which he was the outgoing Chief Executive Officer – had been supporting WFP since 2003 through cash, in-kind contributions and advocacy. Mr Bakker praised the dedication and courage of WFP staff working in difficult and often dangerous situations.
8. Mr Bakker was to devote six months of his time to WFP to bring together major private-sector organizations to address hunger and nutrition issues; this would include support for the G20 proposal for food reserves. Mr Bakker challenged the Board to continue its support for flexible and sustainable funding in order to help WFP reach the most vulnerable in a timely manner.
9. Welcoming the interventions by the Executive Director and Mr Bakker, the Board expressed its condolences for personnel killed in the line of duty and unanimously praised the courage and commitment of WFP and partner staff. Board members drew attention to the ongoing needs to enhance WFP's donor base and to encourage multilateral funding with a view to maximizing effectiveness and efficiency; the need to continue to develop operational partnerships was reiterated. Mr Bakker's proposal for enhanced private-sector partnerships was welcomed by Board members, who drew attention to the need to increase national capacities and government ownership; cash and voucher programmes were also encouraged. A number of Board members drew attention to their countries' decisions to provide flexible multilateral and multi-year funding to maximize WFP's efficiency in fulfilling its dual mandate.
10. Board members drew attention to the need to align interventions with the emerging situation in North Africa and the Near East, particularly social safety nets; current funding shortfalls were hindering progress and Board members urged donors to give priority to funding these needs and support the development of new policies. The quarterly briefings on operational risks were particularly welcomed by a number of Board members, who noted the need to balance risk avoidance and the need for WFP to operate in places in order to reach the most vulnerable groups.
11. The Board approved WFP's focus on nutrition and cash-based approaches, particularly in relation to education and income enhancement, and applauded its leadership in the food security and emergency telecommunications clusters. Board members also noted that in view of increasing emergency needs, WFP had to be given more resources to develop innovative and diverse tools to address emergency and chronic food insecurity and improve risk management.
12. The shift to food assistance was applauded by several members, who also recommended that WFP work to enhance its policies with a view to maximizing efficiency and value for money, for example through twinning arrangements, which would in turn encourage further donations.

13. Board members noted with approval the enhanced communications with the Secretariat on policy, prioritization and financial issues, observing that WFP's experience in vulnerability mapping, market operations, food procurement and nutrition interventions was invaluable to global humanitarian work. Members were encouraged that WFP nonetheless continued to prioritize learning with a view to optimizing its operations and developing its roles as capacity builder and catalyst for change.
14. Board members noted that the DFID review of multilateral agencies focused on improving the consistency of delivery of assistance, increasing accountability, containing costs and maximizing transparency. WFP should work to promote risk management among its partners and refine its own definitions of risk and its readiness to incur them.
15. In response, the Executive Director acknowledged the Board's recognition of the dedication of WFP staff. She also noted that WFP's work on prioritization and increased transparency was in line with Board recommendations from previous sessions. The Executive Director noted that WFP's work in North Africa was based on cooperation with numerous partners, and that its evolving relationship with the private sector was based on increasing trust and confidence. WFP's leadership in the cluster system had led to enhanced reliability and effectiveness in the delivery of humanitarian support, which had included direct food assistance and cash-based projects. The Executive Director noted that WFP had to achieve a balance between risk avoidance and maintaining its presence in challenging situations. The Executive Director again expressed gratitude for the increasing proportion of untied multilateral and multi-year funding commitments, which provided predictable resources and gave WFP enhanced flexibility in its responses.
16. Mr Bakker thanked the Board for its comments, noting the recommendations to use local capacities in addressing emergency and chronic needs and to work with governments in mobilizing private-sector support for WFP. Mr Bakker also noted that WFP's proven skills and efficiency in areas such as logistics and vulnerability assessment made it an ideal partner for private-sector organizations seeking to support global hunger interventions.

ANNUAL REPORTS

Annual Performance Report for 2010 (2011/EB.A/2)

17. The Secretariat described the new format of the Annual Performance Report (APR) for 2010, which analysed WFP's performance with a greater level of depth than previous reports. As WFP's main accountability tool and the Board's principal oversight mechanism, it detailed the progress made towards the five Strategic Objectives. Prepared after extensive consultations at every level of WFP, the APR contained comprehensive information in close alignment with the Strategic Results Framework and the Management Result Dimensions (MRDs). A new reporting model was introduced to help conceptualize the construction of WFP's performance management system. The structure of a building was used to illustrate five pillars, representing the Strategic Objectives, resting on foundations formed by the MRDs.
18. Approving the APR for 2010 and welcoming its new improved format, the Board thanked the Secretariat for providing an excellent learning tool; the use of highlighted boxes was informative. While data collection itself continued to be a challenge, WFP was urged to intensify its efforts in reporting protection and gender outcome results as well as using disaggregated figures for children under 2 and under 5, and pregnant and lactating women. The report should also be used as a starting point to determine WFP's comparative advantages within the United Nations system.

19. The Board noted the unbalanced progress in the five Strategic Objectives, with insufficient data and markedly slower advancement concerning Strategic Objective 5. Hand-over strategies should be established through capacity development assessment tools to strengthen government capacities to implement hunger solutions. Under Strategic Objective 4, the indicators faced the challenge of continuing to make progress when interventions had already addressed outcomes. There was consensus on the need for greater prioritization, in which the Board should be more involved, greater emphasis on gender equality and the imperative of flexibility when mobilizing funding. The format and content of standardized project reports (SPRs) should be improved to give greater relevance to the APR. Board members concurred with the need to reduce risk in the context of humanitarian space. Several members were encouraged by the increased partnership with non-governmental organizations (NGOs), emerging countries, other international organizations and private donors, but even more efforts were required. More information on ethics was requested; the suggestion was to place the full unedited report of the Ethics Office as an annex to the APR. Concern was voiced at the large number of small trust funds and information about their origin was requested. While improving data and its collection was essential for decision-making, WFP should not put numbers before its mission of eliminating hunger.
20. Thanking the Board for its encouragement and pledging to take its suggestions into account, the Secretariat acknowledged the need to better reflect the progress of WFP performance with disaggregated beneficiary data for women and children and inclusion of gender outcome results. The full report of the Ethics Office would be included in future APRs. The limited reporting on indicator results for Strategic Objective 5 was largely due to insufficient resources. Trust fund initiatives incorporated in the Management Plan would be a central issue through future consultations. WFP was committed to further refining the indicators under the Strategic Results Framework as well as to developing indicators for the MRDs. Those refinements would inform planned future adjustments to the SPR, which would then need to be reviewed and approved by the Board.

POLICY ISSUES

Update on the Implementation of WFP Policy on Vouchers and Cash Transfers (2011/EB.A/3)

21. Presenting the document, the Director of the Policy, Planning and Strategy Division described the recent trends in implementation of the policy on vouchers and cash transfers, a new tool whose application had grown exponentially thanks to a “prudently aggressive” approach. Projects were being implemented in response to natural disasters, economic shocks, chronic child malnutrition and seasonal food insecurity and in order to support special groups. WFP faced challenges such as the need to take account of security situations, to aim for cost effectiveness and to mainstream gender issues while bearing in mind beneficiary preferences. WFP had learned from its experience that vouchers tended to have more positive effects on nutrition than cash transfers, while electronic transfers eased monitoring. It was important for operations to be need-driven rather than technology-driven.
22. The Board welcomed the update and the synergy demonstrated by the fact that the divisions of policy and programme were working together on the issue. They welcomed the policy update as part of WFP’s move from food aid towards food assistance. Some members mentioned their countries’ support for or experience with the policy. It was

suggested that cash and vouchers safeguarded beneficiaries' dignity. Utilizing cash fostered the development of financial services in many developing countries, although the cost of the associated technological development had to be kept in mind. Several Board members wanted to know the effects of the policy on local markets and economies and on nutrition. Others stressed the need to consider alternatives and to integrate WFP policy with national cash and voucher projects and programmes and with countries' social protection and safety net systems.

23. The Board called for more WFP research and analysis into cash and vouchers in general, and a comprehensive strategic analysis to assess the policy's effectiveness. Several members wished to know why most of the projects were carried out in conjunction with emergency operations (EMOPs) and protracted relief and recovery operations (PRROs). More information was requested about how gender issues and nutrition were integrated in the policy. The issue of partnerships with governments, other United Nations agencies and the private sector was repeatedly raised. WFP was encouraged to use cash and vouchers at the early stages of emergency situations. More information was requested about implementation of the policy in situations of acute food insecurity and areas with a high prevalence of malnutrition, HIV and tuberculosis. The important distinction between commodity and non-commodity activities was highlighted.
24. The Secretariat stressed that gathering knowledge at the national and government levels was vital for WFP's learning curve. Answering the Board's questions, it explained that the main reason why the cost per beneficiary had increased was that the projects were being implemented for longer periods. With regard to operational sequencing, it was pointed out that seasonal and contextual aspects determined when food aid could be replaced by assistance in the form of vouchers or cash; in Haiti and Pakistan, for example, food aid had been dispensed in the immediate aftermath of disasters and cash transfers had been introduced about three months later. The balance between humanitarian and developmental operations reflected the overall balance at WFP but the number of development-based projects had increased since the document had been prepared. The target mentioned in the report of having 30 to 40 percent of WFP transfers use cash or vouchers was intended to be an order of magnitude based on extrapolations from experience rather than an absolute figure. Systematic assessments for the purpose of programme design were an objective, as part of the "prudently aggressive" approach, and would be better articulated in future updates. NGOs remained WFP's main partners but financial institutions and ICT companies were increasingly important; the role of the Cash Learning Partnership and of other United Nations agencies was also recognized. It was too early to determine whether the policy led to lower costs, especially in view of the small scale of the pilot projects; in most countries vouchers and cash transfers appeared to be less costly than food but WFP's capacity to bulk purchase food had to be factored in. In general WFP lacked the capacity to roll the policy out quickly when dealing with immediate response situations.
25. The Secretariat said that WFP had no preference for conditional or unconditional transfers; in each case it took many factors – including government preference – into account. Market assessments featured in all transfer operations and had to be adapted to cash and vouchers. WFP's tools and templates had been built around food aid and needed to be adapted to the new policy; capacity was being developed to meet the interest in and demand for implementing the cash and vouchers policy at country-office level. The aim of food assistance was taken into account when deciding whether to use cash transfers; for example, preventing or reducing malnutrition for children under 2, or assisting patients on anti-retroviral therapy (ART), might be better served with transfers of specialized foods rather than with cash transfers. Variations in attitudes to gender had to be taken into

consideration, and attention paid to such issues as, for example, whether cash transfers would empower women or expose them to domestic violence. The Secretariat expressed gratitude to donors for their support for the initiatives. The draft decision was modified to emphasize the importance of taking into account experiences and national best practices.

WFP Policy Formulation (2011/EB.A/4)

26. Noting that the document had been discussed at an informal consultation, the Secretariat invited Board members to give their views on the policy formulation process and the system of document classification.
27. The Board welcomed the paper. Some Board members recommended that Executive Director's circulars be annexed to Board documents where appropriate; there were also suggestions that all policy papers should be approved by the Board. Some members called for a review of all WFP policies, with a report by the Secretariat at the First Regular Session of 2012. Noting that the document contained little information on the document classification system, several members suggested that policy documents also contain sections relating to coherence with the WFP mandate, value-added and relevance to common activities of the Rome-based agencies. Some members noted that administration, financing and audit also had policies. Other members observed that draft policy documents could usefully be shared with regional bureau and country offices prior to finalization.
28. The Secretariat reminded the Board that some WFP policies were recommended by bodies such as the United Nations General Assembly Special Session, the Economic and Social Council and inter-agency and governmental bodies such as the Inter-Agency Standing Committee and the Committee on World Food Security, and that others were made at the country and other levels; current practice was for the Board to approve policies with a global impact. The Secretariat observed that the proposed review of WFP policies would require significant time and resources, and could not be completed by the First Regular Session of 2012.
29. The draft decision was modified based on discussions at a later meeting. In it the Board requested that policy documents with significant impact on programming be submitted to the Board for approval, and that they include estimate of budget implications and information on potential resourcing; and that a review of policies with significant impact on programming be undertaken and submitted to the Board for approval by the end of 2012.

Oversight Framework and Reports Disclosure Policy (2011/EB.A/5)

30. The Secretariat explained that the document presented contained the oversight framework rather than a new policy for oversight, and that the policy decision addressed only the missing internal oversight reports, namely investigation reports. This made the policy analogous to the United Nations Office of Internal Oversight Services (OIOS) disclosure policy. Although the Board decision of November 2010 had asked for procedures for sharing "all internal reports", the Secretariat's interpretations of that decision had been presented at the informal consultation with the membership in March 2011.
31. The Board welcomed the report, but some members noted that it did not completely meet the request made in 2010 and that the policy should have included all oversight reports, in particular inspection reports. Other members drew attention to the recommendation made by the FAO Finance Committee to review the list of reports

included in the document and conclude as to whether those reports and the policy met the Board's requirements for its governance role, bearing in mind the confidentiality requirements noted by the Board. Some members pointed out that the policy required a higher level of disclosure for WFP than for FAO, and that the policy was the most forward-looking of all similar policies in the United Nations system. Board members urged that the confidential nature of oversight reports be respected, and that the policy be further improved to promote transparency.

32. In response, the Secretariat explained that WFP internal oversight reports pertained to internal audit and investigation reports. No inspection reports had been issued in recent years. The draft decision was modified to request a review of the concept of inspection and a future update of the policy in 2012.

Update on WFP's Response to HIV and AIDS (2011/EB.A/6)

33. The Board commented on the document without introduction. Some members recommended a closer focus on development contexts, while others emphasized the need to leverage WFP's work in emergencies to ensure the special needs of people living with HIV (PLHIV) were fully accounted for. Some Board members asked for information on the ways in which WFP engaged with national and local health systems in addressing HIV and AIDS in its programmes. Board members also requested further information on progress in mainstreaming HIV and AIDS approaches. It recommended that WFP ensure that its work was based on its comparative advantages and according to the Division of Labour developed by the Joint United Nations Programme on HIV/AIDS (UNAIDS). A Board member offered to make their expertise available to WFP to enhance its programmes; more partnerships should be developed to ensure that refugees and internally displaced persons (IDPs) were included in HIV and AIDS programmes. Some Board members recommended further studies focusing on protecting people living with HIV from social stigma, defining the appropriate nutrient composition of specialized foods for patients on anti-retroviral treatment, and ensuring that food support was accessible to all patients needing it. Board members approved the cash and voucher approaches being developed in the context of developing social safety nets.
34. The Secretariat acknowledged that the main issue was to define WFP's role in the UNAIDS Division of Labour, bearing in mind that food and nutrition support was very important, especially at the beginning of treatment, in order to optimize its effectiveness. WFP focused on collaboration with expert organizations with a view to optimizing patient outcomes and maximizing adherence to treatment, in which food and nutrition security were major factors. Research into the development of new nutritious products specifically for treating malnutrition amongst people living with HIV was ongoing; WFP was also focussing more on improving the sustainability of its food and nutrition-related work.

Climate Change and Hunger: Towards a WFP Policy on Climate Change (2011/EB.A/7)

35. Observing that WFP's climate change policy was a work in progress, the Secretariat emphasized that WFP's emerging approach was based on three priorities: i) the impact of climate change on food security and nutrition among the most vulnerable countries and communities; ii) WFP's comparative advantages including in terms of competences and capacities, along with the human and social dimension of climate change and the need for enhanced access to food security; and iii) working in partnerships and on promoting nationally owned solutions. It was clarified that WFP's engagement reflected the United Nations' prioritization of climate change issues. It was noted that WFP's approach

aimed at building the resilience of food-insecure communities to shocks by bringing together food security, climate change adaptation and disaster risk reduction dimensions and objectives. WFP's policy would be finalized by end of 2012.

36. The Board welcomed the revised document, which incorporated comments and suggestions from the informal consultation, also noting its satisfaction with the emphasis on partnerships with governments and enhanced gender sensitivity. Some Board members cautioned against possible overreach involving attempts to address fundamental vulnerabilities that could be handled by other actors, and asked for an implementation and resourcing plan with relevant indicators for assessment. Other members pointed out the importance and pertinence of WFP's work in this field, and called for practical approaches based on the concepts of prevention and building resilience in support of governments and vulnerable communities.
37. The Secretariat thanked the Board for its inputs, noting that the challenge for WFP and other actors was not about expanding the range of actions, but about enhancing and integrating capacities for more effective and lasting results, also pointing at the fact that the Rome-based agencies, the World Bank and other actors were all working towards defining a common language, shared approaches and collaboration frameworks. Time was needed to complete this and other preparatory work before the policy could be finalized for submission to the Board. The Executive Director added that several WFP food security projects had paved the way by delivering results in the inter-related fields of food security, resilience-building and natural resource management, as in the case of reforestation programmes in Timbuktu related to food security.

Update on the Implementation of WFP's School Feeding Policy (2011/EB.A/8)

38. The Secretariat observed that the policy update showed progress in how WFP supported sustainable school feeding programmes that were government-led and government-owned. WFP had developed new tools for enhancing the coverage, cost-effectiveness, quality and sustainability of school feeding programmes. WFP was supporting governments in designing programmes, developing national budgets lines and national structures for eventual hand-over. The main issues were that school feeding must be among national budget priorities and that transition to government ownership must be a long-term, planned and structured process that took into account targeting, coordination and national implementation structures, capacity development, partnerships and local production possibilities. The Secretariat emphasized that the comparative advantages of the school feeding modality included contributions to diverse nutritional, educational, gender-related and social goals, with numerous spill-over effects and benefits for schoolchildren, their siblings and households.
39. The Board welcomed the updated policy, noting with satisfaction the focus on hand-over to governments and related capacity development, and recommended that the transition process be more fully defined and that local food sourcing approaches be developed for different national contexts. WFP should be prepared to assist government-owned systems with technical advice for extended periods if necessary. Board members stressed the need to maintain and develop partnerships with agencies such as the World Bank, FAO, the United Nations Children's Fund (UNICEF) and IFAD, particularly with a view to linking school feeding to local agricultural production and ensuring quality of education. Members suggested that greater consideration could be given to issues related to the quality of education and improvements to dietary habits. Several Board members recommended that suitable monitoring and evaluation (M&E) systems be developed to assess educational

outcomes such as increased attendance by girls, and that funding sources, costs and resource needs be clearly identified to ensure that school feeding systems were fully sustainable. Board members suggested that detailed consideration be given to targeting to avoid exclusion and inclusion errors, and that the desired educational and nutrition outcomes be clearly determined. Some members urged WFP to consider the value of other food assistance modalities in conjunction with school feeding.

40. Board members noted with approval that the updated policy was evidence-based, noting that attention should be given to cost containment with a view to maximizing programme coverage; the possibility of extending coverage to pre-school children should also be considered. The need for comprehensive capacity development was noted: South–South cooperation was an effective modality for this, with full involvement of the private sector, local governments and communities to ensure that interventions were adapted to actual needs. The Board also recommended that WFP study ways in which some of the new approaches being developed for school feeding could be used to enhance other safety net programmes, and urged WFP to ensure that school feeding outcomes were fully assessed and reported.
41. The Secretariat noted the Board’s recommendation that transitions to government ownership be planned with full attention to finance, targeting and quality issues: WFP intended to move to a support role for national school feeding systems. The role of school feeding in emergencies was being considered, bearing in mind the paramount need to target the most vulnerable children and protect education in conflict/emergency situations. WFP was also looking into ways of reaching children in pre-schools and adolescent girls in particular. Countries were at different stages of the transition process, and the tools being developed would evolve according to requirements. The importance of partnerships in developing and implementing effective delivery modalities was recognized, and much valuable work was ongoing with agencies such as FAO, IFAD and the World Bank; WFP would consider sharing innovations with other types of programmes. The Secretariat thanked donors for their support, noting that school feeding led to a range of educational, nutrition and health advantages for children and communities; flexible multi-year funding would be essential to ensure that transitions to government ownership were effective and that capacities were developed to ensure sustainability.

RESOURCE, FINANCIAL AND BUDGETARY MATTERS

Audited Annual Accounts 2010 (2011/EB.A/9)

42. The Deputy Executive Director for Resource Management and Accountability and Chief Financial Officer introduced the Audited Annual Accounts for 2010, WFP’s third set of financial statements prepared in accordance with IPSAS. They had received an unqualified audit opinion from WFP’s External Auditor, and both the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the FAO Finance Committee had recommended their approval. Having presented Statement I, the Statement of Financial Position at 31 December 2010, the Deputy Executive Director also focused on Statement II, the Statement of Financial Performance for the year ended 31 December 2010 and Statement V, which compared the budget and actual amounts for the year ended 31 December 2010. With regard to the former she explained that the increase in monetary contributions in 2010 had not offset the drop in in-kind contributions, which confirmed the trend at WFP. Accordingly, the surplus for 2010 was far lower than in 2009. In terms of expenses, she highlighted the large increase in the expenses made through cash and voucher mechanisms and the lower value of food commodities

distributed in 2010 compared with 2009. Turning to Statement V, she explained the difference between the original and final budgets as being the result of the lack of resources available to implement the programme of work (budget) and the time lags inherent in WFP's business model.

43. WFP's External Auditor confirmed the 2010 financial statements were IPSAS-compliant and had been given an unqualified audit opinion. She stressed that in making risk assessments internal control was relevant to the preparation and fair presentation of financial statements. With regard to the key issues of evaluation and expensing for inventories, it was important for WFP to know and to disclose the volume and value of food and non-food items that remained undistributed.
44. Approving the 2010 Annual Financial Statements and the Report of the External Auditor, the Board expressed concern at the utilization of the budget, namely 57 percent of the final direct project cost budget in 2010. Concerns were expressed at the amount of VAT receivable, in particular from the Sudan and, to a lesser extent, Mozambique. The Board urged WFP to continue to be proactive in trying to recover these amounts from the governments concerned.
45. In response to Board comments, the Secretariat said that it was committed to further improving the presentation of financial statements. Efforts were continuing to recover VAT from the Sudan and other countries. It was confirmed that WFP was helping other United Nations agencies with implementation of IPSAS. Implementation of the Logistics Execution Support system was crucial for compliance with audit requirements; a timeframe would be set as requested.
46. The Executive Director expressed her satisfaction with the impact that IPSAS had had on transparency and accountability in WFP since implementation began in 2008; she reminded the Board that she had personally pressed for the implementation of IPSAS. With regard to accountability, she assured the Board that she had listened to its members along with demands expressed by beneficiaries. In view of market volatility, she agreed that forward purchase was the correct approach but it was crucial to ensure that it was properly implemented; the Board would be kept informed of the progress made.

Review of the Management Plan Cycle (2011/EB.A/10)

47. Presenting the document, the Secretariat said that the move from a biennial cycle to a three-year rolling Management Plan with the approval of one-year Programme Support and Administration (PSA) appropriations would have a profound, long-term impact, above all reducing the risk of the "yo-yo effect" experienced in earlier cycles. The existing and new plan cycles were explained, together with a presentation of the expected benefits and drawbacks of the proposal. The procedure for amending the General Regulations was outlined as well as the subsidiary changes to the General Rules and Financial Regulations. Subject to the Board's approval of the changes to the General Regulations, the Secretariat had arranged for the submission of the proposal for approval by the General Assembly through ECOSOC, and by the FAO Conference through the FAO Council.
48. The Board welcomed the new plan cycle but wondered whether it was expected to increase staffing workloads and costs. A question was put about whether yearly reporting requirements also needed to be enshrined in the regulations.
49. The Secretariat responded that its expectation was that Management Plan updates would be necessary if there was a need for approval from the Board; the presentation of the Financial Statements and the APR at each Annual Session would provide the opportunity to present updates of actual compared to annual planning amounts. That, together with an

overall simplification of the reporting cycle, should allow the Secretariat to establish the new process using the current workforce. The change in cycle would align budget reporting with annual financial and performance reporting; a further amendment to the Financial Regulations referring to the annual reporting would not be needed.

Annual Report of the Audit Committee (2011/EB.A/11)

50. The Chair of the Audit Committee (AC) reminded Board members that the value-added of the committee derived from its private-sector expertise, which enabled it to provide assurance for the Executive Director and the Board and to flag issues requiring attention. The AC monitored many aspects of WFP such as performance management, the oversight function, financial management, enterprise risk management – the AC Chair proposed that this become a regular Board agenda item – with a view to maximum transparency, effectiveness and efficiency across WFP. Noting that the work of the AC was to some extent constrained by the three-year tenure of its members and the fact that it met only few times per year, the Chair proposed an orientation event for new members, an extension of the areas of expertise to include United Nations experience, and consultation with the Chair as to the appointment of new members. The Board was urged to make maximum use of the skills and experience of the AC, whose terms of reference were being reviewed in line with the Board's 2009 decision.
51. The Board welcomed the report, expressing satisfaction with the independent work of the AC, for example in drawing attention to WFP's unfunded staff liabilities, and noting that the review of the terms of reference should be completed as soon as practicable. Some members drew attention to the danger of micromanagement by the AC and expressed reservations regarding the proposals that AC members be included in official field visits, largely on cost grounds; other members observed that inviting the AC Chair to all Board sessions could constitute a precedent affecting the ACABQ and the FAO Finance Committee. There were also reservations regarding the proposed statement of internal control on the grounds that it would duplicate other controls and would increase the workload of the Secretariat. With regard to the relationship between the External Auditor and the AC, the Board recommended that the former should share its final report with the AC, not the draft, to ensure that its views remained entirely independent. Several Board members agreed that United Nations experience would enhance the range of expertise in the AC.
52. In response, the Chair gave assurances that the AC would function only in accordance with the Board's mandate. The AC costs would be entirely justified if the Board were to make more extensive use of its expert advice. With regard to attendance at Board sessions, the Chair accepted that technological solutions were available, but observed that personal attendance ensured optimum understanding of WFP and its needs. Regarding the External Auditor, the revised terms of reference would help to ensure that the two bodies complemented each other. The Chair reminded the Board that it had previously agreed to the statement of internal control concept: the first such statement would be presented at a forthcoming Board session.
53. Further discussion led to inclusion in the draft decision of a suggestion that the Joint Working Group on the Review of the Audit Committee take into account issues raised by the Board and report to the 2011 Second Regular Session.

Report on the Implementation of the External Auditor Recommendations (2011/EB.A/12)

54. The Secretariat presented the report on the implementation of the External Auditor's recommendations, emphasizing the significant progress made. Of the 29 recommendations outstanding at the beginning of 2011, 17 had been fully implemented. Seven of the remaining 12 were new and addressed subjects such as the Logistics Execution System and accounting policies; their implementation had begun in earnest. The five others were older recommendations; the oldest, dating from September 2007, was on the general issue of decentralization and its implementation was inevitably taking time. Good progress was reported on implementation of recommendations concerning the Uganda country office and the Audited Annual Accounts for 2009.
55. The Board voiced satisfaction at the overall rate of implementation of the recommendations but called for yet more transparency in the presentation. There should be more information about the recommendations that had not been implemented in full or in part, together with details about any stumbling blocks encountered. The Secretariat agreed to include such information in future reports.

Report of the Inspector General (2011/EB.A/13)

56. The Secretariat noted that oversight work performed in 2010 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, and that improvements had been recorded in terms of increased attention to internal audit recommendations and enterprise risk management, and in governance of information technology.
57. The Board welcomed the report, in particular the detailed list of strengths and weaknesses, and asked for clarification as to WFP policy in cases of substantiated cases of criminal nature. It also requested more information on high staff turnover in the Oversight Office (OS) and its effects, given that only 78 percent of the work plan had been completed. Board members recommended that WFP's control framework be strengthened and that alternative modalities for delivering assistance in high-risk areas be enhanced. Board members expressed their concerns with the high-risk findings related to corporate emergencies. The Board noted the relatively low level of resources allocated to internal oversight in WFP and asked for the level of resources required to ensure that the programme of work was completed. Some members requested the status of the updated Oversight Charter, whether it would be submitted for approval to the Board and whether it would include a provision for consent by the Board on the appointment of the Inspector General.
58. The Secretariat pointed out that the new policy on fraud defined staff responsibility for reporting wrongdoing, and that cases of criminal nature could be recommended for referral to national legal authorities, after consultation with the Legal Office. The Secretariat observed that experienced auditors were in short supply and that there would always be turnover, but consultants were hired to fill the gaps. An auditable and embedded enterprise risk management, an embedded statement of internal control, and a robust methodology for the assessment of risks associated with WFP processes would be prerequisites to provide a positive assurance opinion, which would help estimate the optimum resources required for OS. The Secretariat noted that actions to address the high-risk issues raised by OS were being taken; protocols for corporate emergencies were currently being looked into and contingency planning focused on resource shortfalls. The Secretariat noted that the

Oversight Charter needed to be updated mainly to clarify the independence of the oversight function, and that it included provisions on the role of the Board and the AC in the appointment of the Inspector General. The Charter would be approved by the Executive Director and brought to the attention of the Board as part of the revisions to the Financial Rules and as an annex to the next Report of the Inspector General.

Fifth Update on the WFP Management Plan (2010–2011) (2011/EB.A/14)

59. The Secretariat gave an overview of the update, which contained an annex with all revisions to the 2011 programme of work since the previous update, as requested by the Board at its 2011 First Regular Session.
60. Taking note of the update and welcoming the inclusion of the new annex, the Board noted with satisfaction the confirmation of WFP's robust commitment to nutrition. It looked forward to the nutrition policy due in 2012. Several members noted with interest the decision to pull together existing food technology/quality and nutrition functions, to be led by a new Assistant Secretary-General for Food Safety, Food Quality and Nutrition; more information about and justification of that decision and of WFP's vision for its nutrition work were requested.
61. Several members urged more efforts in the future to seek efficiencies, while requesting more information about why there had been certain downward revisions of operations. In view of the need to ensure the best possible value from the PSA budget, there was a request for a review of liaison offices, the costs of which had been increasing. Explanations were requested concerning extrabudgetary resources received.
62. The Secretariat responded that comprehensive information on WFP's extrabudgetary resources would be provided in the new Management Plan; since the fourth update, 11 new trust funds had been established, including country-specific and generic Headquarters trust funds. The decrease concerning the Sudan was mainly due to lower requirements thanks to predictions of better harvests. A review of the PSA budget was under way and the issue of liaison offices would be discussed in that context. Unforeseen emergencies during the period covered accounted for some of the major increases in the programme of work. Stricter attention would be paid to references to climate change in future reports.
63. The Executive Director clarified that the interest in creating a new Assistant Secretary-General post was because of the growing importance to WFP of food safety, quality and nutrition. High standards needed to be imposed throughout WFP from Headquarters level through to field offices, requiring the highest level of expertise combined with strong leadership, which could also respond in case of safety or reputational risks. Moreover WFP lacked a high-level nutrition representative for dealing with public- and private-sector organizations along with the United Nations system. She highlighted that the appointment of an Assistant Secretary-General would be cost-neutral and that centralization could possibly lead to administrative cost savings.

Update on the Implementation of the External Auditor Recommendations on WFP's Operations in Somalia (2011/EB.A/15)

64. The Secretariat provided the Board with the update, as requested at the First Regular Session in February 2011. Seventeen of the 26 recommendations had been fully implemented while the remaining nine were due for full implementation by the November 2011 deadline. Attention was drawn to recommendations 4(a), 4(b), 9(b), 18, 19, 20 and 26(b), and the Board was updated on the steps taken to implement them.

65. The Board welcomed WFP's response to the External Auditor's recommendations, acknowledging that Somalia was one of the most challenging environments in the world in terms of risk. Risk management should always be a priority in WFP operations. A member announced an important cash contribution to facilitate food aid delivery in Somalia as a vote of confidence in the steps taken to implement the recommendations. It was pointed out that the Board should be informed immediately when WFP encountered new or heightened risks in a given country. Concern was voiced at the fluctuating partnerships entertained by WFP in Somalia.
66. The Secretariat assured the Board that it was committed to improved communication with it. In response to a question about food distribution in areas controlled by Al-Shabaab, it was recalled that on 5 January 2010 WFP had suspended WFP supplementary feeding and institutional feeding programmes in Afgoye in the interest of staff security, but was continually monitoring the situation. WFP offered partner NGOs in Somalia training to follow established procedures with the aim of forming a core set of organizations working in partnership. However, the country's instability and clan culture meant that not all organizations could work in every part of the country, requiring WFP to change partners.
67. As promised at the First Regular Session of 2011, the Inspector General updated the Board on his latest report on Somalia. Following examination of documents received from the Monitoring Group on Somalia, he had concluded that there was no wrongdoing on the part of any staff, vendor or cooperating partner. However, there were weaknesses in the system and recommendations had been made to remedy them.

EVALUATION REPORTS

Annual Evaluation Report 2010 and Management Response (2011/EB.A/16)

68. The Director of the Office of Evaluation (OE) gave a brief overview of the Annual Evaluation Report (AER) 2010, which focused on operational issues, derived from country portfolio, operation and impact evaluations. It reaffirmed WFP's strong relief performance and reasserted school feeding as a flagship activity, while cautioning that school feeding on its own could not attain education, nutrition or value-transfer results. Evaluations showed shortfalls in food for work, mainly as a result of underfunding. Nutrition programmes were struggling to demonstrate results owing to ambiguous objectives and smallness of scale. The three main cross-cutting findings concerned the need for synergies with partners and within WFP; the risk of spreading activities too thinly, with an adverse impact on effectiveness; and weaknesses in monitoring systems.
69. The Secretariat outlined the status of implementation of the 2009 AER recommendations: action on three recommendations had been implemented, and work on the fourth – to improve monitoring – was partially implemented. Follow-up on all evaluation recommendations was summarized in a separate report. With regard to the 2010 AER recommendations, work was underway to improve outcome-level results reporting, extend synergies with partners, improve monitoring and increase effectiveness generally, and particularly with respect to nutrition-specific programmes.
70. The Board expressed concern at the level of underfunding of programmes highlighted by the evaluations. Clarification was sought on the launching of programmes without confirmed funding and how priorities were established; consultation with host governments was encouraged. Emphasis should be laid on how to measure results in the area of nutrition in particular, including improving indicators. Interest was expressed in the new corporate monitoring and evaluation tool COMET and how it would address some of

the monitoring challenges. There was concern about providing the resources to perform a sufficient number of evaluations. The success of school feeding was encouraging. Focus should be placed on actions to address the four recommendations in the report.

71. The Director of OE provided information on the evaluations planned for the coming years and pointed out that the evaluation sample in the coming year would not be as representative as desired owing to limited resources for evaluation. It was agreed that there should be more evaluation consultants from developing countries and a more equitable gender balance among them.
72. The Secretariat ensured the Board that it was working to improve qualitative reporting on the implementation of recommendations. Lessons had already been learned from the evaluations and were being applied when designing projects and programmes, while there was sharper focus on funding issues and prioritization. In emergency situations, action had to be needs-based rather than project-led. But well-designed development activities with longer-term impacts attracted funding where it was clear that WFP offered comparative advantages and where projects were well integrated with national plans. It was hoped that evaluations would demonstrate improvements in programme design discipline within two or three years. COMET was being piloted in a few countries and, funding permitting, would be rolled out in 2012, permitting better amalgamation of data to support key performance indicators.

Summary Report of the Strategic Evaluation of WFP's Role in Social Protection and Safety Nets and Management Response (2011/EB.A/17)

73. The Director of OE observed that the evaluation, which had been oriented with a view to contributing to learning so as to enable country offices to make the transition to food-assistance approaches, had focused on WFP's contribution to social protection and safety nets. The four key principles of effective safety nets that emerged from the evaluation were adequacy, timeliness, predictability and sustainability; these required appropriate targeting, synergies among different partners, and integration into national systems. The evaluation had noted needs for enhanced guidance and training to build WFP's own capacity for safety net operations, particularly as WFP's advisory and policy role was greater when working to integrate food-related safety nets into national systems. WFP's funding model affected the quality of WFP's work to provide safety nets if it interfered with the timely and predictable delivery of food-related transfers.
74. The Board welcomed the report, highlighting the relevance of safety nets to WFP's work, and the Secretariat's willingness to respond promptly to the recommendations. Board members encouraged clarity of terminology to align WFP's approaches with the work of governments and other actors, clearly defined management frameworks, research to augment WFP's knowledge base and impact evaluations to assess progress. Several members suggested that WFP use its comparative advantages to good effect, for example in assistance with government policy formulation, capacity development and facilitation of South-South cooperation. The need for fully sustainable approaches aligned with national priorities and systems was noted with a view to enabling beneficiaries to become self-sufficient and achieve enhanced living standards. Several members noted that the evaluation had provided sound qualitative data, and recommended that more quantitative information be provided in future safety net evaluations. Board members also noted the particular value of school feeding and cash transfer modalities in the context of safety nets, cautioning that accurate targeting was needed to ensure that the right people were included: it would be essential to involve governments in planning to achieve this. The Board noted

the need for sustainable funding, and recommended that WFP develop intervention packages suited to particular contexts.

75. In response, the Director of OE pointed out that while the full evaluation report provided more detailed data, the evaluation was correctly based on qualitative data, in line with the aim to identify lessons for institutionalizing safety net approaches in WFP. The Secretariat undertook to engage fully with governments, to use WFP's comparative advantages and to use school feeding models as templates for project design where appropriate. The evaluation adopted working definitions based on earlier work done by WFP's policy unit, informed by definitions used by the broader international community, but the Secretariat was looking to refine the terminology for the future WFP policy. The Secretariat also pointed out that integration with national systems would be advantageous in making new funding sources available; WFP would in any case use its own prioritized funding system as required.
76. The Executive Director added that WFP was working to integrate individual tools into coherent approaches, and that work was ongoing with organizations such as the International Labour Organization to define the issues involved in safety-net approaches.

REGIONAL PRESENTATIONS

77. **The Regional Director for the Middle East, North Africa, Eastern Europe and Central Asia** gave an overview of WFP's 28 operations in 15 countries at a time of political turmoil and in a context of high food prices. Most operations were based on partnerships to stabilize food supplies, promote nutrition and health approaches and develop social safety nets; cash-transfer and voucher modalities were being successfully used. Among WFP's achievements were an urban food voucher system in the Occupied Palestinian Territory that had improved food security, and a pioneering approach involving hot meals for displaced people along the Libyan borders with Egypt and Tunisia that had helped to reduce tensions. There were many challenges in addressing food security and nutrition issues in the Mena region, but WFP was already planning the recovery phase with a focus on employment for young people and women's empowerment. Elsewhere in the region food safety nets were being developed in Azerbaijan, collaboration with the Government of the Syrian Arab Republic on school feeding was ongoing, and data collection for food security interventions was under way in Jordan. In Armenia and Kyrgyzstan, WFP was planning responses to a situation of rising food prices that were exacerbating household food insecurity. The Regional Director thanked all donors for their support, but noted the need for further substantial support for operations in the immediate future.
78. **The Regional Director for Asia** also drew attention to the effects of high food prices in that region, for example in Pakistan where wheat was in short supply following the floods and many people were resorting to unsustainable coping practices. WFP's responses were in many cases hampered by underfunding. Cash and voucher transfer mechanisms and cash grants were proving successful in enhancing sustainable food security across the region; new innovative food products such as fortified rice and ready-to-use foods were being used to address micronutrient deficiencies and chronic malnutrition. Hand-overs to governments had been successful in Bangladesh, where WFP now provided technical support only to the Government's largest safety net programme in assisting vulnerable households, and in Bhutan, where the Government had made a commitment to take over school feeding by 2018. Risk areas included the Democratic People's Republic of Korea, where domestic food supplies were running out: WFP had negotiated improved operating conditions and

would start an EMOP in April – but funding was urgently needed. In Afghanistan, insecurity was an increasing problem and staff stress levels were unsustainably high; the PRRO was being revised, but underfunding was a significant constraint. The Regional Director warmly thanked contributors for the resources provided.

79. **The Regional Director for Latin America and the Caribbean** reminded the Board of the 30 million undernourished children in a region characterized by chronic vulnerability, inequality and natural disasters, where high food prices were having negative effects on health and nutrition, especially among indigenous groups. WFP was prioritizing support for governments in the development of social protection systems, but major gaps remained. Trust funds had become a major source of financing for operations in the region, and WFP was entering into partnerships to scale up its nutrition interventions and to support small farmers through P4P with a view to increasing the amount of food produced in the region. WFP was establishing a role as a catalyst for the development of cost-effective preventive strategies in relation to hunger, nutrition and climate change issues, but funding was short and the window of opportunity for effective investment was closing. A notable factor in regional hunger problems was the fall in the level of remittances from migrants: WFP would have to support governments in planning and implementing social protection systems for the coming years.
80. The Board paid a warm tribute to Mr Pedro Medrano, who was leaving his post as Regional Director in Latin America and the Caribbean, praising in particular his pioneering approaches to cooperation with governments and his unswerving commitment to helping the hungry during his six-year tenure. Mr Medrano would continue to serve as Director of the Liaison Office in New York.
81. **The Regional Director for East and Central Africa** noting that WFP operations in those regions accounted for 25 percent of all WFP operations, observed that work was under way to develop a more concerted regional approach to identifying needs and aligning WFP's work with the expectations of governments and partners. The main issues included making hunger risks an element of disaster risk management, finding solutions to undernutrition, rationalizing food supply and delivery systems to move food from surplus to deficit areas, and supporting peace building initiatives. WFP was planning to use situation-specific tools such as cash and voucher transfers with a view to enhancing the cost-effectiveness of operations; partners and donors were involved in the discussions. Immediate concerns in the region included severe drought and crop failures in the Horn of Africa, for which short-term and long-term responses were being planned, and high food prices, including owing to export bans on maize in some countries. Staff security in a context of widespread unrest and violence directly had led to suspensions of operations in Ethiopia and Somalia. The situation in Somalia was particularly worrying, with targeting of humanitarian workers, leading to the departure of most international NGO partners.
82. **The Regional Director for West Africa** reported on the region, where 10 million children under 5 years of age were stunted and 3 million children suffered acute malnutrition; many countries were endeavouring to prevent undernutrition during the critical 1000-day period from the womb to age 2, a priority for WFP. The use of improved fortified blended foods and ready-to-use supplementary foods was being promoted in all operations where appropriate. The Côte d'Ivoire and Libyan crises, high food prices and the post-drought situation in the Sahel were of immediate concerns. The situation in Côte d'Ivoire had led to the displacement of hundreds of thousands of people, and the security situation remained unpredictable; WFP had been implementing EMOPs. In Niger and Chad the return of migrants from the Libyan Arab Jamahiriya was worsening the vulnerability of communities already suffering severe agricultural deficits. The prices of

wheat, maize and fuel had risen sharply and were affecting countries all along the West African coast, in particular Guinea, Liberia and Mauritania. In 2010, WFP had implemented cash and voucher programmes in Burkina Faso, Niger, Senegal and Sierra Leone and was preparing to do so in Cote d'Ivoire, the Gambia, Guinea, Guinea-Bissau, Liberia and Mauritania. Several countries in the region were implementing P4P. WFP was focusing on capacity development in the region, in close cooperation with regional bodies. The Director announced that in Chad the country's judicial authorities had recently twice authorized the seizure of WFP funds totalling US\$1.24 million, in violation of the Organization's privileges and immunities; other agencies had faced similar situations. The Government had been informed that measures – including suspension of operations – would be envisaged.

83. **The Regional Director for Southern Africa** reported that the region continued to suffer from the combined threat of food insecurity, weakened government capacity and the high prevalence of HIV. Mainstreaming risk awareness into the programme in the region was a high priority for WFP. La Niña had been a cause for concern in the region, in particular in Lesotho, Malawi and Namibia; WFP had been monitoring the situation together with FAO and the Office for the Coordination of Humanitarian Affairs. WFP had been offering food assistance to strengthen national safety nets in several countries. High food and fuel prices were also causes for concern, with prices between 8 and 15 percent higher than in 2010, as were political developments in Madagascar and Zimbabwe, which had a direct impact on food security. Use of cash transfers and vouchers had increased considerably while P4P was regarded as a sustainable tool for combating hunger. Hand-over strategies had made further progress, in particular in Malawi, Mozambique and Swaziland.
84. **The Regional Director for the Sudan** reported on the recent deterioration of conditions in and around Abyei and Kadugli, where clashes had displaced thousands of people and caused a logistical nightmare for aid agencies. WFP was responding as well as it could to urgent humanitarian needs in conjunction with UNICEF and the Board would be kept updated. There was also unrest in Southern Sudan, due to become a separate state on 9 July 2011, with inter-tribal fighting and militia activity also leading to displacements, made worse by climatic conditions that were hampering transport. Food had become scarce while fuel prices had rocketed; an estimated additional 1 million people might need aid for at least the next quarter. On a more positive note the beneficiary verification begun in June 2010 was continuing, using biometrics, and should be completed by the end of 2011. Preliminary data from the camp verification exercise indicated that the actual number of IDPs in camps was significantly lower than in previous counts. The voucher programme had begun and the target numbers of beneficiaries would be reached by early 2012; the pilots had been successful despite some resistance. At no cost to WFP a new microcredit project for small farmers had been introduced in collaboration with Sudanese banks and funds.
85. The Board expressed its appreciation for the overviews. In response to Board comments and questions, the Secretariat observed that broadly the regional bureaux corresponded to subregional groupings and that countries in a region generally faced similar hunger issues and sought similar support from WFP. In relation to Somalia the Director emphasized that restricted access made responding to the greatly increased needs especially difficult. In relation to the Sudan the Board welcomed the pioneering microcredit project; the Director provided more information about projects, and added that logistics remained the principal challenge.

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

Draft Country Programmes – Honduras 200240 (2012–2016) (2011/EB.A/18)

86. The Secretariat noted that the country programme (CP) focused on the main area of food insecurity, which was affected by chronic poverty and erratic weather patterns that limited the productivity of smallholders. The CP aimed to enhance social safety nets and increase crop production, and would include components for assistance with capacity development for monitoring school feeding projects. Local purchases would be made under P4P to supply food for 35 percent of school meals. The CP was fully integrated with national policies; specific approaches for particular areas had been developed, and partner ministries would pay logistics costs.
87. The Board expressed appreciation for the overview, noting that the CP projects for agro-forestry, watershed management and crop diversification would contribute significantly to development approaches, which were a priority in a chronically food-insecure country such as Honduras. Board members approved the collaborations with the Government, particularly those in interventions related to climate change and food-for-work (FFW), but asked for further information on WFP's partnerships and recommended greater attention to contingency planning and risk management in line with WFP policy. Board members also recommended that beneficiary lists be checked to prevent duplication and that family sizes be reviewed to ensure adequate coverage. Board members urged WFP to use the education components of the CP to increase the number of children enrolled and enhance the quality of instruction. Some Board members suggested that the CP document, and other CPs, should include more details on contingency planning and risk management.
88. In response, the country director noted that WFP was partnering with UNICEF on school feeding, with FAO on agro-forestry programmes, with the United Nations Development Fund on Women (UNIFEM) on gender issues and with the Government in developing school gardens. The country director also accepted the Board's suggestion for increased M&E; the country office would involve more NGOs and local volunteers to carry it out. The use of P4P mechanisms was being increased, but international food purchases had to be made to ensure that the food pipeline remained intact. Contingency plans were being made, but more flexible funding was needed to support them. The Executive Director reiterated WFP's commitment to embedding a risk management element in all CP documents: WFP was defining its risk categories and developing capacity in risk recognition.
89. The Minister of Social Development of Honduras expressed her appreciation for WFP's 15 years of school feeding, noting that the Government now provided 80 percent of the budget. The Minister praised the way in which WFP aligned its operations with the Government's policies on social issues and food security and expressed appreciation for its support for small farmers to maximize local purchases. WFP's work in support of mothers and children and of educational development was also highly valued. The Government was working to improve educational quality, and the Minister looked forward to fruitful collaboration with WFP in the future.

ASIA REGIONAL PORTFOLIO

Draft Country Programmes – Bangladesh 200243 (2012–2016) (2011/EB.A/19)

90. Presenting the draft CP, the country director in Bangladesh said that despite impressive economic growth since 2000, almost half of all children under 5 in the country were chronically undernourished and 60 million people fell below the minimum daily calorie intake. Food prices had risen sharply, affecting the most vulnerable, especially women and children, who were already most at risk from the effects of climate change. The CP focuses on Strategic Objectives 2, 4 and 5, with the goal of improving long-term food security and nutrition of the ultra-poor. The key themes were convergence, nutrition, partnering, innovation and leverage. WFP would work with the Government to ensure gradual hand-over through two capacity support units in the ministries. The main risk to the CP came from the likelihood of major natural disasters and possible lack of funding. Limited funding would be mitigated by very strict targeting and convergence of activities in the same area so that at least one or two activities could be delivered.
91. The Board welcomed the draft CP, in particular its mix of food and cash, and the focus on urban slums, but suggested that the phase-out should have been reflected in the logframe and gender issues should have been addressed more explicitly. It highlighted the importance of conducting the planned research into the efficacy and cost-effectiveness of different transfer modalities to beneficiaries, and advocated for making the required funds available. Some members felt the CP should have been more ambitious, in view of the enormous challenges facing WFP in Bangladesh, and requested more information about the community assets mentioned in the document. More information was requested on prioritization, local food procurement, partnerships, outcome reporting and the hand-over schedule for school feeding.
92. The country director explained that a thorough gender analysis had been conducted during the preparation of the CP, but that document word limits had prevented the inclusion of more details on gender matters: promoting women's role was a major goal that had been mainstreamed into all four activities of the CP. She agreed that priority should be given to very young children to the extent possible. The best mix of tools would be sought with a view to ensuring food security and improving nutrition. The CP was realistic from a funding viewpoint rather than overambitious. Community assets included embankments, irrigation canals and raised homesteads and roads. With regard to procurement, Bangladesh had to import rice, pulses and oil and local purchases could be expensive; locally produced food supplements and pulses increasingly cultivated in the winter season could be options that both helped the local economy and improved nutrition. The school feeding hand-over would be gradual, reducing the number of beneficiaries from the current 1.2 million to 500,000 by 2015, and outcome reporting was planned. Cooperation with national and international NGOs as well as coordination with other United Nations agencies were integral to WFP work in the country.

Draft Country Programmes – Indonesia 200245 (2012–2015) (2011/EB.A/20)

93. The country director introduced the CP, saying that despite Indonesia's transformation to a lower-middle income country and its membership in the G20, 87 million people were vulnerable to food insecurity; undernutrition also remained a persistent challenge. The 2009 Jakarta Commitments highlighted a shift to equal partnerships based on government ownership and capacity development. The CP was intended to support nationally owned food security programmes founded on three priorities: food security monitoring, analysis

and mapping; disaster management; and nutrition. Natural disasters, climate change and higher food prices were the likeliest threats.

94. The Indonesian Delegate expressed support to the CP, saying that the Government was committed to sharing costs over the duration of the CP, offering additional funding as required.
95. Welcoming the draft CP, the Board expressed approval for its focus on capacity development at the local and provincial levels. It applauded the Government's political and financial engagement with the CP, and noted the alignment with the United Nations Development Assistance Framework (UNDAF). WFP was commended for its work providing technical support to the Government in the areas of food insecurity mapping, logistics and disaster response coordination. More detail was requested on the Government's high-level food policy engagement – nutrition in particular – and how the CP fit in the context of other partners' initiatives.
96. WFP was working closely with the central ministries but also collaborating with provincial authorities in view of the country's high level of decentralization. With regard to nutrition, one of the aims was to develop nutritious foods while at the same time examining national food legislation. Public- and private-sector partnerships were strong; Indonesia was a Project Laser Beam focus country concentrating on addressing child malnutrition in a new model.

Draft Country Programmes – Lao People's Democratic Republic 200242 (2012–2015) (2011/EB.A/21)

97. The country director introduced the draft CP, saying that despite fast economic growth, the problem of stunting in the Lao People's Democratic Republic was widespread and critical. The main focus of the CP was therefore the health and nutrition of mothers and children, school meals and food fortification. She mentioned cultural behaviour that was detrimental to maternal nutrition and the over-emphasis on rice when interpreting food security. Explaining the CP's geographical scope, she described the tools to be used and emphasized the importance of cooperation with other United Nations agencies and the REACH partnership to end child hunger.
98. The Board welcomed the draft CP, in particular its innovative aspects, the emphasis on partnership with the Government and the focus on educational measures to improve nutrition, especially of the ultra-poor. Attention was drawn to partnerships and appeals were launched for generous donations.
99. The country director explained that a WFP staff member was posted with the Lao Ministry of Education in order to oversee the school feeding hand-over process; WFP was offering the Lao Government technical assistance in that regard. In order to ensure sustainability and synergy, potential cooperation with other agencies was being explored, for example for utilization of opium substitute crops and reintroducing indigenous food products such as insects as a means of enriching school meals. High food prices were making regional purchase more cost-effective than local purchase; greater synergy was being sought with other programmes such as P4P in order to address the food purchase strategy.

WEST AFRICA REGIONAL PORTFOLIO

Summary Impact Evaluation of School Feeding in the Gambia and Management Response (2011/EB.A/24)

100. The Director of OE presented the summary report of the impact evaluation of school feeding in the Gambia, which was part of a series of impact evaluations of school feeding which would be synthesized in the evaluation of the school feeding policy. The children supported represented about 40 percent of all primary-school children in the country. Data limitations and other difficulties made it hard to detect clear trends, despite careful verification on the ground, and it was impossible to draw any definitive conclusions about the impact of school feeding on enrolment, attendance and completion. School meals improved daily intake but led to no change in dietary diversity. They represented a value transfer of 12 percent of household income for the most vulnerable groups but that transfer was offset by the cost of the schooling. Funding levels and pipeline breakdowns, charging children for meals and the fact that school staff often shared the meals reduced food availability and access for children, and value transfer to the households.
101. The Secretariat reported that the recommendations to the country office contained in the summary report had been acted upon, in conjunction with partners and authorities. The Government had taken corrective measures to ensure that children were not refused school meals and offering schools and school children grants to meet costs. The Government was making efforts to improve monitoring with the help of the World Bank.
102. The Board expressed hopes for the future of school feeding in the Gambia and expressed concerns at the trend for teachers and staff to consume meals intended for children; it was suggested that the teachers and staff be required to pay for the meals, which might deter pilfering and even help to improve the quality of school meals.

Draft Country Programmes—Mauritania 200251 (2012–2016) (2011/EB.A/25)

103. The country director presented the draft country programme, describing the severe economic difficulties facing Mauritania's new Government. The environment also posed major risks, above all creeping desertification in a country that was already more than 80 percent desert. The Government had set up an ambitious system of agricultural and food subsidies but a combination of extended drought, high food prices and poor cereal productivity was making the situation worse. WFP would focus on reducing underweight among children, improving access to primary education and reducing risks among those affected by recurrent climate shocks. WFP would establish close partnerships with the Government, other United Nations agencies and national and international NGOs and emphasize capacity development. The CP was fully in line with the national priorities of poverty reduction, expanding basic services and improving governance and was aligned with the Poverty Reduction Strategy Paper. He thanked the Mauritanian Government and a number of multilateral African and Arab banks for their pledged contributions.
104. Welcoming the draft CP, the Board called for more information about partnerships with other United Nations and NGOs and the sharing of specific tasks together with a clearer analysis of the structural problems in the country. Members appreciated the inclusion of risk assessment and contingency planning in this country programme and asked that further information be included in the final draft of the CP. The Board recalled the need for consistent indicators for evaluation and follow-up. It was pointed out that the CP made no mention of combating HIV.

105. The country director emphasized the importance of working with the Government and with national and international NGOs on the ground and pledged that even more efforts would be made to that end. WFP had to be selective in its work and carry out activities that were being funded; relatively few people were affected by HIV in Mauritania and that issue, albeit important, was being left in the hands of the Government. The importance of the impact of climate change was acknowledged.
106. The Minister of Food Security of Mauritania announced that the Government was preparing an updated strategy and that the CP was in line with it. The Government was making efforts to combat hunger and he thanked WFP for its support in that work.

Draft Country Programmes – Ghana 200247 (2012–2016) (2011/EB.A/26)

107. The country director in Ghana presented the draft CP document, which was based on evaluation and assessment findings and recommendations from previous WFP activities in Ghana. The CP would target the most food-insecure and vulnerable districts in the country's three poorest regions through school feeding and nutrition components designed to build government capacities and enhance communities' livelihoods and resilience to climate shocks. Particular focus would be on promoting national ownership through practical hand-over while building strategic partnerships with the Government, United Nations and other agencies, and increasing local purchases, including through P4P. The hand-over strategy envisioned in the CP would mainly cover the school feeding intervention, whereby WFP was to provide school meals for two days per week, and the Government for the remaining three days.
108. The CP was aligned to Ghana development plans and priorities, the regional/global and donor development strategies, as well as the UNDAF (2012–2016) thematic areas: food security and nutrition; human development and productive capacity for improved social services; and sustainable environment. The CP was geographically focused on the three deprived regions of Ghana's 10 regions; the activities were aimed at assisting the food- and nutrition-insecure population there in those regions.
109. The Board recognized the CP's relevance to the situation in Ghana, commended WFP's leading role in promoting nutrition issues in the country and noted the importance of an effective hand-over strategy for school feeding. Members asked that the final CP document include more details on government capacity development activities, including at the regional level, given the Government's decentralization policy. They noted the useful linking of school feeding to P4P, and asked to hear more about WFP's contingency plans for dealing with shortages of locally produced food and management of any other possible risks. Members emphasized the need for strong government commitment to lessening the socio-economic disparities among regions of Ghana, which had recently become a middle-income country. The recent discovery of oil reserves, with extractions starting in late 2010, was likely to have positive effects on the national economy.
110. The country director replied that capacity development for school feeding included helping the Government to develop consistently nutritious menus and to target only the areas where it was needed. WFP would also be creating links between school feeding programmes and small farmers. The discovery of oil would not automatically lead to prosperity and social welfare and might not bring immediate benefits for the poorest people; WFP would monitor the situation as it developed. In the meantime, the Government still needed external support to deal with poverty and food insecurity. More details on points raised by the members – such as government commitment to dealing with the growing development gap between the northern and southern regions of Ghana, as well as WFP contingency and risk management – were to be reflected in the final CP document.

Draft Country Programmes— Senegal 200249 (2012–2016) (2011/EB.A/27)

111. The country director for Senegal then presented his office's draft CP document, which had been prepared in close collaboration with the Government, other United Nations agencies and other partners. It was in line with the Government's economic and social policy for 2011 to 2015, on which the UNDAF for 2012 to 2016 was based. CP components would focus on improving household food security and resilience to climate shocks; providing nutrition support to vulnerable groups; and school feeding for preschool and primary schoolchildren. It would not cover conflict-affected areas, which would instead be served by a PRRO, as recommended by the CP appraisal mission and earlier by the PRRO independent evaluation.
112. The Board noted that the CP's objectives, components and targets were in line with the challenges in Senegal. Members particularly approves of the focus on rural households, the local food fortification activities by selected women associations in rural areas, and the comprehensive approach to school feeding, with both nutrition and education indicators. They asked that the final draft of the CP include more on WFP's efforts to improve the quality of education, working with its United Nations partners. Again they suggested that the final report include more details on government capacity development, local purchases and contingency plans for when local supplies from the anticipated home-grown school feeding programme failed, and WFP relations with donors.
113. The country director noted that the final CP document would include more details on the education component, and partnerships, including those for the rapidly evolving initiative on home-grown school feeding programme. WFP was working with the ministries of education and agriculture to build school feeding and link it to small farmers, to help boost markets.

Budget Increases to Development Activities— Mali Country Programme 105830 (2008-2012) (2011/EB.A/28)

114. In presenting the proposed budget increase to the Mali country programme, the country director reported that the United Nations country team was preparing a resource mobilization strategy for the next UNDAF (2013–2017); the WFP country office had already received some multi-year funding for school feeding and nutrition activities, which was particularly useful for longer-term planning. Part of the budget increase was to enhance staff security and information technology in a worsening security situation, which was preventing staff movements in the northern regions of the country; funding for 50 percent of these activities had already been mobilized locally. Government decentralization efforts provided opportunities for WFP to provide capacity development to the Government and municipalities.
115. The Board applauded WFP's activities in Mali, particularly its enhancement of national capacities and ownership, strategic partnerships, high percentage of local purchases, efforts to keep girls in school, and focus on vulnerable groups and rural areas. Members asked for more details on government capacity development and on WFP's procurement of locally produced fortified foods. They reminded WFP that its nutrition tools could be used to address the root causes of undernutrition, as well as to improve the nutrition status of vulnerable groups, and welcomed the deployment of a school feeding expert to head the Mali country office. They approved of the transition plan, but noted that ten years was a long time to work towards hand-over.

116. The country director replied that donors in Mali were providing funds for additional school feeding capacity development for the Government, to ensure that children enrolled and stayed in school. WFP was coordinating a team of donors to promote food security issues, and monitoring of WFP-supported programmes was also being enhanced. All the millet and sorghum WFP used in its Mali school feeding were bought locally, while the quality of locally produced rice needed to be improved. WFP purchases from Mali had also been used in neighbouring countries. The country office had distributed mills to volunteer women's groups supporting the school meals programme to reduce the burden of processing millet and sorghum as well as for home use, and had promoted an income-generating activity within the community. Although the FAO representation had limited staff capacity, it provided advice in nutrition and food security activities when consulted. The country director had been acting FAO representative since February 2011.

Protracted Relief and Recovery Operations—Niger 200051 (2011/EB.A/29)

117. The deputy country director reported that the country was slowly recovering from the 2010 severe food and nutritional crisis, which had affected 7 million people, with food prices 30 percent above the seasonal average. To address widespread malnutrition, which was exacerbated by very low levels of resilience, WFP had gradually scaled up its interventions in collaboration with government institutions and partners. Overall food security had significantly improved since November 2010, but structural causes remained to be addressed. Additionally, the civil unrest in neighbouring Côte d'Ivoire and the Libyan Arab Jamahiriya caused a massive return of migrant workers from those countries and a significant fall in the levels of remittances, thus aggravating further the food insecurity situation in host villages. Through the PRRO, WFP would continue to address malnutrition among children under 5 and pregnant and lactating women while enhancing resilience and recovery in the most vulnerable communities. The PRRO had good prospects in view of the supportive stance of the interim Government and the stable current political situation.

118. The Board welcomed the document, noting the urgent need to enable the population to become more food-secure, recover assets and enhance their resilience to future shocks. Board members urged WFP to develop its partnerships to build local and national capacities with a view to eventual hand-over, and asked for clarification as to the status of WFP's relations with the new Government. Members also approved of the focus on vulnerable women and children, recommending that WFP coordinate its work with UNICEF, FAO and other humanitarian actors and that health interventions be integrated with the responses to food insecurity. Some Board members suggested that in view of the high cost of the operation WFP review the relevance of blanket supplementary feeding. Board members also recommended the addition of a component focusing on capacity development for emergency response coordinated with the national food crisis management organization. The Board approved of the cash-transfer mechanisms, and some members recommended a study to quantify outcomes and identify lessons learned from earlier problems with food distributions.

119. In response the deputy country director described current collaborations with humanitarian organizations and national structures, noting that food security had become a core element of the new Government's programme; WFP was working with the Government to align its tools with national needs. Modalities such as large-scale cash transfers were being tested, and new products for malnutrition interventions were being evaluated. The blanket feeding approach had been agreed with the Government and partners; impact studies being undertaken with UNICEF and *Médecins sans frontières*

(MSF) would report in the near future. The need to rebuild resilience to meet future shocks accounted for the relatively large PRRO budget.

120. The Permanent Representative of Niger expressed appreciation for WFP's work on behalf of the Government, which looked forward to collaborating with WFP to address the systemic and structural issues underlying food insecurity in the country. The Executive Director expressed appreciation for the Government's vastly improved leadership and dedication in providing early warning and fighting hunger in Niger.

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO

Summary Evaluation Report Rwanda Country Portfolio and Management Response (2011/EB.A/30)

121. The Director of OE presented the summary report. The portfolio was well aligned with the priorities of the Government, which had assumed clear leadership of United Nations programmes and activities in Rwanda. The One UN initiative had also helped WFP's strategic alignment in the country. The portfolio's performance and results had generally been in line with needs, particularly where beneficiaries were involved in FFW and food-for-assets (FFA) activities. Funding gaps and the wide geographic spread of activities had hampered the achievement of results in some cases. WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) would be carrying out an impact evaluation of refugee feeding in Rwanda. The assets created by WFP FFA activities had supported livelihoods, and this component was now being handled by Government and other partners without WFP. School feeding had led to decreased drop-out rates, but had had no effect on the already high enrolment rates in Rwanda. HIV and AIDS activities had not increased patients' adherence to ART, as people were already adhering to it in any case; patients' weight gain had not been monitored so could not be evaluated. The unclear objectives of mother-and-child health and nutrition (MCHN) activities had made this component difficult to evaluate. The evaluation had found generally strong sustainability of WFP activities, owing to government ownership and commitment, but there were questions regarding the environmental aspects of some FFW and FFA schemes.
122. The Secretariat outlined management's agreement and response to the evaluation's ten recommendations, many of which would be addressed in the Rwanda country strategy that was expected to be completed by September 2011. This evaluation had demonstrated the value of evaluations in guiding WFP's programming, strategic positioning and risk management within the country.
123. The Board noted the importance of government ownership in ensuring programme success and sustainability. WFP should take the Government's strong commitment and capacities into account when deciding which activities to hand over. Members suggested that the use of nutrition indicators would have been more efficient in demonstrating the results from school feeding.
124. The Director of OE explained that school feeding indicators would be examined in her office's forthcoming evaluation of the school feeding policy. The education-based indicators currently used were the universally accepted ones for primary education. Worldwide, there was a general shortage of information on schoolchildren's nutrition status, so future measurement of some nutrition-related indicators may prove to be valuable, including for the nutrition policy and programmes.

125. The country director reported that the Government had recently requested WFP's involvement in a common P4P activity. WFP's continued involvement in school feeding was supporting the Government while it implemented its ambitious plans for developing education; these included the building and expansion of schools throughout the country and the switch from French to English as the official language, including in schools. WFP was building communities' school feeding capacity by providing meals three days a week while communities provided them the other two. Communities' success in this would be an indicator in future assessments of school feeding in Rwanda, and Rwanda's experience would provide an example for others.
126. Summing up, the Board President noted that the Government of Rwanda had taken a strong initiative in the country's development process, and that WFP was adapting to this strength by integrating its own efforts with those of the Government.

Draft Country Programmes – Ethiopia 200253 (2012–2015) (2011/EB.A/31)

127. The Ethiopia country director *ad interim* (a.i.) drew attention to the alignment of the CP with the UNDAF and the WFP country strategy, and to the extensive consultations with the Government and stakeholders during the planning phase. The CP components contributed to the Government's transformation agenda by addressing capacities for managing disaster risk and natural resources and also included food for education, access to HIV treatment, and food marketing and rural livelihoods with a focus on women and young people. Gender was mainstreamed in all components. The risks to the CP included resource constraints and insecurity, which could affect delivery of the components; to address these, WFP was enhancing its information sharing with donors, increasing its work on capacity-building and improving staff safety procedures.
128. The Board expressed appreciation for the overview, noting that WFP's known neutrality, its ability to intervene on a large scale and its logistics capability made it the most effective agency in Ethiopia in terms of addressing acute and chronic food insecurity. Board members approved the consultative approach to planning, the expansion of P4P, the support for the national nutrition programme and the shift to food assistance modalities. Some members observed that the Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods (MERET) programme had worked well for many years and suggested that the time was right to look into ways of integrating its operations into national strategies in parallel with the eventual hand-over of the CP components to the Government. Noting that women accounted for up to 70 percent of the agriculture workforce but that they had limited access to credit and inputs, Board members urged WFP to ensure that gender issues were incorporated into its capacity-development activities. The Board expressed its approval of the CP in that it focused on the most food-insecure groups, access to education, disaster preparedness, sustainable land management, capacity development, support for HIV treatment, women's empowerment, safety nets and child nutrition, all in alignment with government priorities.
129. In response, the country director a.i. thanked the Board for its support for the CP and observed that in view of possible resource shortfalls it was developing a prioritization plan; the nutrition support activity would be aligned with the Government's strategy for addressing stunting. Discussions regarding MERET activities were ongoing with a view to handing them over to government resource-management programmes, where they would be owned and implemented by communities.

Protracted Relief and Recovery Operations – Kenya 200174 (2011/EB.A/32)

130. The country director reported that the numbers of refugees from the Sudan and Somalia entering Kenya was higher than projected in the original PRRO document. The need to expand one of the refugee camps was one of the greatest constraints to providing assistance and was a priority in the humanitarian community's advocacy efforts.
131. The Board welcomed WFP's efforts to assist both refugees and the already poor and food-insecure host communities, the PRRO's focus on gender issues, and WFP's coordination with UNHCR in registering new arrivals and supplying their immediate needs. PRRO activities helped alleviate social tensions within camps and between refugee and host communities. Members were interested in WFP's plans to pilot biometric identification of beneficiaries and the use of cash transfers and vouchers for refugees. Although the refugees were likely to require WFP support for the foreseeable future, Board members encouraged WFP's gradual hand-over of host community activities to the Government of Kenya. More generally, there was need to provide more humane solutions for the long-term future of the people living in camps, and to consider new approaches that would ensure better and more productive lives for refugees.
132. Responding to points raised by the Board, the country director noted that WFP was adapting the food basket in response to a growing prevalence of anaemia, and met regularly with refugees to ensure that the food basket was culturally acceptable. In reference to the surge of poorly nourished Somalians that had recently arrived, the country director noted that adequate food was being provided to all incoming refugees from the moment they presented themselves; specialized feeding programmes were addressing all malnourished refugees. The use of cash and vouchers would give beneficiaries greater freedom of choice, including for purchases of fresh foods, such as camels' milk from pastoralist host communities. For the past year, supply challenges had made it impossible to pre-position food prior to the rainy season; WFP had often had to distribute food as soon as it arrived, and encouraged donors to set up a mechanism for preventing pipeline breaks. The Government was to supply additional police in the camps and establish access control for United Nations staff compounds.

Budget Increases to Protracted Relief and Recovery Operations – Ethiopia 106650 (2011/EB.A/33)

133. The country director a.i. explained the reasons for the requested budget increase to the PRRO for Ethiopia. The drought in the Horn of Africa had reached the eastern and southeastern parts of the country, affecting in particular pastoral and agro-pastoral areas and the highland areas in the Southern Nations, Nationalities and Peoples (SNNP) region. It was therefore proposed to increase the maximum planned number of relief beneficiaries to be assisted by WFP to 3.5 million people and decrease Productive Safety Net Programme (PSNP) beneficiaries assisted by WFP by 340,000. Joint efforts with UNICEF were aimed at offering children supplementary feeding while WFP was helping the Ethiopian Government with its efforts to improve transport.

134. The Board approved the budget increase, a timely and relevant response to what had been described as the most serious humanitarian crisis currently facing the international community. The United Kingdom pledged a contribution and encouraged other donors to follow suit, especially since the situation had deteriorated further since the assessment on which the current request had been based. Alarm was expressed at the low emergency food security reserve in Ethiopia. WFP was urged to be swifter and more innovative in its response and to make use of a broader set of tools in future. Clarification of the decrease in PSNP beneficiaries was requested.
135. The Secretariat thanked the United Kingdom for its pledge and also encouraged other donors to make contributions to minimize pipeline gaps. The number of PSNP beneficiaries was to be reduced because the Government was rolling out its own safety net programme. With regard to flexible use of tools, the country director a.i. gave the example of previous purchases of maize in the Somali region but pointed out that such measures depended on the security situation. The Board would be kept abreast of the situation in Ethiopia; as soon as the results of the latest government assessment were known they would be made public. The Executive Director expressed her personal thanks to the Ethiopian authorities for their close cooperation with WFP and looked forward to the effects of sustainable strategies in the country.

OTHER BUSINESS

Report of the Joint Field Visit to the Republic of the Philippines of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP (2011/EB.A/35)

136. Ambassador Chen Charpentier (Mexico) reported to the Board on the joint field visit to the Republic of the Philippines of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP. Although the Philippines was a lower-middle income country, food security remained a major challenge. The field visit had revealed ways in which United Nations agencies were making a joint effort through innovative activities to meet that challenge. Above all, the visit had highlighted the way in which United Nations action was closely linked to government human development policies. He drew attention to the issue of gender equality and the future role of UN-Women, and the importance of remittances flows towards investment for development. The Rapporteur of the visit, Mr Zarei (Islamic Republic of Iran), joined Ambassador Chen in thanking the Philippines authorities for their exemplary cooperation and echoed praise for the joint action taken by United Nations agencies in the country, a source of satisfaction and hope.
137. The Board thanked those who had visited the Philippines. The moving testimonials the Board had been given were a cause for optimism that groundbreaking cooperation with national governments was the way forward in the fight against food insecurity.

Appointment or Reappointment of the Executive Director

138. The President shared with the Board a letter she intended to send to the United Nations Secretary-General concerning Board consultation in the process to appoint or reappoint the WFP Executive Director, whose new term would become effective in April 2012. The letter informed the Secretary-General of the Board's intention to contribute to an open and transparent process for the appointment, and requested that he provide an indication on the intended timing and mode of consultation.

139. Board members expressed appreciation to the President for her initiative, and interest in participating in the consultations. Many expressed support for the principle of continuity.

Substitution of the President

140. With the imminent departure from Rome of the Board President, Ms A. Van Ardenne, in accordance with Rule IV.2 of the Rules of Procedure, H. E. James A. Harvey, Alternate of List D, took over; he was to serve as President until the beginning of the First Regular Session, 2012. Ms Harriet Spanos was re-elected as List D Alternate.

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

The Board adopted the agenda as proposed.

6 June 2011

Election for Positions in the Bureau and Appointment of the Rapporteur

In accordance with Rule XII of its Rules of Procedure, the Board appointed Ms Beatriz Calvo Villegas (Colombia, List C) Rapporteur of the Annual Session of 2011.

6 June 2011

On 9 June, H.E. Agnes van Ardenne (Netherlands, List D), President of the Board, resigned from her position. In accordance with Rule IV.2 of the Rules of Procedure, she was replaced by her alternate at the Bureau, H.E. James A. Harvey. The Board elected Ms. Harriet Spanos as List D alternate.

9 June 2011

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**2011/EB.A/1 Opening Remarks by the Executive Director**

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

6 June 2011

ANNUAL REPORTS**2011/EB.A/2 Annual Performance Report for 2010**

The Board approved the Annual Performance Report for 2010 (WFP/EB.A/2011/4), noting that it provides a comprehensive record of WFP's performance for the year.

6 June 2011

POLICY ISSUES**2011/EB.A/3 Update on the Implementation of WFP Policy on Vouchers and Cash Transfers**

The Board took note of “Update on the Implementation of WFP Policy on Vouchers and Cash Transfers” (WFP/EB.A/2011/5-A/Rev.1) and requested WFP to ensure that the implementation of the WFP policy also benefitted from the experiences and best existing national practices.

8 June 2011

2011/EB.A/4 WFP Policy Formulation

The Board approved “WFP Policy Formulation” (WFP/EB.A/2011/5-B).

It also requested that: i) WFP policy documents with significant impact on programming be presented to the Board for approval, including an estimate of budget implications and information on potential resourcing; and ii) a review of current policies with significant impact on programming be undertaken to determine which were still relevant, which needed to be reclassified, and which should be consolidated or updated. Such review would be submitted to the Board for approval before the end of 2012 and a clear definition of policy documents would be provided.

8 June 2011

2011/EB.A/5 Oversight Framework and Reports Disclosure Policy

The Board took note of “Oversight Framework and Reports Disclosure Policy” (WFP/EB.A/2011/5-C/1) and approved “Policy for Disclosure of Investigation Reports” as contained in Annex II to that document; it further requested the Inspector General and management to provide to the Executive Board a review of the concept of inspection within the framework and to present a future update of this policy in 2012.

The Board also took note of the comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (WFP/EB.A/2011/5-C/2 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/2) and the Food and Agriculture Organization of the United Nations (FAO) Finance Committee (WFP/EB.A/2011/5-C/3 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/3).

7 June 2011

2011/EB.A/6 Update on WFP’s Response to HIV and AIDS

The Board took note of “Update on WFP’s Response to HIV and AIDS” (WFP/EB.A/2011/5-E).

6 June 2011

2011/EB.A/7 Climate Change and Hunger: Towards a WFP Policy on Climate Change

The Board took note of “Climate Change and Hunger: Towards a WFP Policy on Climate Change” (WFP/EB.A/2011/5-F).

7 June 2011

2011/EB.A/8 Update on the Implementation of WFP’s School Feeding Policy

The Board took note of “Update on the Implementation of WFP’s School Feeding Policy” (WFP/EB.A/2011/5-G).

8 June 2011

RESOURCE, FINANCIAL AND BUDGETARY MATTERS**2011/EB.A/9 Audited Annual Accounts 2010**

The Board:

- i) approved the 2010 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\$550,884 during 2010 for the ex-gratia payments and write-off of cash losses and advances to staff and suppliers; and
- iii) noted post-delivery losses of commodities during 2010 forming part of the operating expenses for the same period.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2011/5-C/2 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/2) and FAO Finance Committee (WFP/EB.A/2011/5-C/3 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/3).

7 June 2011

2011/EB.A/10 Review of the Management Plan Cycle

The Executive Board:

1. having reviewed “Financial Framework Review Options” (WFP/EB.A/2010/6-E/1) and “Review of the Management Plan Cycle” (WFP/EB.A/2011/6-B/1), wished to move from a biennial WFP Management Plan and budget cycle to a three-year WFP Management Plan with a one-year budget, approved each year on a rolling basis;
2. acting pursuant to Article XV of the WFP General Regulations, accordingly recommended to the General Assembly of the United Nations and the Food and Agriculture Organization of the United Nations (FAO) Conference, through the Economic and Social Council of the United Nations and the FAO Council, that Article XIV.6 of the General Regulations be amended as follows:

“6. The Executive Director will submit the following to the Executive Board for approval:

- (a) the ~~biennial~~ annual WFP budget, and supplementary WFP budgets whenever appropriate prepared in exceptional circumstances;



- (b) annual financial statements of WFP, together with the report of the External Auditor;
- (c) other financial reports.

These will also be submitted to the FAO Finance Committee and the ACABQ for their review and comments. The reports of these bodies will be submitted to the Board.”;

3. requested the Secretariat to convey the recommendation set forth in paragraph 2 of this decision, and document WFP/EB.A/2011/6-B/1 to the General Assembly of the United Nations and the FAO Conference, through the Economic and Social Council of the United Nations and the FAO Council; and
4. decided, subject to approval by the General Assembly of the United Nations and the FAO Conference of the recommendation that is set forth in paragraph 2 of this decision, to amend the General Rules and Financial Regulations as set forth in Annex II of WFP/EB.A/2011/6-B/1 and requested the Secretariat to submit the amendments, when they had come into effect, to the Economic and Social Council of the United Nations and the FAO Council for information.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2011/5-C/2 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/2) and FAO Finance Committee (WFP/EB.A/2011/5-C/3 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/3).

7 June 2011

2011/EB.A/11 Annual Report of the Audit Committee

The Board took note of “Annual Report of the Audit Committee” (WFP/EB.A/2011/6-C/1).

The Board also suggested that the Joint Working Group on the Review of the Audit Committee take into account issues raised by the Board during its discussions and report to the Board on the findings and recommendations of this review at its Second Regular Session in 2011.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2011/5-C/2 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/2) and FAO Finance Committee (WFP/EB.A/2011/5-C/3 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/3).

7 June 2011

2011/EB.A/12 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/2011/6-D/1 + Corr.1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2011/5-C/2 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/2) and FAO Finance Committee (WFP/EB.A/2011/5-C/3 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/3).

7 June 2011

2011/EB.A/13 Report of the Inspector General

The Board took note of “Report of the Inspector General” (WFP/EB.A/2011/6-E/1).

The Board also took note of the comments of the ACABQ (WFP/EB.A/2011/5-C/2 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/2) and FAO Finance Committee (WFP/EB.A/2011/5-C/3 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/3).

7 June 2011

2011/EB.A/14 Fifth Update on the WFP Management Plan (2010–2011)

Having considered “Fifth Update on the WFP Management Plan (2010–2011)” (WFP/EB.A/2011/6-G/1), the Board took note of the projected programme of work of US\$12.0 billion for the 2010–2011 biennium, excluding any provision for unforeseen requirements.

The Board also took note of the comments of the ACABQ (WFP/EB.A/2011/5-C/2 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/2) and FAO Finance Committee (WFP/EB.A/2011/5-C/3 and WFP/EB.A/2011/6(A,B,C,D,E,F,G,H)/3).

7 June 2011

2011/EB.A/15 Update on the Implementation of the External Auditor Recommendations on WFP’s Operations in Somalia

The Board took note of “Update on the Implementation of the External Auditor Recommendations on WFP’s Operations in Somalia” (WFP/EB.A/2011/6-I).

7 June 2011

EVALUATION REPORTS

2011/EB.A/16 Annual Evaluation Report 2010 and Management Response

The Board took note of “Annual Evaluation Report 2010” (WFP/EB.A/2011/7-A) and the management response in WFP/EB.A/2011/7-A/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

6 June 2011

2011/EB.A/17 Summary Report of the Strategic Evaluation of WFP's Role in Social Protection and Safety Nets and Management Response

The Board took note of “Summary Report of the Strategic Evaluation of WFP's Role in Social Protection and Safety Nets” (WFP/EB.A/2011/7-B) and the management response in WFP/EB.A/2011/7-B/Add.1 and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

8 June 2011

LATIN AMERICA AND THE CARIBBEAN REGIONAL PORTFOLIO

2011/EB.A/18 Draft Country Programmes—Honduras 200240 (2012–2016)

The Board took note of draft country programme Honduras 200240 (2012–2016) (WFP/EB.A/2011/8/1), for which the food requirement is 27,134 mt at a total cost to WFP of US\$21.5 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

8 June 2011

ASIA REGIONAL PORTFOLIO

2011/EB.A/19 Draft Country Programmes—Bangladesh 200243 (2012–2016)

The Board: i) took note of draft country programme Bangladesh 200243 (2012–2016) (WFP/EB.A/2011/8/5), for which the food requirement is 403,860 mt at a cost of US\$214.6 million, and the cash and voucher requirement is US\$10.1 million, for a total cost to WFP of US\$338.7 million; and ii) authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

8 June 2011

2011/EB.A/20 Draft Country Programmes—Indonesia 200245 (2012–2015)

The Board took note of draft country programme Indonesia 200245 (2012–2015) (WFP/EB.A/2011/8/8), for which the food requirement is 16,586 mt at a cost of US\$20.3 million for a total cost to WFP of US\$44.6 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

8 June 2011

2011/EB.A/21 Draft Country Programmes—Lao People’s Democratic Republic 200242 (2012–2015)

The Board took note of draft country programme Lao People’s Democratic Republic 200242 (2012–2015) (WFP/EB.A/2011/8/4), for which the food requirement is 37,140 mt at a cost of US\$36.9 million, and a cash and voucher requirement of US\$1.2 million, for a total cost to WFP of US\$68.9 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

8 June 2011

2011/EB.A/22 Country Programme—Cambodia 200202 (2011-2016)

The Board approved on a no-objection basis country programme Cambodia 200202 (2011–2016) (WFP/EB.A/2011/9/1), for which the food requirement is 137,586 mt at a total cost to WFP of US\$131.9 million.

9 June 2011

2011/EB.A/23 Country Programme—Timor-Leste 200185 (2011–2013)

The Board approved on a no-objection basis country programme Timor-Leste 200185 (2011–2013) (WFP/EB.A/2011/9/2), for which the food requirement is 15,622 mt at a total cost to WFP of US\$21.4 million.

9 June 2011

WEST AFRICA REGIONAL PORTFOLIO**2011/EB.A/24 Summary Impact Evaluation of School Feeding in the Gambia and Management Response**

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

8 June 2011

2011/EB.A/25 Draft Country Programmes—Mauritania 200251 (2012–2016)

The Board took note of draft country programme Mauritania 200251 (2012–2016) (WFP/EB.A/2011/8/2), for which the food requirement is 58,482 mt at a cost of US\$39 million, with a total cost to WFP of US\$76.4 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

8 June 2011

2011/EB.A/26 Draft Country Programmes—Ghana 200247 (2012–2016)

The Board took note of draft country programme Ghana 200247 (2012–2016) (WFP/EB.A/2011/8/3), for which the food requirement is 52,317 mt at a total cost to WFP of US\$44.9 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

9 June 2011

2011/EB.A/27 Draft Country Programmes—Senegal 200249 (2012–2016)

The Board took note of draft country programme Senegal 200249 (2012–2016) (WFP/EB.A/2011/8/6), for which the food requirement is 65,867 mt at a total cost to WFP of US\$73.7 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

9 June 2011

2011/EB.A/28 Budget Increases to Development Activities—Mali Country Programme 105830 (2008–2012)

The Board approved the budget increase of US\$22.4 million for Mali Country Programme 105830 (2008–2012) (WFP/EB.A/2011/10-A).

9 June 2011

2011/EB.A/29 Protracted Relief and Recovery Operations—Niger 200051

The Board approved the proposed protracted relief and recovery operation Niger 200051 “Saving Lives, Reducing Malnutrition and Protecting the Livelihoods of Vulnerable Populations” (WFP/EB.A/2011/10-B/2).

9 June 2011

EAST AND CENTRAL AFRICA REGIONAL PORTFOLIO**2011/EB.A/30 Summary Evaluation Report Rwanda Country Portfolio and Management Response**

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

9 June 2011

2011/EB.A/31 Draft Country Programmes—Ethiopia 200253 (2012–2015)

The Board took note of draft country programme Ethiopia 200253 (2012–2015) (WFP/EB.A/2011/8/7), for which the food requirement is 319,020 mt at a cost of US\$155 million, for a total cost to WFP of US\$307 million, and authorized the Secretariat to formulate a country programme, taking into account the observations of the Board.

9 June 2011

2011/EB.A/32 Protracted Relief and Recovery Operations—Kenya 200174

The Board approved the proposed protracted relief and recovery operation Kenya 200174 “Food Assistance to Refugees” (WFP/EB.A/2011/10-B/1 + Corr.1).

9 June 2011

2011/EB.A/33 Budget Increases to Protracted Relief and Recovery Operations—Ethiopia 106650

The Board approved the budget increase of US\$34.2 million to Ethiopia PRRO 106650 “Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity” (WFP/EB.A/2011/10-C).

9 June 2011

2011/EB.A/34 Country Programmes—United Republic of Tanzania 200200 (2011–2015)

The Board approved on a no-objection basis the WFP country programme United Republic of Tanzania 200200 (2011–2015) (WFP/EB.A/2011/9/3), for which the food requirement is 239,995 mt at a total cost to WFP of US\$175 million. This document constitutes Annex 4 of the common country programme document.

9 June 2011

OTHER BUSINESS**2011/EB.A/35 Report of the Joint Field Visit to the Republic of the Philippines of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP**

The Board took note of “Report of the Joint Field Visit to the Republic of the Philippines of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP” (WFP/EB.A/2011/15 + Corr.1) and encouraged further action on the recommendations, taking into account considerations raised by the Board during its discussion.

9 June 2011

SUMMARY OF THE WORK OF THE EXECUTIVE BOARD**2011/EB.A/36 Summary of the Work of the First Regular Session of the Executive Board, 2011**

The Board approved the document “Draft Summary of the Work of the First Regular Session of the Executive Board, 2011”, the final version of which would be embodied in the document WFP/EB.1/2011/16.

9 June 2011

ANNEX II

AGENDA

1. ***Adoption of the Agenda (for approval)***
2. Election for position(s) in the Bureau and Appointment of the Rapporteur
3. ***Opening Remarks by the Executive Director***
4. ***Annual Reports***
 - Annual Performance Report for 2010 *(for approval)*
5. ***Policy Issues***
 - a) Update on the Implementation of WFP's Policy on Vouchers and Cash Transfers *(for information)*
 - b) WFP Policy Formulation *(for approval)*
 - c) Oversight Framework and Reports Disclosure Policy *(for approval)*
 - d) WFP Sustainable Hunger Solutions for Chronically Insecure Populations: Status of Hand-Over Strategy *(for information)* (**withdrawn**)
 - e) Update on WFP's Response to HIV and AIDS *(for information)*
 - f) Climate Change and Hunger: Towards a WFP Policy on Climate Change *(for information)*
 - g) Update on the Implementation of WFP's School Feeding Policy *(for information)*
6. ***Resource, Financial and Budgetary Matters***
 - a) Audited Annual Accounts, 2010 *(for approval)*
 - b) Review of the Management Plan Cycle *(for approval)*
 - c) Annual Report of the Audit Committee *(for consideration)*
 - d) Report on the Implementation of the External Auditor Recommendations *(for consideration)*
 - e) Report of the Inspector General *(for consideration)*
 - f) WINGS II Value Assessment *(for information)*
 - g) Fifth Update on the WFP Management Plan (2010–2011) *(for information)*
 - h) Report of the Executive Director on the Utilization of Contributions and Waivers of Costs (General Rules XII.4 and XIII.4 (g)) *(for information)*
 - i) Update on the Implementation of the External Auditor Recommendations on WFP's Operations in Somalia *(for information)*
7. ***Evaluation Reports***
 - a) Annual Evaluation Report, 2010 and Management Response *(for consideration)*
 - b) Summary Report of the Strategic Evaluation of WFP's Role in Social Protection and Safety Nets and Management Response *(for consideration)*

- c) Summary Report of the Impact Evaluation of WFP Support to School Feeding in Côte d'Ivoire and Procedural Note on the Management Response (*for information*)
- d) Summary Report of the Impact Evaluation of School Feeding in The Gambia and Management Response (*for consideration*)
- e) Summary Evaluation Report Rwanda Country Portfolio and Management Response (*for consideration*)
- f) Implementation Status of Evaluation Recommendations (*for information*)

Operational Matters

8. **Draft Country Programmes** (*for consideration*)

- Bangladesh 200243
- Ethiopia 200253
- Ghana 200247
- Honduras 200240
- Indonesia 200245
- Lao People's Democratic Republic 200242
- Mauritania 200251
- Senegal 200249

9. **Country Programmes** (*for approval on a no-objection basis*)

- Cambodia 200202
- Timor-Leste 200185
- United Republic of Tanzania 200200

10. **Projects for Executive Board for Approval**

- a) Budget increases to development activities
 - Mali Country Programme 105830
- b) Protracted relief and recovery operations
 - Kenya 200174
 - Niger 200051
- c) Budget increase to protracted relief and recovery operation
 - Ethiopia 106650

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

- a) Development Projects Approved by the Executive Director (1 July–31 December 2010)
 - Latin America and the Caribbean Region 200141
 - Lao People's Democratic Republic 200129
 - Lesotho 200199
- b) Budget Increases to Development Activities Approved by the Executive Director (1 July–31 December 2010)

- c) Protracted Relief and Recovery Operations Approved by the Executive Director (1 July–31 December 2010)
 - Bangladesh 200142
 - Chad 200059
 - Madagascar 200065
 - Nepal 200136
 - Tajikistan 200122
 - d) Budget Increases to Protracted Relief and Recovery Operations Approved by the Executive Director (1 July–31 December 2010)
 - e) Report on the Use of the Immediate Response Account (1 January–31 December 2010)
12. ***Organizational and Procedural Matters***
- Biennial Programme of Work of the Executive Board (2011–2012)
(for information)
13. ***Administrative and Managerial Matters***
- a) Report on Post-Delivery Losses for the Period 1 January–31 December 2010
(for information)
 - b) Update on WFP Food Procurement (for information)
 - c) Statistical Report on WFP International Professional Staff and Higher Categories
(for information)
 - d) Report on the Use of Consultants in WFP (for information)
 - e) WFP Security Report (for information)
 - f) Reports by the Joint Inspection Unit Relevant to the Work of WFP – Action Plan
(for information)
14. ***Summary of the Work of the First Regular Session of the Executive Board, 2011***
(for approval)
15. ***Other Business***
- Report of the Joint Field Visit to the Republic of the Philippines of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP (for information)
16. ***Verification of Adopted Decisions and Recommendations***

ACRONYMS USED IN THE DOCUMENT

AC	Audit Committee
ACABQ	Advisory Committee on Administrative and Budgetary Questions
AER	Annual Evaluation Report
APR	Annual Performance Report
ART	anti-retroviral therapy
DFID	Department for International Development (United Kingdom)
EMOP	emergency operations
FAO	Food and Agriculture Organization of the United Nations
FFA	food-for-assets
FFW	food-for-work
IDPS	internally displaced persons
IFAD	International Food and Agricultural Development
IPSAS	International Public Sector Accounting Standards
M&E	monitoring and evaluation
MRD	Management Result Dimensions
NGO	non-governmental organization
OE	Office of Evaluation
OS	Oversight Office
P4P	Purchase for Progress
PRRO	protracted relief and recovery operations
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administration
PSNP	Productive Safety Net Programme
SPR	standardized project reports
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNICEF	United Nations Children's Fund